

## **Management Scrutiny Committee**

### **Performance Report and Value for Money Self-Assessment 2008/2009**

#### **Report of the Chief Executive**

##### **1. Why has this report come to committee?**

- 1.1 To provide members with a corporate overview of the value for money assessment for the period April 2008 to March 2009 as part of the committee's work programme. It includes findings from a range of performance information including spend, investment, improvements, residents perception and both national and local indicators including those within the Local Area Agreement.

##### **2. Background**

- 2.1 On an annual basis the Audit Commission's 'Use of Resources Assessment' considers how well organisations are managing and using their resources to deliver value for money and better and sustainable outcomes for local people. The Audit Commission provides a score and judgement on value for money in the use of resources which in turn contributes to an overall score for the council's Comprehensive Area Assessment (CAA) Organisational Assessment.
- 2.2 Although it is no longer a statutory requirement to produce a Value for Money Self Assessment to inform this judgement the council has chosen to do so to demonstrate how well we manage and use our financial resources to achieve value for money. The Audit Commission has continued to publish 'Value for Money Cost Profiles' which inform our assessment and are referred to within the report. The cost profiles are used to compare Sunderland's position relative to other Metropolitan Authorities and its 'Nearest Neighbourhoods' (a group of other authorities which are assessed by the Chartered Institute of Public Finance and Accountancy (CIPFA) as having comparable demographics to Sunderland).
- 2.3 Members will recall that a new national performance framework has been implemented during 2008/2009. This includes 198 new National Indicators which replaces the Best Value Performance Indicators and Performance Assessment Framework Performance Indicators. As a consequence 2008/2009 has been a transition year as we develop baselines for the new indicators and ensure any corrective action will be effective in the new framework.
- 2.4 As part of this new framework 49 national indicators have been identified as key priorities to be included in the Local Area Agreement. Targets have been agreed for these indicators through a process of negotiation with partners and government. These improvement targets will also be a key consideration in the Comprehensive Area Assessment (CAA) in terms of the extent to which the partnership is improving outcomes for local people.
- 2.5 During 2008 the council has also undertaken the Place Survey. This is a statutory survey which takes place every two years. The results from the Place

Survey are used as the basis to calculate a number of new national perception indicators some of which are included in the LAA. This report contains results for those performance indicators.

### **3. Current position**

- 3.1 In preparing the report Directorates have reviewed the Audit Commission's Value for Money cost profiles in addition to a whole range of other performance information including satisfaction levels, and benchmarking information in order to formulate a balanced assessment of the position of each service area.
- 3.2 During the first year of the implementation of the new national performance framework we are only required by government to set targets for those performance indicators we have chosen to form part of the Local Area Agreement. However to ensure we maintain a robust commitment to service improvement across the partnership in Sunderland both directorates and partners have, where possible, set targets for the other national and local performance indicators for 2008/2009. This cannot be done for all indicators as this is the first year of collection for a number of the new national indicator set and 2008/2009 needs to be used as a base lining year against which we can target future improvement. It is also important to note that in relation to many of the new National Indicator set data is available at different points of the year and will not always readily follow the quarterly monitoring cycle.
- 3.3 **Appendix 1** provides a value for money assessment of each service area within the committees remit. The information is structured in the following way:

Section 1	Financial information – how our spend compares with other authorities and efficiency gains
Section 2	Key improvements delivered – how we have spent the money including investment and progress in relation to those actions we identified in last years value for money assessment
Section 3	What residents think of the services – results of the consultation exercises
Section 4	Performance – how the service is performing including progress in relation to LAA targets including any areas of risk
Section 5	Next steps – Plans to achieve greater value for money in 2009/2010

### **4. Recommendation**

- 4.1 The Committee is asked to consider the content of the report and provide comment where relevant to be included in the 2008/2009 value for money assessment that will be presented to Cabinet in October 2009.

### **5. Background Papers**

1. Value for Money Cost Profiles
2. Annual Report 2008/2009
3. Value for Money Self Assessment Summary 2008/2009

4. Value for Money detailed Directorate Self Assessment 2008/2009
5. Corporate Improvement Plan Summary 2008/2009

## Appendix 1 Summary of Value for Money Assessment

### Summary Council Overview

#### Section 1 Finance (comparative spend and efficiency)

1.1 The Value for Money Profiles Summary Report shows that our total spending on all services per head of population again continues to be slightly above median point compared to Metropolitan Districts and our CIPFA Nearest Neighbours.

1.2 The table below provides an overview of expenditure on services per head of population for 2008/2009 across all council services.

Service Area	2007/08	2008/09	Benchmarking Group	Latest Benchmark Position			
				Lower Quartile (less cost)	Lower Median Quartile	Upper Median Quartile	Upper Quartile (higher cost)
Education	£808.65	£844.63	Metropolitan authorities				
			Nearest Neighbours				
Children's Social Care	£111.27	£114.79	Metropolitan authorities				
			Nearest Neighbours				
Social Care	£242.18	£257.19	Metropolitan authorities				
			Nearest Neighbours				
Environment, Planning & Transport	£173.88	£190.37	Metropolitan authorities				
			Nearest Neighbours				
Housing Services	£52.51	£52.93	Metropolitan authorities				
			Nearest Neighbours				
Culture Total	£81.81	£86.48	Metropolitan authorities				
			Nearest Neighbours				
Benefits Services	£7.87	£7.97	Metropolitan authorities				
			Nearest Neighbours				
Central Services & Other	£59.96	£62.02	Metropolitan authorities				
			Nearest Neighbours				

1.3 Sunderland's total Council Tax for 2008/2009 was set at £1,288.75 (Band D), which continues to be the lowest Council Tax in Tyne and Wear, and also the lowest in the whole of the North East region. Nationally the council is ranked

36th lowest compared to all 354 English billing authorities on the same basis. This is an improvement on the previous year when the authority ranked 38th. The council collected 96.54% of Council Tax and 98.7% of Business Rates due in 2008/2009.

- 1.4 The incentive to maximise efficiencies is inherent within the Council's Budget Planning Framework and strong financial and performance management arrangements. The robust approach adopted through our Medium Term Financial Strategy and an annual cash limited approach to budget planning provides a transparent framework and incentives to maximise efficiency gains and savings. For example:
- Budget driven efficiencies arising from the budget planning framework whereby services are required to maintain the same level of service without full allowance for inflation amounted to £1.549m in 2007/2008 and £1.538m in 2008/2009
  - The 2008/2009 budget was set after taking into account £2.466m efficiency savings. The savings had no adverse impact on front line services, involved no closure of facilities (unless there was an established and agreed policy), and minimised the effect on job losses.
  - In 2008/2009 the council achieved in year ongoing cash-releasing efficiencies of £9.377million, and a further £3.819million was achieved over the CSR04 target meaning our NI179 submission totalled £13.196million. This includes:
    - Savings arising from procurement arrangements for Corporate Contracts;
    - An increase in the number of Housing and Council Tax benefit claimants processed with no associated cost increases;
    - A review and reconfiguration of back office and support functions and services.

## **Section 2 Investment and Key Improvements made during 2008/2009**

- 2.1 In March 2009, the Audit Commission published the latest and final findings from its annual assessment of the performance of the council and the services it provides. This determined that once again the council is 'improving well' and demonstrating a '4 star' overall performance.
- 2.2 This means that the council is one of only 13 councils to have maintained the maximum rating (i.e. excellent / 4 star) throughout the seven years of Comprehensive Performance Assessment (CPA).
- 2.3 Key messages in the Audit Commission's annual audit and inspection letter are once again positive:

Sunderland City Council is improving well.

The council continues to improve outcomes for local people. Prosperity is being enhanced through the development of most key regeneration sites. Services for children and young people are all good, with education attainment improving at

most key stages. People are healthier, fewer people smoke, and the new Aquatic Centre is helping vulnerable groups become healthier. Services for adults are excellent with increasing numbers helped to live at home. Crime is reducing, less young people are re-offending, and domestic violence is being actively tackled. Streets are cleaner and the recycling and composting rates have improved, although remaining below average.

The council's strategies and objectives reflect those of the Local Area Agreement (LAA), with local partners positive about their interaction with the council. The council has good capacity to sustain improvement, delivers good value for money and has significant revenue and capital reserves allocated to improvement projects. It has invested in training for Councillors and staff to improve their ability to deliver change, with better project management skills in place, and a greater understanding of diversity, equality and community cohesion issues.

- 2.4 The council was once again awarded the highest possible score of 4 for 'Use of Resources', and reflects the significant efforts made across the council to continuously drive improvement in managing the council's financial resources. This means that the council is one of the top 33 performing councils in the country for its use of resources.
- 2.5 The council maintained a score of 4 for its Benefits service and Social Care (adults). All remaining service areas maintained their scores of 3. For the second consecutive year no services were rated lower than a 3, i.e. they are all performing well.
- 2.6 A programme of Corporate Efficiency Projects is in place with clear expected outcomes and savings.
- 2.7 Directorate specific Efficiency Reviews are being undertaken and are driven through the Improvement Agenda. The Service Transformation Project and Business Improvement Programmes are notable examples of how services across the board are being challenged to achieve service improvement and better use of resources. In addition, there are a variety of modernisation strategies being implemented across the council designed to improve services for the same or reduced cost e.g. 15 year plan for Adult Social Care, the Looked After Children's strategy, Leisure Services Review and School Places Review.
- 2.8 The Strategic Investment Plan, approved in March 2008, demonstrates the council's commitment to achieving value for money through the adoption of a robust framework to identify priority projects and programmes to which resources have been directed taking account of key data i.e. performance, satisfaction, perception, known future impacts on demand such as demographics and national policy impacts such as LATS.

### **Section 3 Customer Focus**

- 3.1 The council launched its Customer Service and Access Strategy in 2008. This sets out how the council will ensure that customers and customer focus are at

the heart of the council's priorities. The document sets out the councils commitment to improve its customer service focus to achieve the ambitions set out in the Sunderland Strategy.

- 3.2 It is vital that the council and its partners understand the needs and preferences of local people so that we can design policies and services around them. Consultation and community engagement helps us to understand those needs and preferences so that we can make more informed decisions and ensure that services are relevant and are delivered equitably and in the most efficient and effective way. The council undertakes a range of corporate consultation and community engagement activity such as the Annual Residents Survey and consultation with the citizens' panel Community Spirit. In addition, individual services undertake a range of consultations such as satisfaction surveys and focus groups. Two residents surveys were undertaken during 2008/09, the councils annual residents survey which finds out residents views on council services and the Place survey which is statutory government survey which finds out residents views on all public services in the area.
- 3.3 The 2008 Residents Survey tells us that 42% of residents agree that the council asks for the views of local people and 28% of residents agree that the council listens to the views of local people
- 3.4 Two in three residents agree that the quality of council services is good overall, which is in line with 2007 results. 41% of residents agree that the council's performance has improved over the past 5 years which again is in line with 2007 (39%).
- 3.5 On the whole, satisfaction levels with local services remain high. The following services record user satisfaction levels of more than four in five residents:
- Primary schools (91%)
  - Refuse collection (88%)
  - Street lighting (88%)
  - Registrars (88%)
  - Theatres / cinemas (86%)
  - Beaches (85%)
  - Secondary schools (84%)
  - Tourist information centre (84%)
  - Events in the city (83%)
  - Services to help people feel safe at home (83%)
  - Green spaces in the neighbourhood (81%)
  - Recycling services (80%)

The Place Survey tells us that 44.6% of residents are satisfied with the way Sunderland City Council is running the city, which is in line with the North east average of 46.5% and England average of 45.5%.

When people were asked if they agreed or disagreed that the council gives local people good value for money 33.6% agree which is in line with the North East average of 35.2% and England average of 33.2%.

## Section 4 Performance Information (outcomes delivered)

4.1 The council is part of Sunderland's Local Strategic Partnership which is a group of key organisations who provide a variety of services across the city. The Sunderland Partnership encourages and promotes joint working to achieve the collective vision set out in the Sunderland Strategy which provides a framework of five key priority areas for action which are

- Creating a prosperous city
- Improving health and social care
- Reducing crime and disorder and the fear of crime
- Raising standards and improving access and participation in learning
- Developing an attractive and inclusive city

4.2 Whilst the Sunderland Strategy sets out a long term vision for the delivery of its priorities, the partnership has developed a Local Area Agreement 2008-2011 (LAA) with Government which provides a short term focus for partnership activity and resource allocation. The LAA covers three themes: Prosperous and Learning City; Healthy City; and Developing High Quality Places to Live. The emphasis for the LAA is the things that matter most to local people and which present barriers to the achievement of our vision for the city. The partnerships performance in relation to the LAA indicators that are available during 2008/2009 is as follows;

NI	Performance Indicator	Performance 2008/09	Target 2008/09	Target achieved	Target 2009/10
NI 171	VAT registration rate	33.2 per 10,000 pop	34.7 per 10,000 pop	▼	36.1 per 10,000 pop
NI 152	Working age people on out of work benefits	17.45%	17.5%	◀▶	20.5%
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	29.75%	28.8%	◀▶	31.8%
NI 162	Learners achieving an Entry Level 3 qualification in Numeracy	204	114	▲	114
NI 161	Learners achieving a Level 1 qualification in Literacy	1661	973	▲	973
NI 163	Working age population qualified to at least level 2 or higher	68.6%	63%	▲	66%
NI 117	16-18 year olds not in employment, education or training	13.2%	10.8%	▼	9.6%
NI 120	All – age mortality rates	579 (females) 878(males)	562 (females) 777(males)	▼	546 (females) 748 (males)
NI 136	People supported to live independently through social services (all ages)	3124.19	3284	▼	3415
NI 130	Social care clients receiving Self Directed support (per 100,000 population)	328	303	▲	8.5%
NI 112	Under 18 conception rate (per 1000 females)	57.5	38.81	▼	-46.40%
NI 63	Stability of placements of looked after children: length of placement	67.30%	73%	▼	74%

NI 56	Obesity among primary school age children in year 6	21%	22%		22%
NI 39	Alcohol-harm related hospital admission rates	2378 per 100,000	2132 per 100,000		2207 per 100,000
NI 123	16+ current smoking rate prevalence	1100 per 100,000	1,337 per 100,000		1,437 per 100,000
NI 154	Net additional homes provided	299	260		90
NI 159	Supply of land ready to develop housing sites	145%	100%		100%
NI 195	Improved street and environmental cleanliness				
	a) litter	4	10		9
	b) detritus	5	8		7
	c) graffiti	4	4		3
	d) fly posting	0	1		1
NI 192	Household waste Recycled and composted	25.59%	28%		30
NI 175	Access to services and facilities by public transport, walking and cycling				
	(i) % of households within 20 minutes of closest secondary school	100%	100%		100%
	(ii) % of households within 20 minutes of closest primary school	100%	100%		100%
	(iii) % of households within 30 minutes of closest (A&E) hospital	88.50%	88.2%		88.20%
	(iv) % of households within 20 minutes of closest GP surgery	99.70%	99.8%		99.80%
	(v) % of households within 40 minutes of specific employment sites				
	(a) Doxford	86.60%	86.9%		86.90%
	(b) Nissan	78.30%	70.8%		70.80%
	(c) Pattinson	74.30%	83.7%		83.70%
	(d) City Centre	85.80%	89.7%		89.70%
NI 30	Reoffending rate of prolific and priority offenders (reduction in convictions)	1.10	1.12 (18% reduction in convictions)		17% reduction in convictions
NI 19	Rate of proven reoffending by young people	96 offences per 100 offenders	113 offences per 100 offenders (4% reduction)		110 offences per 100 offenders
NI 20	Assault with injury crime rate (per 1000 population)	8.84	9.32		5% reduction

### 4.3 Key Risks

In relation to the reporting period April to March 2009, the following indicators have not achieved the target set in relation to 2008/2009:

#### 4.3.1 NI 171 VAT Registration rate

The VAT registration rate is a 3 year average covering 2006, 2007 and 2008 and is 33.2 per 10,000 population slightly below the target of 34.7 per 10,000 population

Performance is improving year on year, the number of VAT registered businesses in the city has risen from 4380 in 2007 to 4485 at the start of 2008 (latest information available). The City has a wide ranging programme of activities in place aimed at encouraging the formation and growth of businesses. 14.9% of VAT registered businesses in the area are currently showing growth which means that they reported higher employment numbers than the previous year.

#### **4.3.2 NI112 Under 18 Conception rate**

The teenage conception rate is 57.5 per 1000 females aged 15-17 compared to a previous years figure of 55.1. The target of 38.81 per 1000 females aged 15-17 has not been achieved.

Improvement Activity - In addition to a minimum core offer available to all children, young people and families in the strategy delivered within each locality area there will be specific targeted support in relation to both geographic communities and specific groups of children young people and their families including:

- Those from marginalised and disadvantaged communities including some black and minority ethnic groups
- Those who have ever been looked after by the local authority, fostered or homeless or have moved frequently (LAC and care leavers)
- Those with low educational achievement
- Those who disengage with education
- Those not in education employment or training
- Those from disadvantaged areas
- Those with emotional and mental health needs
- Targeting of teenage pregnancy “hotspot” wards

#### **4.3.3 NI 63 The stability of placements of children**

67.3% of children have been looked after in a stable placement i.e. looked after continuously for over 2.5 years in the same placement. The target of 73% has not been achieved. This indicator measures the ‘long-term’ stability of looked after children and has declined from 71.9% in 2007/2008. The total number of long term looked after children has been reduced from 185 (46%) in 2007/2008 to 171 (43%) in 2008/2009. Of these, 56 had not been in the same placement for 2 years or more compared to 55 in 2007/2008.

There has been a significant increase in the number of adoptions this year, from 32 (9%) in 2007/8 to 47 (14%) in 2008/2009, which removes these children from this performance indicator and reduces performance; however, on balance the outcome for children has been positive. Sunderland performance was well above average compared to both national and local peer groups in 2007/2008 and Sunderland is projected to continue to be above average when 2008/2009 peer group information is published this autumn. The associated outcome for those children with three placement moves or more in a year has remained stable and in the top performance band.

#### Improvement activity

Recent development of an improved risk assessment tool which enables placements to better meet children's needs, identifying risk of children moving and improved matching of carer to child.

Foster Carer Recruitment and Retention Strategy 2009 – 2012 describes the four year strategy which will ensure that Sunderland has the right number of foster carers with the right skills to meet the needs of looked after children. The strategy involves:

- The raising of foster care allowances to a national benchmark level
- Increasing the numbers of fee paid carers
- Investing more heavily in recruitment activity

A framework agreement for commissioned independent foster placements is now in place with requirements on providers to evidence good Every Child Matters outcomes for children in placement.

An evaluation is taking place of a pilot project for the outcomes from the Independent Fostering Agency placements and whether we could transfer that to our own fee paid carers

Permanence planning is under review with the creation of one fostering panel, to identify the most appropriate path for each child based on their individual circumstances. There is also a proposal to change the way carers currently caring for children in a temporary capacity are assessed when they ask to keep the child in placement through a new permanency planning panel.

#### 4.3.4 **NI117 16-18 year olds not in employment, education or training**

13.2% of 16 to 18 year olds are not in education, training or employment, compared to 11.9% in 2007/2008. The 2008/2009 target of 10.8% has not been achieved.

Improvement activity includes the following –

- Ensuring young people have access to the fullest range of learning and support. The Youth Offending Service the Resettlement and Aftercare Programme will engage young people into substance misuse services, the New Direction Scheme will engage long-term unemployed in training and work with custodial settings ensures employment and training programmes are in place
- Concentrating on NEET programmes with high drop out rates/low rates of progression
- Implement multi agency packages to support 'at risk' young people
- Improve transition from pre to post 16 provision
- Implement full data sharing/tracking system for all partners
- Develop Intermediate Labour Market Programme
- Identify skill shortages/gaps in provision

#### 4.3.5 **NI 192 The percentage of household waste sent for recycling and composting**

The percentage of household waste sent for recycling and composting has slightly declined from 26.86% during 2007/2008 to 25.59% in 2008/2009 and the target of 28% has not been achieved. Less household waste was collected during 2008/2009, 135,920 tonnes compared to 138,698 in 2007/2008. The 2009/2010 target aims to achieve 30% of waste recycled.

Improvement activity to achieve the 2009/2010 target and further improve performance includes;

As part of the Strategic Investment Plan (SIP) improvements will be made to council owned recycling bring sites across the city to encourage increased usage. Improvements will include making the sites more attractive and user friendly with improved housekeeping arrangements, signage, fencing, some refurbishment of containers and where possible the extension of the range of containers or commodities that can be recycled. In addition the project will pilot 'on street' litter recycling facilities to the city centre and public transport hubs.

Work is continuing with the South Tyne and Wear Waste Management Partnership to develop a treatment plant to treat and dispose of waste for Gateshead, South Tyneside and Sunderland. Also as part of the SIP a replacement household waste reception / recycling centre to replace the Beach street site will be established in addition to an additional smaller satellite facility in the Coalfield area. The intended outcome is to ease pressure on existing facilities, make facilities more accessible and user friendly, improve site health and safety arrangements, improve user satisfaction and recycling rates.

In relation to NI 192 'part v' the % of households within 40 minutes of specific employment sites Pattison and the city centre the target of 83.7% and 89.7% have not been achieved, currently 74.3% of households are within 40 minutes of Pattison and 85.8% within 40 minutes of the city centre.

Improvement activity - Cycling expenditure and infrastructure will be coordinated and developed in line with the Cycling Strategy and Local Transport Plan (LTP) for Tyne and Wear. Bus Network. Re-design will be undertaken to improve accessibility for local residential areas. Nexus have submitted a Draft Bus Strategy and the Council has provided it's feedback to the PTA. The Council is currently working with Nexus upon it's proposals for Bus Network Redesign which will result in an agreed standard of accessibility to public transport across all areas of the city.

#### 4.3.6 **NI 120 All – age mortality rates**

Latest information relates to a three year average for 2005 to 2007. Average annual male mortality rates actually increased from 863 for 2004 – 2006 to 878/100,000, with the target to reduce mortality rates therefore not achieved. Although female mortality rates improved from 610 for 2004 - 2006 to 579/100,000, this is still below the target of 562.

Improvement activity - Progress has been made in commissioning of a comprehensive range of services to increase the life expectancy across Sunderland. These include a vascular checks programme ahead of the national programme, stop smoking services, weight management services and alcohol services. Good progress has been made in 2008/2009. The challenge has been the scale and number of services requiring new commissioning arrangements e.g. 45 contracts for weight management services. 74% of Sunderland GP Practices signed up to the delivery of vascular checks for patients in their practices. In addition comprehensive qualitative research has been carried out with local people to understand what they want from the vascular checks service and how they want it delivered. This included focus groups with men and members of the BME community who are least likely to access GP services. A pilot is being set up with Sunderland City Council Occupational Health Department to offer vascular checks to staff commencing in 2009. A comprehensive pathway for weight management has also been developed with substantial investment. This includes community level interventions up to bariatric surgery.

#### **4.3.7 NI39 Alcohol-harm related hospital admission rates**

During 2008/2009 alcohol harm related hospital admission rates have increased to 2378 per 100,000 population from 2038 in 2007/2008. The 2008/09 target of 2132 has not been achieved

Improvement activity – Expansion currently underway at all tiers of the treatment system (both specialist and non-specialist). Implementation of the Cardiff Model is underway following the regional conference in September (supporting the reduction of alcohol-related violence). The Alcohol hospital liaison project is to be enhanced via the provision of specialist nurse and further Brief Intervention workers within the hospital.

Implementation of Local and Directed Enhanced Services for GPs currently underway which is provision of brief interventions and further specialised treatment), though delayed for further consultation with clinicians and potential alignment with others.

#### **4.3.8 NI 123 16+ current smoking rate prevalence**

The number of smoking quitters has declined from the LAA baseline of 1134 to 1100 per 100,000 population during 2008/2009. The 2008/2009 target of 1337 per 100,000 pop has not been achieved.

Improvement activity - PCT has increased level of investment into Stop Smoking Services also increasing the number of intermediate advisers across Sunderland who can deliver NHS Stop Smoking Services. The local tobacco alliance has re-formed and is identifying how partners can contribute to the number of quitters e.g. Wellness, University, Back on the Map. A major marketing and media campaign was launched in November 2008 and third sector organisations are being commissioned to deliver brief intervention training. An approach is currently being developed in relation to embedding

stop smoking services and initiatives into area level arrangements. In addition trading standards are very proactive with regard to illicit regulatory activity.

#### 4.3.9 **NI 136 People supported to live independently through social services (all ages)**

During 2008/2009 the number of people supported to live independently through social services was 3124.19 per 100,000 population, declining from 3188 per 100,000 population in 2007/2008. The target of 3284 per 100,000 population has not been achieved.

Improvement activity - An analysis of the reasons for the decline in the number of older people helped to live at home was conducted in 2008/2009 with a number of action points for improvement integrated into the 3 Year Delivery Plan, particularly within the Care Management & Assessment Project. However, a number of these action points were undertaken in 2008/2009, including making better use of available intelligence to target specific groups of individuals most likely to need support, including the Tele-care "case-finding" discussed above. The subsequent community care assessments for these "case found" individuals contributed to an increase in the number of older people helped to live at home during the latest quarter, which meant that the overall number of older people supported to live independently (the predominant client group for this measure) increased significantly.

### **Section 5 Plans to achieve greater value for money in 2009/2010**

- 5.1 On 1 April 2009 CPA was replaced by the Comprehensive Area Assessment (CAA), which provides a new way of assessing local services to help local people hold them to account. Where CPA focused on services provided by local authorities, CAA looks at all public services in an area. This means that the assessment will look across the council, health bodies, police forces, fire and rescue services and others who are increasingly expected to work in partnership to tackle the challenges facing our communities. For the first time local public services are therefore being judged collectively on the impact they are having.
- 5.2 CAA will look at how well local services are working together to improve the quality of life for local people and provide a snapshot of life in the local area each year. It will help people answer the simple question 'how well am I being served by local public services?' and help them to understand whether they are getting value for money from their local services. The first CAA results will be reported on 10 December 2009 under the shorter, snappier, friendlier name of **oneplace**. The results will be updated on an annual basis.
- 5.3 As part of the Strategic Investment Plan Area Committees will commit funding to address priorities in their local area which will in turn lead to improved performance of the Local Area Agreement.
- 5.4 Total Place is a new initiative that looks at how a 'whole area' approach to public services can lead to better services at less cost. It seeks to identify and

avoid overlap and duplication between organisations – delivering a step change in both service improvement and efficiency at the local level, as well as across Whitehall. There are 13 pilot areas participating in the scheme, each area ensuring a diverse mix of economic, geographical and demographic profiles. Sunderland, Gateshead and South Tyneside are taking part in the North east pilot. Locally we are currently coming to the end of the planning and scoping stage of the pilot and are looking to develop a number of workshops including a Practitioner Event as well as the collection of background data on the first phase of the project which focuses on “Alcohol and Drugs Misuse”. All pilots are undertaking a “**Total Count**” of the area covered in their pilot. This process maps money flowing through the place (from central and local bodies) and make links between services, to identify where public money can be spent more effectively. The ‘Total Count’ exercise in our area has been ongoing over the past few weeks and has concluded and the draft report for the pilot area is being taken to the Executive Board for consideration prior to publication.

5.5 Development of the councils Business Operating Model will provide a clear, ‘big picture’ description of what the organisation does, across both business and its assets. An operating model is essential to support a modern organisations’ approach to both business planning and delivery and is used to examine the key relationships between:

- People – getting the right people in the right place to contribute to the development of the council and the services it delivers and ensuring their unique contribution is valued
- Functions and Structure – which parts of the council are responsible for and contribute to delivering and supporting excellent services
- Processes – the processes required to underpin the functions and the relationships between them

The development of the new operating model will support the council’s value for money and productivity agenda by:

- Developing an even greater understanding of the overall operational costs including cost to serve and unit costs
- Keeping service delivery at the centre of everything we do, and allowing service delivery professionals to spend more time on service delivery
- Reducing cost by pulling customers to the front end, actively managing customer contact and reducing avoidable contact
- Getting it right first time, and when it isn’t putting right immediately.