

TRANSFORMATION PROGRAMME - Project Portfolio 2011/12

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	Level	ETA	Project Ref	Project Name	2011/12 Savings £'000	2011/12 Savings 'Banked' (Certain to be achieved) £'000 AS AT END JAN	2011/12 Forecast for Year End £'000	2011/12 Forecast Variance £'000	2011/12 Non Recurring Implementation Costs £'000	2011/12 Shortfall/Slippage/ (Additional savings) £'000	RAG Status for 2011/12 Delivery	Update/Issues/Status
<b>ADULT's</b>							<b>6,619</b>	<b>7,157</b>	<b>7,390</b>	<b>771</b>	<b>38</b>	<b>0</b>	<b>Within the portfolio there are some savings targets which have not been fully achieved however these are offset by the over achievement of others hence a balanced position for the portfolio.</b>	
David Kerambrum	Steve Tingle	-	-	-	ADU-01	Commissioning staff - review and remodel	1,100	1,100	1,116	16	10	-16	Details below	
		One	✓	ADU-01-001	Remodel community commissioning and ILS	855	855	871	16	4	-16	G	Project completed, monitoring to ensure that delivery continues to plan	
		One	✓	ADU-01-002	Remodel Mental Health Services	245	245	245	0	6	0	G	Project completed, monitoring to ensure that delivery continues to plan	
Harry Catherall	David Kerambrum/ Gladys Rhodes-White	-	-	-	ADU-02	Commissioning budgets - renegotiate with external providers, review, increase use of reablement and personalisation	3,318	3,338	3,489	171	0	-31	Details below	
		Paula Spence	One	✓	ADU-02-001	Reduce payments to external providers - Residential & Nursing	146	350	350	204	0	-204	G	Target saving overachieved due to banking of inflationary cost of living increase.
		Paula Spence	One	✓	ADU-02-002	Reduce payments to external providers - Other care	201	577	577	376	0	-236	G	Target saving overachieved due to banking of inflationary cost of living increase and some fee reductions. The excess has been used across other savings targets to deliver a balanced position.
		Peter Dillon	Two	✗	ADU-02-003	Reduce payments to holders of TUPE contracts to market rate.	770	260	397	-373	0	373	A	Eventual savings will be as per MTFS target for 12/13 but delayed for one year due to the complexity and protracted nature of the contract negotiations in relation to these services. £373k identified has been managed through alternative savings within the portfolio hence the portfolio break even at the bottom line.
		Kirsten Reid	Two	✓	ADU-02-004 ADU-02-005	Additional income: Increase NDI to 90% Remove subsidies for day care users	266	216	230	-36	0	36	A	Continuing to monitor to target. Progress is improving and the efficiency is coming closer to target however shortfall of £36k expected.
		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	Three projects amalgamated into ADU-02-009 - see below.
		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	1,935	1,935	0	0	0	G	Target overachieved due to the success of telecare and reablement during 2011/12.
Harry Catherall	David Kerambrum	-	-	-	ADU-03	Outsource or remodel in-house provision - residential and extra care, day services, rehabilitation and enablement, management	1,866	1,753	1,819	-47	28	47	Details below	
		Rosemary Molyneux	One	✓	ADU-03-001	Remodel Residential Homes Staffing	147	147	147	0	8	0	G	Project completed, monitoring to ensure that delivery continues to plan.
			One	✓	ADU-03-002	Additional income in residential care	49	49	103	54	0	-54	G	Review of Adults income now completed and additional income identified from the residential care homes. Monitoring ongoing to ensure continued delivery.
			Two	✓	ADU-03-004	Remodel Day services	878	776	785	-93	20	93	A	New service being delivered. Shortfall in savings due to 1) assumptions around the staffing needed to support the new day service provision across two bases rather than five were overly conservative and 2) the fact that significantly more people with complex needs are now being cared for within the service. Both factors mean that circa 4 more FTE staff have been needed to operate a safe service than originally envisaged.
			Two	✓	ADU-03-005	Closure of day care sites	124	124	124	0	0	0	G	Project completed, monitoring to ensure that delivery continues to plan.
			Two	✓	ADU-03-006	Rehab and Enabling - release vacant posts	206	195	195	-11	0	11	A	Budget released, DIR costs offset against the gross salary costs. Shortfall of £11k.
			One	✓	ADU-03-007	Alternative management of Shared Lives service	28	28	31	3	0	-3	G	Post released and managed by St Aiden's short term breaks manager
			One	✓	ADU-03-009	Remodel Management structure	217	217	217	0	0	0	G	Project completed, monitoring to ensure that delivery continues to plan.
		Steve Tingle	Two	✓	ADU-03-003	Remodel extra care services	162	162	162	0	0	0	G	Project completed, monitoring to ensure that delivery continues to plan.
Two	✓		ADU-03-008	Alternative provision of services from Midway	55	55	55	0	0	0	G	Project completed. Income of £32k achieved through leasing the property (maintenance and Housing Benefit contribution).		
David Kerambrum/ Gladys Rhodes-White	Vanessa Hollings	One	✓	ADU-04	Supporting People review	185	816	816	631	0	0	G	This efficiency has significantly exceeded the target and will contribute to a balanced position on the portfolio. CTP managing Supporting People payments at level of allocation. £4.5m. Consultations with providers completed. Efficiencies have been negotiated and agreed with contracts in place with independent SP providers.	
David Kerambrum		One	✓	ADU-05	Remodel Administration team	150	150	150	0	0	0	G	Project completed, monitoring to ensure that delivery continues to plan.	

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<b>CHILDREN'S SERVICES</b>							<b>4,446</b>	<b>4,300</b>	<b>4,446</b>	<b>0</b>	<b>353</b>	<b>0</b>			
	Gladys Rhodes-White	Judith Wylie	One	✓	CHI-01	Remodel all departmental management, back office and business support functions	380	380	380	0	20	0	G	Commissioning, Planning and Performance, Business Support remodels approved and completed. Vacant posts deleted, minimum staffing impact and redeployment opportunities available.	
Denise Park	Linda Clegg	Jackie Gower	-	-	CHI-02	Fundamental review and remodel Children's social work services	1,063	1,063	1,063	0	179	0		Details below	
			Three	✓	CHI-02-001	Remodel Social work teams	1,000	1,000	1,000	0	171	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. 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.	
			One	✓	CHI-02-002	Review and Protection - remove one IRO post	45	45	45	0	8	0	G	Saving achieved from VR. Estimated PYE costs of £8k to be managed by portfolio.	
			One	✓	CHI-02-003	LSCB - reduced contribution to shared team	18	18	18	0	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.	
Harry Catherall	Gladys Rhodes-White	Deborah Gornik	-	-	CHI-03	Fundamental review of Early Years service and Children's Centres	1,890	1,744	1,890	0	122	0		Details below	
			One	✓	CHI-03-001a	Central Co-ordination & Business Support - Reduction in Mgt, Business Team & Infrastructure	225	225	225	0	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.	
			One	✓	CHI-03-001b	Central Co-ordination & Business Support - Senior Mgt Post	65	65	65	0	0	0	G	Completed. Saving achieved through disestablishment of post on old structure. No further action required.	
			One	✓	CHI-03-002	CC - Reduced grant to Wensley Fold	100	100	100	0	0	0	G	Partnership agreement being progressed with legal. Reduction in commission budget completed from 1.4.11	
			Three												<b>Remodelling completed July 2011. Business case approved for PYE costs of £146k. (Though paperwork allocated costs to CHI-02-001.)</b>
			Three	✓	CHI-03-003	CC - Reconfigure CC network and remodelling of service teams	1,500	1,354	1,500	0	122	0	A	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 Audlley infant school has received the support of the school oragnisation 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.	
			Three										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 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.		
			Three										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 did not start until Sept when remaining savings can then be banked.		
	Gladys Rhodes-White	Deborah Gornik	-	-	CHI-04	Further review of Young People's services, in addition to grant fallout	167	167	167	0	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:	
			One	✓	CHI-04-001	Reduction in YOT	122	122	122	0	0	0	G	The service has transfered to sit under Paul Lee - remodel now completed. 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. No PYE expected.	
			One	✓	CHI-04-002	Removal of contribution to YP Housing Officer	45	45	45	0	0	0	G	Completed.	

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Andrew Lightfoot	Harry Devonport		-	-	CHI-05	Review schools and learning services, including discretionary services	760	760	760	0	32	0		Details below
		Zaq Patel	One	✓	CHI-05-001	Special Educational Needs - remodelling & loss of senior Mgt post	157	157	157	0	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 - £19k shortfall is worst case scenario but will be managed within cash limits through in year monitoring.
		Mebz Bobat	One	✓	CHI-05-002	School Improvement and Curriculum support- reduce core staffing, YPL post, SIO, & Healthy Schools post	284	284	284	0	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
			One	✓	CHI-05-003	Schools Asset Management	72	72	72	0	0	0	G	Savings made through reduction in the core fees for asset management plan and a reduction of base budget. Complete.
			Two	✓	CHI-05-004	Review of SEN policy on transport	50	50	50	0	0	0	G	Agreements have been reached with independent school providers to take responsibility for transport for BwD pupils.
			One	✓	CHI-05-005	School Clothing Grants.	57	57	57	0	0	0	G	Achieved in full from September 2011.
			Two	CHI-05-006a	School Transport - review of discretionary denominational school transport EXISTING FARE PAYERS	24	24	24	0	0	G	New fee rates in effect from Sept 2011 with increased fares from £1.30 to £1.50. Increased charges will generate £24,200 in 11/12, FYE £41,500 as each new intake starts to contribute.		
Two	✓	CHI-05-006b		NEW FARE PAYERS	116	116	116	0	0	0	G	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.		
	Harry Devonport	Mebz Bobat	One	✓	CHI-06	Review administration of Student HE awards & budget reductions	186	186	186	0	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.
<b>BSF</b>							<b>338</b>	<b>338</b>	<b>338</b>	<b>0</b>	<b>0</b>	<b>0</b>		
	Lisa Bibby	Timo Murphy	-	-	BSF-01	Design and Technical	100	100	100	0	0	0		Details below
			One	N/A	BSF-01-001	Reduce reliance on need for external advisers	80	80	80	0	0	0	G	New Project Development process and deliverables reviewed with LEP and outcomes risk assessed to ensure Council's position is protected.
			One	N/A	BSF-01-002	Secure a minimum 10% reduction in adviser rates	20	20	20	0	0	0	G	Agreement reached with Capita Symonds (Technical Advisers) and with Walker Simpson (client design adviser)
		Riz Karim	-	-	BSF-02	Commercial and Financial	28	28	28	0	0	0		Details below
			One	N/A	BSF-02-001	Renegotiate provision of financial support from Corporate Finance	5	5	5	0	0	0	G	Position agreed with Finance
			One	N/A	BSF-02-002	Reduce reliance on need for external finance advisers	20	20	20	0	0	0	G	New Project Development process and deliverables reviewed with LEP and outcomes assessed to ensure Council's position is protected.
		One	N/A	BSF-02-003	Secure a minimum 10% reduction in legal adviser rates	3	3	3	0	0	0	G	Position agreed	
Lisa Bibby	One	N/A	BSF-03	Communication and Marketing - reduce reliance on external support	6	6	6	0	0	0	G	BSF responsibilities embedded within Corporate Communications and Marketing Team remodelled structure. Service Level Agreement with Bolton to end 31st March 2011.		
Lisa Bibby	One	N/A	BSF-04	Strategic Partnering - Offset loss of Bolton subsidy by integration with LEP	204	204	204	0	0	0	G	Delivered.		

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<b>LEISURE AND CULTURE</b>							<b>1,085</b>	<b>1,027</b>	<b>1,027</b>	<b>-58</b>	<b>35</b>	<b>85</b>		
Andrew Lightfoot			-	-	LEI-01	Review festivals and events, museums and arts, and public halls operations	290	290	290	0	0	0	G	Details below
	Brian Bailey	Anne Macksmith	One	✓	LEI-01-001	Review festivals and events	100	100	100	0	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.
	Harry Devonport	Paul Flintoff	One	✓	LEI-01-002	Review museums and arts	140	140	140	0	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 L/NCC 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.
	Brian Bailey	Anne Macksmith	One	✓	LEI-01-003	Review KGH	50	50	50	0	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. For KGH overall budget pressures are expected due to falling income levels - this will be reviewed further following the Christmas period.
	Gladys Rhodes-White	Claire Ramwell	One	✓	LEI-02	Review services and opening hours, leisure centres	240	240	240	0	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.
Sayyed Osman	Mark Hilton		-	-	LEI-03	Review countryside contracted services	90	90	90	0	0	0	G	Details below
			One	✓	LEI-03-001	Staffing reductions	17	17	17	0	0	0	G	Completed through voluntary redundancy.
			One	✓	LEI-03-002	West Pennine Moors Partnership	73	73	73	0	0	0	G	Withdraw from West Pennine partnership £75k SLA ceased and budget removed.
Tom Stannard	Harry Devonport	Kath Sutton	Three	✓	LEI-04	Review Library service following public consultation	170	170	170	0	35	0	G	Following extensive consultation and clear views made about required service going forward. All stage 2 reports have been signed off and 2011/12's target savings have been met. Mobile Library Service withdrawn from 25/06/11. Implementation of co-location at central library is now complete with the Employment Agency, the Centre for Independent Living and the Visitor Centre.
Sayyed Osman	Mark Hilton		-	-	LEI-05	Community centres transfer	150	92	92	-58	0	85	G	Details below
			One	✓	LEI-05-001	End Healthy Living Grant	60	60	60	0	0	0	G	Grant paid to Healthy Living has now ended. Termination letter done, completed October 2010.
			One	✓	LEI-05-002	End SLA to Bank Top Neighbourhood Learning Centre	32	32	32	0	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.
			Three	✓	LEI-05-003	Staffing reductions	58	0	0	-58	0	85	A	Business Case approved for £85k Phase 1 transfer of community assets was due to take place in April not completed till mid year. Additional staffing and running costs in year have meant that the £58k savings target is not achievable. Identified pressure to end of financial year of £85k. Need to finalise licence agreements of 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
	Harry Devonport	Kath Sutton	One	✓	LEI-06	Library book fund (Resource Fund)	145	145	145	0	0	0	G	A further reduction of £43k will be implemented from 01/04/2012