

## Savings Proposals Summary 2015/16 to 2016/17

## APPENDIX 1

	Original Savings Plans				
	2014/15 £000	2015/16 £000	2016/17 £000	Total 14-17 £000	Total 15-17 £000
Adults Wellbeing	5,490	3,935	3,646	13,071	7,581
Childrens	2,500	1,132	1,736	5,368	2,868
Economic Communities & Corporate	7,407	3,602	4,269	15,278	7,871
	<b>15,397</b>	<b>8,669</b>	<b>9,651</b>	<b>33,717</b>	<b>18,320</b>

New Savings Plans		
2015-16 £'000	2016-17 £'000	Total 15-17 £'000
5,460	2,363	7,823
1,129	1,720	2,849
3,596	3,530	7,126
<b>10,185</b>	<b>7,613</b>	<b>17,798</b>

Movement		
2015-16 £'000	2016-17 £'000	Total 15-17 £'000
(1,525)	1,283	(242)
3	16	19
6	739	745
<b>(1,516)</b>	<b>2,038</b>	<b>522</b>

\* Public Health responsibility including savings transferred to Adults for 15/16 & 16/17.

**Savings Proposals**  
**Adults Wellbeing Directorate**

			Savings Plans		
Savings Proposal	Impact	Equalities Impact	2015-16 £'000	2016-17 £'000	Total £'000
Re-commissioning & Reductions in Cost of Older People Residential and Nursing Care	Good quality Residential and Nursing care for Older People that demonstrates value for money and effective use of council funding	EIA completed 2013 with on-going review of impact during decision making and implementation process. The existing EIA will be refreshed as the project moves through the implementation process. Potential of unintended consequence as providers not signing up to new rate and <b>therefore service users may not be able to receive care from same providers.</b>	200	200	400
Re-commissioning and Reductions in the cost of Homecare	Good quality and affordable homecare for service users, that offers choice and control through a range of personal budget payment mechanisms, including Direct Payments and Individual Service Funds	Detailed EIA completed 2013. Proposal should have a positive impact on groups with protected characteristics delivering greater value for money, maintaining as wide a range of services as possible despite significant cuts in funding, and re-directing resource where possible as part of a whole system approach to prevention including intermediate care and reablement.	116		116
Revising personalisation offer	Improving how we communicate with eligible adult social care users about the amount available within their personal budget, based on the resources available to the council and the number within the population requiring support. Offering a range of mechanisms for people to exercise their choice and control including increasing the numbers taking a direct payment	All service user groups impacted *Increase in the time it takes to establish final care provision *Existing clients may lose support from current provider *Market for Personal Budgets under development and therefore more established in some geographical areas than others *Increase in support required for people lacking mental capacity *More choice and control over care provision for clients *Outcomes focus for care provision *Coincides with the development of new community service development.	300	300	600
Contract Changes	Completing all contract changes consulted on during 14/15 and driving improved value for money and negotiating improved rates / efficiencies from existing providers / contracts. Impact on service users will be minimal and will be considered on a contract by contract basis before changes are implemented. Impact on the local social care provider market will be regularly reviewed to ensure that the market is strengthened and where possible provider capacity and resilience is improved.	Contract management plan developed which will identify how contracts can be managed more effectively to drive better value for money. Minimal impact on service users. As each contract is reviewed and efficiencies identified, an EIA will be done as part of the contract management process.	1,021	476	1,497
Reductions in accommodation based support	The effectiveness of current contracts will be reviewed in line with the priorities to focus on those people who are eligible for adult social care and who are homeless where we have a statutory responsibility. This will release savings and we will look to informal social networks and local communities to support the transition to minimise any negative impact on service users	Clients signposted to other relevant housing related support services, other organisations or referred back to their own housing association. Service currently being wound down, service users being reduced to 220 as part of the extension of the contract conditions. Bi-monthly monitoring meetings on-going. Increase to other services to mitigate. EIA for specific contracts will be developed as part of the decision making process.	823	287	1,110
Increased income	Continuing to implement the Fairer Charging policy which was consulted on in 13/14 will ensure all service users who are assessed as required to pay, do so, so that it is equitable for everyone.	These savings will come from removing joint assessments for couples, changes to certain income disregards such as pension credit (under new care act regulations) and implementing admin charges for self-funders who want us to purchase care in their own home, or want a deferred payment.	150		150
High Cost care reductions	Increased local capacity for people with a learning disability and mental health service users will enable more people to live near their communities and friends and families at a lower cost. Ensuring that the cost of care is based on need and reflects local market variations will support the council in making sure it can support people with the available resources.	Move to a more outcomes based approach.	300	100	400
Remove funding for non eligible services	Improved information and advice regarding community based support and voluntary sector provision to be provided to service users with low level care needs who are no longer eligible for Council services, In line with the council's priorities and statutory responsibilities, this will ensure that those who have the most need can be supported effectively.	Through reassessments, people may no longer receive ASC support. But developing the support network within the community will support individuals and provide a mitigating factor.	150	150	300

**Savings Proposals**  
**Adults Wellbeing Directorate**

			Savings Plans		
Savings Proposal	Impact	Equalities Impact	2015-16 £'000	2016-17 £'000	Total £'000
Use of technology to reduce cost of care	Enables more people to live independently at home and uses council resources effectively so that those with eligible need are supported reducing the cost of care through increased use of technology	Detailed EIA requires completion. High level analysis identifies that this is expected to have an overall positive impact by enabling people to stay independent for longer in their own homes and by supporting carers in their caring role. There is however a potential negative impact around the removal of personal/human contact for some people.	200	250	450
Maximisation of Continuing Health Care (CHC) funding	To offset the demographic / demand growth that AWB have been experiencing and to ensure sufficient available budget is in place to support social care elements of nursing packages.	No impact to service user - no reassessment of package for care	500	-	500
Workforce Reshaping	Realignment and re shaping of the workforce to deliver a more efficient and effective workforce at a reduced cost. Savings in 2015/16 will be delivered from bringing social care MH staff back in house from 2g. 2016/17 savings will be delivered from efficiencies within the wider AWB workforce	There will be a clearer focus on service users who are eligible for ASC services and support. It will reinvigorate the recovery model within Mental Health which brings an empowering agenda for service users and provides support within community setting. This project will also align to the new processes around adult protection.	300	100	400
Workforce Reshaping (Senior Management)	Realignment and re shaping of the senior management team to deliver a more efficient and effective structure at a reduced cost	This will be an internal management restructure to provide a more integrated management structure and reduce costs. No impact on service users except in a positive way to protect front line services.	200		200
Reduce carers respite	To reduce the maximum entitlement and standardise to carers respite services, ensuring that this doesn't result in placement breakdown and therefore result in additional cost	Light touch desktop analysis of data will be undertaken to ensure impact is understood.	200	-	200
Population wellbeing interventions	Efficiencies to be delivered through closer working, collaborative commissioning, and demand management interventions between AWB and Public Health	Not applicable	1,000		1,000
Protection of Adult Social Care (Better Care Fund) - funding from Clinical Commissioning Group	To protect adult social care services and maximise available BCF funding from the NHS	Not applicable	-	500	500
<b>Total</b>			<b>5,460</b>	<b>2,363</b>	<b>7,823</b>

## Savings Proposals

### Children's Wellbeing Directorate

			Savings Plans		
Savings Proposal	Impact	Equalities Impact	2015-16 £'000	2016-17 £'000	Total £'000
<b>Care Placement Strategy</b> - Reduction in residential placement costs	The implementation of a Prevent and Step down approach to Residential placements via Herefordshire Intensive Placement Support Service and In-House Foster Care Placements. 10 placements to be transfer out of residential over the next five years and for the split of in house fostering and external agencies to move from 76:24 to 90:10.	Not applicable	588	995	1,583
<b>Recruitment Strategy</b>	This is a five point recruitment and retention approach to enable the reduction of agency staff, including continuation of the NQSW programme, Regional standard rates for agency, international recruitment, reviewing the recruitment offer, training development. The Ratio of permanent to agency moves from 54:46 to 90:10 over the next three years	Potentially may affect opportunities for some children and families with protected characteristics if savings are taken, but caseloads increase per worker potentially reducing service quality and levels. Will be addressed through reconfiguration of service and maximising the effectiveness and targeting of early help services to reduce the demand for social care intervention.	259	549	808
<b>Adoptions Initiatives</b>	Increase by 10 external adoption placements/reduce cost of provision through economies of scale of the West Mercia Adoption Partnership	No negative impact perceived as broad recruitment drive to attract a diverse cohort of adopters to reflect the children coming into the service.	181	176	357
<b>Children in Need, Service re-design</b>	Reduction from 6 to 4 teams, with 1 service manager and the introduction of Senior Practitioners to provide management oversight and offer development opportunities for staff.	Not applicable	101	-	101
			<b>1,129</b>	<b>1,720</b>	<b>2,849</b>

## Savings Proposals Economy, Communities & Corporate

			Savings Plans		
Savings Proposal	Impact	Equalities Impact	2015-16 £'000	2016-17 £'000	Total £'000
<b>Waste &amp; Sustainability</b> Full year effect of introducing alternate weekly collection of waste and limited collection to the contents of a refuse wheelie bin, implemented in November 2014.	Non-recyclable waste is now collected every fortnight rather than weekly. Limiting the amount of non-recyclable waste collected means families now re-cycle more or dispose of excess household waste at a household waste disposal site.	No adverse impact reported since the implementation, this will be monitored on an on-going basis	412	50	462
<b>Country Parks and Picnic Sites</b> - Disposal of small sites and reduction in subsidy for larger sites at Queenswood and Bodenham Lake	The management of the sites will be passed to community groups. At Queenswood that may need to include the introduction a membership scheme and/or car parking charges to enable them to fund the site running cost.	None identified as no proposal to change service provision.	150		150
<b>Public and School/College Transport</b> - Full-year effect of reductions in bus subsidies implemented in September 2014 and associated efficiency savings in contract management. Implementation of revised school/college transport policy from September 2015	No additional impact in 2015/16 for transport. Policy for school/college transport effective from Autumn term. Year 7 pupils only will be effected by the nearest school policy.	No additional impact in 2015/16 for transport. Impact assessments completed for school/college transport policy and included within the original report. There are various bursaries available to cover costs.	595	250	845
<b>Car Parking Income.</b>	Full year effect of introducing new car parking charges from June 14 and additional spaces within the Old Market Development. If this savings target is not achieved car parking charges may be reviewed / extended.	No impact as maintaining blue badge parking scheme enabling free parking for those who meet the criteria.	600	230	830
<b>Council Tax reduction Scheme</b> - the discount awarded to some council tax payers in receipt of welfare benefits was reduced from 91.5% to 84% in 2014/15. There will be no changes in 2015/16, however collection performance has been higher than anticipated meaning increased income. Further reductions in discount from 2016/17 will be required to balance the budget. Note: Pensioners are exempt from the changes.	No additional impact in 2015/16. Further reductions in discount will be consulted upon as part of the 2016/17 budget process and the impact assessed	The lowest earners in Herefordshire now pay 16% of their total Council Tax bill.	150	150	300
<b>Discretionary Rate Relief</b> - Removal of discretionary National Non-Domestic Rates/Business Rate relief for some voluntary organisations	Following the Cabinet report agreed in June 2014, a new Discretionary Rate Relief charter and policy has been agreed from April 2015. Relief will be given to those organisations who run, develop facilities, services or activities which directly benefit Herefordshire residents and meet the priorities of the council in support of council services and their budgets.	Discretionary relief (in addition to mandatory relief) is only available for those charities that are locally based providing facilities that benefit the wider community of Herefordshire and are of a social/welfare nature.	150		150
<b>Withdrawal of Subsidies to Cultural Services partners.</b>	No impact.	No adverse impact identified as no proposed change to service.	466	863	1,329
<b>Removal of funding to Voluntary Organisations Support Services including the Citizens Advice Bureau</b>	Council funding contributes to total funding supporting these organisations. New tendering opportunities are available for these organisations to bid for. This will support mitigation of savings and will match the organisations objectives.	Impact assessments carried out in 13/14. HVOSS and HALC implemented and no recorded negative impact. CAB impact assessment completed in 2013 and a further EIA completed in December 14 as included in review of Information advice and guidance paper.	40	117	157

**Savings Proposals**  
**Economy, Communities & Corporate**

			Savings Plans		
Savings Proposal	Impact	Equalities Impact	2015-16 £'000	2016-17 £'000	Total £'000
<b>Customer &amp; Library Services:</b> Co-location of services at sites, move services to provide on-line, increase income generation and community involvement in operation of sites.	Bromyard – reducing the space allocation and appointment basis for customer services. Kington – becoming a health and wellbeing centre including the customer service element agreed at Cabinet in December 2014. Ledbury – co-location of Libraries and Customer Services at the Masters House. Belmont – increased community involvement and local contribution. Hereford – public realm phone contact to Balfour Beatty/ increased council tax transactions on-line.	Impact Assessments complete for cabinet report of 23 January 2014, updated in September 2014. Limited adverse effect, although consideration given to people accessing digital services, specifically older people and disabled people therefore face to face / phone contact remains a mitigating option.	423	-	423
<b>Back Office Services</b> (including Finance, Revenues and Benefits and Hoople)	No impact - efficiency saving	None	420	450	870
<b>Management Savings.</b>	No impact - efficiency saving	No adverse impact expected as no proposed change to service.	90	355	445
<b>Asset Review</b> Disposal or increased income to reduce debt charges	Capital receipt from sale of assets utilised to offset current or future debt costs. Sale of assets surplus to requirements.	None	100	250	350
<b>Corporate Accommodation</b> - Further rationalisation	No impact - efficiency saving	Impact Assessments required on an individual basis when assets are identified.		435	435
<b>Contract Efficiencies</b> - review of current contracts for Waste and Transportation	No impact - efficiency saving	No adverse impact expected as no proposed change to service.		380	380
			<b>3,596</b>	<b>3,530</b>	<b>7,126</b>