

# Meeting: Overview and Scrutiny Committee

**Date:** 4 March 2013

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

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**Directorate:** Strategic Services  
**Wards affected:** All

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## 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 (£000's)	2012/13 (£000's)	2013/14 (£000's)	2014/15 (£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
	<b>16,194</b>	<b>16,739</b>	<b>6,701</b>	<b>4,109</b>	<b>43,743</b>
Plans Currently in Place	<b>16,194</b>	<b>15,846</b>	<b>6,376</b>	<b>4,729</b>	<b>43,145</b>
Surplus / Deficit	<b>0</b>	<b>-893</b>	<b>-325</b>	<b>620</b>	<b>-598</b>

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 report to Cabinet on 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. As reported previously, Ofsted would not agree to additional place at Heatherfield Mews, which has a potential impact on meeting the efficiency target, along with some, fluctuation in year – requiring three to four additional placements. The Children, Education & Skills Committee has been kept fully updated and the financial position reported to 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. £90K of the efficiencies due from this review are potentially at risk, in-year. However, plans are in place from 1st April to recover this alongside next year's efficiency target
- 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:

- The mobilisation process, for both the Business and Technical packages, has been completed and all transferred services are now running under partnership control, with progress and performance reported regularly to operational and strategic partnership Boards.
- The Culture and Customer Service Review is continuing, with expressions of interest – relating to alternative management arrangements at Shiremoor and Howdon Community Centres, and at St Mary's Lighthouse – expected in the coming month.

**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:

- New LED lamps have been installed on the Edgemount Estate in Killingworth, and are attracting positive feedback.
- The implementation and monitoring of Carbon Budgets across the Council's top 30 energy consuming properties has attracted interest from a number of other Schools, interested in participating, and another 20 buildings will be included in the scheme.
- The information gained from monitoring carbon budgets and energy usage is now paying dividends, as the Council begins to understand more clearly where and when usage is highest, and introduces targeted interventions to manage it down.
- A soft market testing exercise, relating to vehicle fleet management and repair, is now underway, to investigate the possible advantages to the Council of a partnership arrangement for the service.
- Diesel consumption across fleet is down 15%.
- Staff mileage is down 12%

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