

TRANSFORMATION PROGRAMME - Project Portfolio



| Major Change Project Sponsor | SRO | PjM | Level | EqIA | Project Ref | Project Name | 2011/12 Savings £'000 | 2011/12 Savings 'Banked' (Certain to be achieved) £'000 AS AT END OCT | 2011/12 Forecast for Year End £'000 | 2011/12 Forecast Variance £'000 | 2011/12 Non Recurring Implementation Costs £'000 | 2011/12 Shortfall/Slippage £'000 | RAG Status for 2011/12 Delivery |
|------------------------------|---|------------------------------------|-------|------|--|--|---|---|-------------------------------------|---------------------------------|--|----------------------------------|---------------------------------|
| ADULT'S | | | | | | | 4,396 | 3,344 | 3,609 | -787 | TBC | TBC | |
| | David Kerambrum | Steve Tingle | - | - | ADU-01 | Commissioning staff - review and remodel | - | - | - | 0 | - | - | Details be |
| | | | - | - | ADU-02 | Commissioning budgets - renegotiate with external providers, review, increase use of reablement and personalisation | 2,971 | 2,032 | 2,288 | -683 | - | 50 | Details be |
| Harry Catherall | David Kerambrum/ Gladys Rhodes-White | Peter Dillon | Two | X | ADU-02-003 | Reduce payments to holders of TUPE contracts to market rate. | 770 | 137 | 137 | -633 | 0 | | R |
| | | Kirsten Reid | Two | X | ADU-02-004 ADU-02-005 | Additional income: Increase NDI to 90% Remove subsidies for day care users | 266 | 216 | 216 | -50 | 0 | 50 | A |
| | | Rosemary Molyneux/ Steve Tingle | - | - | 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 | 0 | 0 | G |
| | | Rosemary Molyneux/ Steve Tingle | Three | ✓ | ADU-02-009 | Adult Social Care - Performance Management and Efficiencies Framework - Increase the use of reablement and personalisation. | 1,935 | 1,679 | 1,935 | 0 | 0 | 0 | A |
| | | | | - | - | ADU-03 | Outsource or remodel in-house provision - residential and extra care, day services, rehabilitation and enablement, management | 1,425 | 1,312 | 1,321 | -104 | 28 | 293 |
| Harry Catherall | David Kerambrum | Rosemary Molyneux | Two | ✓ | ADU-03-004 | Remodel Day services | 878 | 776 | 785 | -93 | 20 | 93 | A |
| | | | Two | ✓ | ADU-03-005 | Closure of day care sites | 124 | 124 | 124 | 0 | 0 | 107 | G |
| | | | Two | ✓ | ADU-03-006 | Rehab and Enabling - release vacant posts | 206 | 195 | 195 | -11 | 0 | 11 | A |
| | | Carole Shaw | Two | ✓ | ADU-03-003 | Remodel extra care services | 162 | 162 | 162 | 0 | 0 | 67 | G |
| | | | Two | ✓ | ADU-03-008 | Alternative provision of services from Midway | 55 | 55 | 55 | 0 | 0 | 15 | G |
| CHILDREN'S SERVICES | | | | | | | 2,690 | 2,240 | 2,690 | 0 | TBC | TBC | |

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|------------------------------|---------------------|----------------|-------|------|-------------|---|-----------------------|---|-------------------------------------|---------------------------------|--|----------------------------------|--|
| Denise Park | Linda Clegg | Jackie Gower | - | - | CHI-02 | Fundamental review and remodel Children's social work services | 1,000 | 900 | 1,000 | 0 | - | - | Details be |
| | | | Three | ✓ | CHI-02-001 | Remodel Social work teams | 1,000 | 900 | 1,000 | 0 | 0 | 0 | A |
| Harry Catherall | Gladys Rhodes-White | Deborah Gornik | - | - | CHI-03 | Fundamental review of Early Years service and Children's Centres | 1,500 | 1,200 | 1,500 | 0 | 122 | TBC | Details be |
| | | | Three | | | | | | | | | | |
| | | | Three | ✓ | CHI-03-003 | CC - Reconfigure CC network and remodelling of service teams | 1,500 | 1,200 | 1,500 | 0 | 122 | 0 | A |
| | | | Three | | | | | | | | | | |
| | Gladys Rhodes-White | Deborah Gornik | - | - | CHI-04 | Further review of Young People's services, in addition to grant fallout | - | - | - | 0 | - | - | NB. The Yo service ren 10.6.11). K subject to s processes f Finance Co |
| | | | - | - | CHI-05 | Review schools and learning services, including discretionary services | 190 | 140 | 190 | 0 | TBC | - | Details be |
| | | | Two | ✓ | CHI-05-004 | Review of SEN policy on transport | 50 | 0 | 50 | 0 | TBC | 0 | G |

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|------------------------------|-----------------|-------------|-------|------|-------------|--|-----------------------|---|-------------------------------------|---------------------------------|--|----------------------------------|---------------------------------|
| Andrew Lightfoot | Harry Devonport | Mebz Bobat | Two | | | School Transport - review of discretionary denominational school transport | | 24 | 24 | | 0 | 0 | G |
| | | | Two | ✓ | CHI-05-006 | EXISTING FARE PAYERS | 140 | 116 | 116 | | 0 | 0 | G |
| LEISURE AND CULTURE | | | | | | | 228 | 170 | 170 | -58 | 35 | - | |
| Andrew Lightfoot | | | - | - | LEI-01 | Review festivals and events, museums and arts, and public halls operations | - | - | - | 0 | - | - | Details be |
| | Sayyed Osman | Mark Hilton | - | - | LEI-03 | Review countryside contracted services | - | - | - | 0 | - | - | Details be |
| Tom Stannard | Harry Devonport | Kath Sutton | Three | ✓ | LEI-04 | Review Library service following public consultation | 170 | 170 | 170 | 0 | 35 | 0 | G |
| | | | - | - | LEI-05 | Community centres transfer | 58 | - | - | -58 | - | - | Details be |
| | Sayyed Osman | Mark Hilton | Three | ✓ | LEI-05-003 | Staffing reductions | 58 | 0 | 0 | -58 | 0 | 0 | A |

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

| Update/Issues/Status |
|---|
| |
| slow |
| slow |
| Discussions with one LD TUPE provider identified savings of £99,000 in year with further savings in subsequent year. The other LD TUPE provider currently formulating a proposal that will see savings in this year and the next. The other TUPE provider has also proposed savings and these are under discussion. A solution will be obtained as a matter of urgency. The targeted efficiency of £770,000 is approximately 16% of the contract value for 2010/2011. A request to slip this target to next year has been made. |
| Continuing to monitor to target. Progress is improving and the efficiency is coming closer to target |
| Three projects amalgamated into ADU-02-009 - see below. |
| Use of telecare devices continues to rise, resulting in reduced packages of care costs. stage 1 report drafted to increase size and multidisciplinary nature 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. Changes made to personal budget calculator and social workers have been briefed and are now using this refined model, which will increase contributions to the savings target. Benchmarking work to take place over the next two weeks in preparation for individual targets for social workers. Key performance measures agreed and will be collected as part of departmental scorecard. Overall performance of commissioning budget is key with further review of specific monitoring arrangements for targeted savings. Work progressing on Commissioning budget management information and monitoring. Core Group currently dealing with request to recruit additional Occupational Therapists to expand reablement - issue with financial savings target if delayed. Also request for Data Entry Clerks to assist in entering data into SWIFT. |
| slow |
| New service being delivered. Close monitoring indicates a shortfall in the savings achievable - it is anticipated these can be offset by other areas of savings in the portfolio that have been over achieved. Moving into culture change stage and interdependencies with REACH. |
| Project completed, monitoring to ensure that delivery continues to plan. Problems around current year pressures now removed from reporting of transformation process |
| Budget released, DIR costs offset against the gross salary costs. |
| Project completed, monitoring to ensure that delivery continues to plan. Initial results indicate that the target will be met however, the coming winter months may see additional pressures on the service. Therefore continuing to monitor and will update forecast in last quarter of the year |
| 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). |
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| Update/Issues/Status |
|---|
| slow |
| <i>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. 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. Latest meeting with DP, LC and JG held on 15th November. Agreement reached on detailed performance monitoring to the Transformation Board, linked in with management meetings and formal reports on costs, placements and trend analysis. Further information requested on the current average cost per placement, compared to 10/11 and 09/10 data to demonstrate the impact even though demand is increasing. A demographic profile will also be produced.</i> |
| slow |
| <i>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, (two of these have secured alternative employment). PVE costs not covered are estimated at £122k - this will be met corporately through cash limit adjustments..</i> |
| <i>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. The proposal to transfer the Queens Road site to Audley infant school has received the support of the school oragnaisation panel and has been considered at Executive Board in July and agreed in principle this will see the realisation of the 1st September transfer target. In relation to the Chaleps site the first stage of the consultation ends on the 10th July 2011, the governing body will then consider the responses, planned date of transfer remains 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.</i> |
| <i>Other changes to CC Network expected to deliver £660k saving. - Reduction in oerational hours at John Smethurst and Accrington Road has been implemented. Agreement gained from St Lukes and St Phillips School to deliver the Early Learning at Hancock Street. Consultation with parents/carers re: increasing PFE 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.</i> |
| <i>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.</i> |
| <i>Young People's service Stage 2 report detailed to take forward the fiscal element of a model, was noted at LJNCC on 27.5.11 (for retrospective and final sign off on the key actions to progress the implementation of the review, have seen all those staff slot in arrangements taken off risk of redundancy and confirmed in post. Selection for other staff are currently being completed. Young Peoples service savings identified at council detailed below:</i> |
| slow |
| <i>An agreement has been reached with one independent schools provider, to take responsibility for transport for BwD pupils. This commenced on 13.6.11, resulting in savings to date of approx £14K, with projected savings for this financial year in the order of £34K. Discussion with another provider are ongoing.</i> |

| Update/Issues/Status |
|---|
| <p><i>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.</i></p> |
| <p><i>Original proposals included introducing 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 original savings proposed in 2011/12 undeliverable. An additional grant of £170k for 2011/12 has been received in the LA which will be used to deliver alternative savings in 2011/12, as agreed by Executive Board.</i></p> |
| |
| <p>elow</p> |
| <p>elow</p> |
| <p>Opening hours, staffing and the resource fund have been revisited to address the shortfalls. Required savings have now been identified and agreed at PDS. Libraries opening hours will require some public consultation to commence before Christmas and run through January.</p> <p>Staffing Review - 26 members of staff to be put 'at risk' on the 16/12/2011 following agreement at PDS and Core Group. Staff are mainly at Grade C level, and there is concern that some notice periods may run beyond 31 March 2012, therefore impact on achieving the assigned staff savings.</p> <p>Gateway Library Progress (year 2 savings) - One interested party regarding the community management of Roman Road library. Deadline for intention is 25/11/11.</p> <p>Mobile Library Service withdrawn from 25/06/11, alternative service provision would be at a cost, which would potentially cause a shortfall in the overall efficiency savings.</p> <p>Implementation of co-location at central library is now complete with the Employment Agency, the Centre for Independent Living and the Visitor Centre, although approval now given to withdraw Visitor Centre and relocate in the new market.</p> |
| <p>elow</p> |
| <p><i>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 - buildings are being effectively operated by volunteers but formal handover cannot take place until Licence is agreed, delays with Legal. Phase 2 delays with tender packs, closing date 4th Nov. Phase 3 anticipated to be complete by end of Quarter 4. Need to finalise last transactions on the Phase 1 of asset transfers. 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. Meetings have been undertaken with Ward Councillors.</i></p> |
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