

Meeting: Overview and Scrutiny Committee

Date: 3 December 2012

Title: Change, Efficiency and Improvement Programme:
Progress Update Report

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Service: Policy and Partnerships
Directorate: Strategic Services
Wards affected: All

1. Purpose of Report

This report provides the Committee with an overview of progress across all three themes of the Change, Efficiency and Improvement (CEI) programme. The CEI programme incorporates projects which have been established to deliver the budget savings required across a four year period 2011-2015 and as such there is an associated budget business case for each.

The aim of the report is to update the Committee with the latest position on the projects within each of the themes, with a focus on the project plans for years 2 to 4 of the programme (2012-13 to 2014-15).

2. Recommendations

The Committee are recommended to consider the information contained in this report.

3. Details

As set out below, the CEI savings target for the four year period 2011-15 is £43.743m.

CEI Programme	2011/12 (additional £000's)	2012/13 (additional £000's)	2013/14 (additional £000's)	2014/15 (additional £000's)	TOTAL (£000's)
A - Services for People	6,675	9,240	1,941	1,741	19,597
B - Business	7,687	5,077	3,184	1,808	17,756
C - Environment	1,466	1,648	826	560	4,500
Cross Cutting	366	774	750	0	1,890
	16,194	16,739	6,701	4,109	43,743
Plans Currently in Place	16,194	15,846	6,376	4,729	43,145
Surplus / Deficit	0	-893	-325	620	-598

Whilst it appears there is a £893k shortfall in 2012/13, the target must be considered in conjunction with the 12/13 General Fund Budget and Cabinet's Implementation Plan. The last report to Cabinet (12.11.12) indicated a potential contribution to reserves of £302k arising from actions agreed.

Theme A covers Children, Education and Adult services as well as the transfer of public health services as local authorities take over responsibility for some of these services as part of the changes to the health service. This theme is about enabling better and more efficient access to education, employability, social care, health and well being services through new ways of working and supporting independence through increased prevention activity.

Key progress since the last report on this theme is as follows:

- Most of projects in Theme A have now delivered the milestones required for project completion. The focus now around these projects is in ensuring the stated benefits are realised. Some individual milestone slippage has occurred, largely linked to a review of services and systems. This, for the most part does not impact on benefits realisation and the review will help to generate new projects that will deliver additional efficiencies over the remaining two years of the programme
- In **Children & Education Services** all efficiencies will be met with the possible exception of one project, where placement pressures continue to be the greatest area of risk. Ofsted would not agree to additional place at Heatherfield Mews, which meant alternatives had to be explored, causing slippage and having a potential impact on meeting the efficiency target. Additionally, fluctuation in year – three to four additional required placements - will impact on CEI benefits. The Children, Education & Skills Committee has been kept fully updated and the financial position reported to November Cabinet.
- In **Adult Social Care**, again most of the efficiency targets are on track. In the case of targeted care package reviews, additional savings have been realised. Adjustments have had to be made relating to RAS and securing income from external partners but the target will be met. Substantial pieces of work have been undertaken to review services and ensure efficient processes, which are crucial to projects delivering change in Mental Health & Learning Disability services
- The Theme A Programme Board continues to include exploration of links with **Public Health Transition** and joint commissioning arrangements with the NHS. Work is taking place to ensure that public health related work already being carried out by the council is not being duplicated and services are delivered in the most efficient way.

Theme B is about introducing new ways to deliver a range of services through partnerships with public, private or voluntary/community sector providers, reducing central overheads and support costs as well as improving the effectiveness of our workforce and customer services.

Key progress since the last report on this theme is as follows:

- Preferred bidders were selected for both the Business and Technical packages and, after a comprehensive final dialogue, contracts were awarded to Balfour Beatty (Business) and Capita Symonds (Technical).
- An extensive mobilisation programme was put in place to set up the new structures, operating systems and procedures required for the new arrangements, and on November 1st both partnerships became 'live' and fully operational.
- A new staff survey has been completed and is now being analysed, with results expected at the end of December.

Theme C is about introducing new ways to deliver environmental services and reducing costs on energy and transport as well as reducing carbon emissions.

Key progress since the last report on this theme includes:

- Trials are underway for new LED lighting, and adjustable 'Mayflower' units, which would enable lights to be dimmed, switched off as required – either individually or in area groups – via a central system or mobile laptop.
- Electricity consumption within the top 30 buildings (in terms of use) is down 8%.
- Gas consumption within the top 30 buildings (in terms of use) has risen 1%, following unseasonal weather, but is now falling again.
- Diesel consumption across fleet is down 9%.
- Vehicle fleet, and pool car, usage are both up (to 30% and 47% respectively).

Appendix 1 contains a more detailed overview of progress per project area within each of the three themes of the programme.

4. Appendices

Appendix 1 - CEI Progress report