

TRANSFORMATION PROGRAMME - Project Portfolio - Children & Health Overview and Scrutiny Committee July 2011

RED Seriously compromised and at high risk of failure
 AMBER At risk of failure, benefits compromised or uncertainty over timescales/costs
 GREEN Proceeding according to plan and milestones achieved.

Major Change Project Sponsor	SRO	PJM	Major	Project Ref	Project Name	2011/12 Savings £'000	2011/12 Savings 'Banked' £'000 END JUNE	2011/12 Non Recurring Implementation Costs £'000	2011/12 Shortfall/Slippage £'000	RAG Status for 2011/12 Delivery	Update/Issues/Status	Future Years Savings £'000	2012/13 Savings B/F 'Banked' £'000
ADULT'S						6,619	4,675	TBC	TBC			2204	650
David Kerambrum	Steve Tingle			ADU-01	Commissioning staff - review and remodel	1,100	1,100	10	0		Details below	0	0
				ADU-01-001	Remodel community commissioning and ILS	855	855	4	0	G	Stage 2 report agreed at LJNCC 18/3. Includes funding from the PCT for a period of two years and the Section 256 agreement has been signed. Remodelling now almost complete pending recruitment to some new posts within the new structure. Compulsory redundancies have been avoided, 1 person to be redeployed with pay protection costs.	0	0
				ADU-01-002	Remodel Mental Health Services	245	245	6	0	G	Stage 2 report as above and includes an element of health funding via Section 256. Remodelling complete. 1 compulsory redundancy and one redeployment at same grade.	0	0
Harry Catherall	David Kerambrum/ Gladys Rhodes-White		MAJOR PROJECT	ADU-02	Commissioning budgets - renegotiate with external providers, review, increase use of reablement and personalisation	3,318	1,553	0	TBC		Details below	1389	0
				ADU-02-001	Reduce payments to external providers - Residential & Nursing	146	300	0	0	G	Inflationary price savings banked, further savings due to be made from reduction in price for next year. Tender work for new fees has been carried out on a NW procurement basis. Responses offer a range of prices from providers with 2 externals coming in at the affordability threshold alongside 4 in-house. Commissioning Board have discussed options available and are recommending that current contracts are extended to the end of the year, with no uplift and that another tender exercise will be undertaken for an April 2012 start. Unplanned growth is being closely monitored.	302	0
				ADU-02-002	Reduce payments to external providers - Other care	201	480	0	0	G	Project will make savings from August 2011 due to the timing on the current contracts. 3.5% reduction to be implemented for domiciliary care. Inflationary price savings banked and further savings on price reductions to be made. Unplanned growth is being closely monitored.	0	0
				ADU-02-003	Reduce payments to holders of TUPE contracts to market rate.	770	150	0	TBC	R	Part Year effect already factored in to savings target. Moving to renewed contracts at market rates. Icare contract due for amendment from August, Creative Support and AFG from Dec. Letter has been sent to Creative Support and AFG to give 6 months notice of two year extension at market rates. A number of meetings have been held with providers to negotiate contracts but confirmed financial figures are still outstanding. Icare have provided a detailed plan and financial savings but more are required, also looking at compromise agreements for staff. AFG are proposing an extended consultation process with staff. Issues relating to Creative Support and the reduced rates are being worked through and contingency plan being developed.	1087	0
				ADU-02-004 ADU-02-005	Additional income: Increase NDI to 90% Remove subsidies for day care users	266	251	0	15	G	Increase in NDI from 70% to 90% approved. Remodel of subsidies agreed and actioned - increased client contributions now in place. Letters sent out to service users advising change to charging policy. Re-assessments planned where required. Needs to be monitored to deliver to target as potential for fluctuations in income. Savings have been calculated as higher than expected as based on maximum 52 weeks.	0	0
				ADU-02-006 ADU-02-007 ADU-02-008	Increase the use of Re-ablement and Personalisation: Introduce reablement to all service users as part of review services. Reduce allocations from Resource Allocation System for personal budgets Increase use of Telecare devices	0	0	0	0	G	Three projects amalgamated into ADU-02-009 - see below.	0	0
				ADU-02-009	Adult Social Care - Performance Management and Efficiencies Framework	1,935	372	0	TBC	A	Use of telecare devices continues to rise, resulting in reduced packages of care costs. Work ongoing to increase size of the reablement service using £170k from health transfer and ensuring it is targeted at those people who will gain maximum benefit in terms of outcomes and savings. New system for allocating personal budgets being implemented and social workers performance managed on their individual contribution to this project and its savings. Overall performance of commissioning budget is key with further review of specific monitoring arrangements for targeted savings. Work ongoing with ZEK/R reviewing Commissioning budget information and monitoring. Core Group currently dealing with request to recruit additional Occupational Therapists to expand reablement - issue with financial savings target if delayed.	0	0
Harry Catherall	David Kerambrum	Rosemary Molyneux	MAJOR PROJECT	ADU-03	Outsource or remodel in-house provision - residential and extra care, day services, rehabilitation and enablement, management	1,866	1,687	TBC	0		Details below	0	0
				ADU-03-001	Remodel Residential Homes Staffing	147	147	8	0	G	Stage 2 report signed off and complete pending recruitment to vacant posts. VR's and FTC leave on 31/03/11. Pay protection required for four people. From 4th April - new service being delivered and will need to be closely monitored to achieve savings. Moving into culture change stage and interdependencies with REACH. Commissioning Board have requested a detailed project plan regarding new service delivery and this will be monitored closely with involvement of the Transformation Team.	0	0
				ADU-03-002	Additional income in residential care	49	0	0	0	G	Costed up and savings based on 65% occupancy levels. This is to be linked with CT+ and nursing initiatives.	0	0
				ADU-03-004	Remodel Day services	878	878	20	0	G	Stage 2 report signed off and remodel fully implemented pending recruitment to vacant posts. VR's and FTC leave on 31/03/11. 2 compulsory redundancies and 4 people subject to pay protection. New service being delivered and will need to be closely monitored to achieve savings. Moving into culture change stage and interdependencies with REACH.	0	0
				ADU-03-005	Closure of day care sites	124	124	0	0	G	Tower View and Accrington Road closed on 31/03/11. Working with Lee Kinder on building closure and asset disposal. Exploring future use of Mill Hill ILS given day centre within the building now closed.	0	0
				ADU-03-006 ADU-03-007	Rehab and Enabling - release vacant posts Alternative management of Shared Lives service	206 28	206 28	0 0	0 0	G G	From remodelled reablement services. Release of budget in April. To be managed through reablement service. Release of budget in April.	0 0	0 0
				ADU-03-009	Remodel Management structure	217	217	TBC	0	G	Stage 2 report signed off and new structure now in place. VR's and FTC left on 31/03/11. Issues with part year effect due to protection, being finalised. Moving into culture change stage and interdependencies with REACH.	0	0
				ADU-03-003	Remodel extra care services	162	0	0	0	A	To be achieved through tendering and outsourcing exercise. On track to make the full target savings with £150k savings calculated so far. Outsourcing delayed to August due to capacity issues at Places for People.	0	0
				ADU-03-008	Alternative provision of services from Midway	55	87	0	0	G	To be achieved through tendering and outsourcing exercise. On track to make the full target savings. Outsourcing to be achieved from July. Contract due for signing on 30/06/11. Additional income of £32k achieved through leasing the property (maintenance and Housing Benefit contribution).	0	0
David Kerambrum/ Gladys Rhodes-White	Vanessa Hollings			ADU-04	Supporting People review	185	185	0	0	G	Care Trust Plus managing Supporting People payments at level of allocation. £4.5m. Consultations with providers going well. Expected 15% reduction overall.	815	650
David Kerambrum				ADU-05	Remodel Administration team	150	150	0	0	G	Stage 2 signed off in Sept 2010. Relates to staffing costs, remodelling has taken place and people and now in post. Budgets have been reduced to represent the new cost structures. Monitoring is required over the year to ensure that spending remains in line with budget.	0	0
CHILDREN'S SERVICES						4,446	3,823	TBC	TBC			1517	0
Gladys Rhodes-White	Judith Wylie			CHI-01	Remodel all departmental management, back office and business support functions	380	380	19	0	G	Commissioning, Planning and Performance, Business Support remodels approved and completed. Vacant posts deleted, minimum staffing impact and redeployment opportunities available.	0	0
Denise Park	Linda Clegg	Jackie Gower	MAJOR PROJECT	CHI-02	Fundamental review and remodel Children's social work services	1,063	963	8	0		Details below	1000	0
				CHI-02-001	Remodel Social work teams	1,000	900	0	0	A	Savings have been planned but there will be a major impact on service delivery, especially to meet future years savings. Needs complete re-engineer of processes. GRW requested project management support. Kick off meeting held and follow on meeting held with MH, Linda Clegg and Jackie Gower. In the main, savings to be achieved through managing the demand for external agency service, increasing in-house provision and getting existing external placements internal. Transformational change required to achieve efficiencies. DP met with LC and JG on 18/04/11 for update. Close monitoring is required. Remodel completed, vacant posts subject to phased release.	1000	0
				CHI-02-002	Review and Protection - remove one IRO post	45	45	8	0	G	Saving achieved from VR. Estimated PYE costs of £8k to be managed by portfolio.	0	0
				CHI-02-003	LSCB - reduced contribution to shared team	18	18	0	0	G	Complete - Proposed increase was £51k to take on workload of adults, this has been reduced by £18k, therefore no actual reduction to LSCB.	0	0
Harry Catherall	Gladys Rhodes-White	Deborah Gornik	MAJOR PROJECT	CHI-03	Fundamental review of Early Years service and Children's Centres	1,890	1,590	172	TBC		Details below	250	0
				CHI-03-001	Central Co-ordination & Business Support - Reduction in Mgt ,Business Team & Infrastructure	225	225	0	0	G	Transformation Process Complete. Saving mainly achieved through disestablishment of vacancies on the old staffing establishment structures. Only pay protection for 2 posts however this will be offset through other vacancies. No further action required.	0	0
				CHI-03-001	Central Co-ordination & Business Support - Senior Mgt Post	65	65	0	0	G	Completed. Saving achieved through disestablishment of post on old structure. No further action required.	0	0
				CHI-03-002	CC - Reduced grant to Wensley Fold	100	100	0	0	G	Partnership agreement being progressed with legal. Reduction in commission budget completed from 1.4.11	0	0
CHI-03-003	CC - Reconfigure CC network and remodelling of service teams	1,500	1,200	172	TBC	A	Savings Target broken down into a number of elements. The stage two report progressed through LJNCC 25/3/11 and implementation of new structure is being finalised. There are currently 5 teachers who have been served compulsory redundancy notice resulting in a leaving date of 31.8.11. PYE costs not covered are estimated at £122k. Centres allocated new income targets based on new fees and charges structure - £97k Transfer of assets (Chapels & Queens Rd) to local Primary Schools expected to realise full year savings of £150k. Queens Rd currently in statutory notice period - expected transfer of asset by Sept 11. Chapels first stage consultation commenced 13.6.11 - expected transfer Jan 12. Some savings will be realised prior to transferring the assets as both centres have commenced delivery based on reduced hrs of operation and staffing ratios. Expected PYE of £50k not covered. Other changes to CC Network expected to deliver £660k saving. - Reduction in operational hours at John Smeethurst and Accrington Road has been implemented. Agreement gained from St Lukes and St Philips School to deliver the Early Learning at Hancock Street. Consultation with parents/carers re: increasing FFE delivery at Mill Hill is underway. Staff reductions/re-alignment based on new CC delivery models are being implemented. Due to the number of VR/ER's and staff securing alternative employment there are now 8 staff who have been served compulsory notice of which 3 of these staff have been offered temporary post covering maternity leaves. Final part year implementation costs to be assessed. Savings from staff teams transferring from Family Intervention and CAF of £300k has been included. Savings banked to date of £1200k has been based largely on remodelling which was implemented in June, savings are on track and should be achieved in full. 80% is certain at this stage with contract and budget negotiations on handover to schools affecting the achievement of remaining 20%. This is in hand but will not start until Sept when remaining savings can then be banked.	250	0				

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Gladys Rhodes-White	Deborah Gornik			CHI-04	Further review of Young People's services, in addition to grant fallout	167	167	0	0		NB. The Young People's service Stage 2 report detailed to take forward the fiscal element of a service remodel, was noted at LJNCC on 27.5.11 (for retrospective and final sign off on the 10.6.11). Key actions to progress the implementation of the review, have seen all those staff subject to slot in arrangements taken off risk of redundancy and confirmed in post. Selection processes for other staff are currently being completed. Young Peoples service savings identified at Finance Council detailed below:	0	0
				CHI-04-001	Reduction in YOT	122	122	0	0	G	The service has transferred to sit under Paul Lee -remodel completed subject to approval at LJNCC. The review experienced delay in part due to the transition and due to late announcement of Youth Justice Board grants, final figures received 21/3/11. The UNIONS have agreed to the process re how the review is progressing. No PYE expected.	0	0
				CHI-04-002	Removal of contribution to YP Housing Officer	45	45	0	0	G	Completed.	0	0
Andrew Lightfoot	Harry Devonport	Zaq Patel	MAJOR PROJECT	CHI-05	Review schools and learning services, including discretionary services	760	537	TBC	TBC		Details below	267	0
				CHI-05-001	Special Educational Needs - remodelling & loss of senior Mgt post	157	157	17	0	G	Senior manager for SEN retired on 28/3/11. The disestablishment of this post and a vacant SEN officer agreed at LJNCC 4/3/11. Remodelling report for SEN and Educational Psychology leadership completed and approved at LJNCC on 1.4.11. Selection matrix implemented and staff informed of outcome on 18th April with notice letters going out thereafter. Complete - £17k is worst case scenario and may include an element of redundancy costs. PYE costs of service reviews will be collated for the whole portfolio and reviewed to assess if this can be managed within cash limits through in year monitoring	67	0
	CHI-05-002	School Improvement and Curriculum support- reduce core staffing, YPL post, SIO, & Healthy Schools post		284	284	15	0	G	Savings in school improvement consultancy, out of hours learning and healthy schools have been realised. A new service - School Development Service has been established as part of the remodel of the three services (School Improvement consultancy, healthy schools & extending schools) - stage 2 report agreed at LJNCC 11/03. Some staff due to finish in August as per terms and conditions / needs of the service. This will be met through grant funding. A stage 2 report for Young People's Learning service has been agreed 04/03. Notice letter issued and a CR has been actioned. A VR involving one of the LSC transferees has also been agreed. There will be a part year effect as the VR takes effect from July. School Improvement Officers (SIO) team - savings in this team have been realised in the current year as a result of a vacancy. A stage 2 report to disestablish vacant post. PYE costs of service reviews will be collated for the whole portfolio and reviewed to assess if this can be managed within cash limits through in year monitoring	0	0		
	CHI-05-003	Schools Asset Management		72	72	0	0	G	Savings made through reduction in the core fees for asset management plan and a reduction of base budget. Complete.	0	0		
	CHI-05-004	Review of SEN policy on transport		50	0	TBC	TBC	A	Review of policy in relation to service users with moderate learning difficulties is ongoing. Discussions have started with representatives of out borough independent special schools on including provision of transport within the contract for placement of children. Meetings have been held with providers and agreements are being finalised. The amount of savings that will be achieved is being considered and will be reported in due course after appropriate modelling had taken place.	100	0		
	CHI-05-005	School Clothing Grants.		57	0	0	0	G	As this relates to academic year, we will be implementing this in September 2011, when we will be able to bank the full amount. Report completed for Exec member.	0	0		
	CHI-05-006	School Transport - review of discretionary denominational school transport EXISTING FARE PAYERS NEW FARE PAYERS		140	24	0	0	G	Formal consultation with parents, schools, Diocese ran from 6 May 2011 to 20 June 2011. The proposal is to increase the charge to existing fare payers from £1.30 to £1.50 from September 2011. Increased charges will generate £24,200 in 11/12, FYE £41,500 as each new intake starts to contribute.	100	0		
				CHI-05-006		140	0	0	116	A	Introduce phased charges of £1.50 for year 7 children who are not eligible for free transport from September 2012. No staffing implications. As per legal advice, this cannot be fully implemented in 2011. Consultation has now completed which proposed a phased implementation from 2012, therefore savings in 2011/12 undeliverable. Consultation responses are being considered and an Executive decision is required in July. An additional grant of £170k for 2011/12 has been received in the LA which could be used to deliver alternative savings in 2011/12 (not ring fenced - approval sought to be used for this purpose from Corporate Centre and SPT)	0	0
	Harry Devonport	Mebz Bobat		CHI-06	Review administration of Student HE awards & budget reductions	186	186	0	0	G	SLA with LCC to administer HE grant has ended with effect from 31st March 2011. There has also been a reduction in base budget to deliver the balance of the reduction. Complete.	0	0
LEISURE AND CULTURE						1,085	1,085	-	0			727	70
Andrew Lightfoot			MAJOR PROJECT	LEI-01	Review festivals and events, museums and arts, and public halls operations	290	290	0	0		Details below	84	0
				LEI-01-001	Review festivals and events	100	100	0	0	G	£100k was removed from Festivals and Events budget for 11/12, one member of staff on VR. Part time job offered to remaining member of staff, small overspend projected as implementation date Sept 2011.	0	0
				LEI-01-002	Review museums and arts	140	140	0	0	G	Savings from reduced opening hours and staff 4 day week. Reduction in grants to voluntary sector. Savings have been identified from staffing in museums and Turton Tower. Vacancy management, reduction in hours and shared services across Pennine Lancs museums have enabled the savings to be achieved for the year. Stage 2 reports agreed at LJNCC on 8.4.11 and reduction in hours have been implemented. Deleted posts were vacancies, those which were vacant through retirements or VR finished before end of March.	0	0
				LEI-01-003	Review KGH	50	50	0	0	G	Reduced programme at KGH (no opera). Reduced expenditure with a new business model for classics. Some teams reduced by 50% already. Close front gates when no bookings are on. Options with partners to be re-assessed.	84	0
	Gladys Rhodes-White	Claire Ramwell		LEI-02	Review services and opening hours, leisure centres	240	240	0	0	G	New staffing structure (as per agreed stage 2 report) in place March 2011, changes to centre programmes communicated to customers and Bank Holiday closures agreed	200	0
	Sayyed Osman	Mark Hilton		LEI-03	Review countryside contracted services	90	90	0	0		Details below	0	0
				LEI-03-001	Staffing reductions	17	17	0	0	G	Completed through voluntary redundancy.	0	0
				LEI-03-002	West Pennine Moors Partnership	73	73	0	0	G	Withdraw from West Pennine partnership £75k SLA ceased and budget removed. Letter of grant cessation still to be drafted - Mark Hilton.	0	0
Tom Stannard	Harry Devonport	Kath Sutton	MAJOR PROJECT	LEI-04	Review Library service following public consultation	170	170	35	0	G	Following extensive consultation and clear views made about required service going forward. All stage 2 reports have been signed off and 2011/2012 year's target savings have been met. Gateway approach to be adopted which will remodel existing library provision in the smaller communities and replace with a reduced facility at shared/other venues. In process of preparing tender specifications with Community Assets team. Tender draft with procurement. Target date for EoI is 1st June with a 3 week deadline but this has been delayed due to issues raised by Legal Dept. Evaluation planned for July but will now be delayed. Aiming for 1st Sept go live date which may also be delayed. Delay will not impact savings. Implementation of co-location at central library is now complete with the Employment Agency, the Centre for Independent Living and the Visitor Centre, with the latter requiring work on restructuring, management responsibilities, etc. as the service is being transferred from Regeneration. Work is also ongoing to identify savings options for the following year 2012/2013 and some have been identified and agreed at SPT (£70k) to be brought forward into year 1 to enable Resources fund pressures to be met.	343	70
Sayyed Osman				LEI-05	Community centres transfer	150	150	0	0		Details below	100	0
				LEI-05-001	End Healthy Living Grant	60	60	0	0	G	Grant paid to Healthy Living has now ended. Termination letter done, completed October 2010.	0	0
				LEI-05-002	End SLA to Bank Top Neighbourhood Learning Centre	32	32	0	0	G	SLA ended and will provide a saving to the Community Assets budget. Following the departmental restructure this saving has now placed a cost pressure in another service within the EHN department.	0	0
				LEI-05-003	Staffing reductions	58	58	TBC	0	A	Savings could exceed the proposed £58k but these may be limited by cost pressures on the service, as a result of the 09/10 budget setting which anticipated asset transfer of community centres sooner than will be realised. Phase 1 transfer of community assets was due to take place in April with two centres transferred - awaiting proposed lease from Legal. Phase 2 delayed to Sep/Oct as now under formal procurement process due to no single community association/lack of capacity. Phase 3 anticipated to be complete by end of Quarter 4. Need to finalise last transactions on the Phase 1 of asset transfers. EOI's for Community Centres are currently taking place, apart from Mill Hill which has wider options to consider. Short term revenue issues are apparent due to the retention of staff however they are not detrimental to the achievement of the project. Full schedule has been developed and is closely monitored by a Project Board.	0	0
	Harry Devonport	Kath Sutton		LEI-06	Library book fund (Resource Fund)	145	145	0	0	G	Reduction to resources fund. Following the identification of savings brought forward from 2012/13 and agreed at SPT, additional funding of £70k has been allocated to the Resource Fund.	0	0