

**General Scrutiny  
Committee - 15 Jan 2021  
Savings Proposals by  
Directorate**

## Adults & Communities

### Savings Proposal

- Modernising assessment, commissioning & services delivery for learning disability clients

**£1,500k**

### Consequences

This work aligns to the existing programme of work for further promoting and embedding a strengths based model of practice and improving services and outcomes for Herefordshire residents.

### What will change

- Greater independence, wellbeing, choice & control
- Higher levels of employment
- Increased accommodation options
- Connected community using digital solutions

### Challenges

- Pace and scale of change across the system
- Assessment & review capacity due to covid 19 pressures
- Co-dependency on other projects and developments

## Adults & Communities

### Savings Proposal

- Targeted review of complex cases followed by system challenge

**£1,250k**

### Consequences

That independence is achieved via a model of support which enables people to be supported with their health and social care needs even if they are very high or delivered jointly

### What will change

Assurance that residents needs are met

- with the right level of support,
- from the right agency
- with appropriate funding

### Challenges

- Assessment & review capacity due to covid 19 pressures
- System change and support
- Appetite for legal challenge if required

## Adults & Communities

### Savings Proposal

- Implementing changes to client charging policy and income disregards

**£520k**

### Consequences

Change policy position on client charging and income disregards so that it applies to all client groups equitably.

### What will change

Those “favoured” by the current arrangements would see income from disability related benefits and state pension factored in to future council charging. This would result in lower retained income for some clients

### Challenges

- Assessment & review capacity due to covid 19 pressures
- Policy development & sign off
- Public consultation and lead in period to implementation (18 – 22 weeks)

## Children and Families

### Savings Proposal

- Supported accommodation for care leavers

**£320k**

### Consequences

More care experienced young people will be able to have their accommodation needs met in Hereford rather than relying on independent providers, often resulting in young people being placed outside of Herefordshire.

### What will change

Changes already in place. Building was purchased and refurbished during the pandemic. Support services in place via contract

### Challenges

- The figure is a stretch target and depends on care experienced children not requiring higher cost independent provision. The accommodation provided at Bath Street in 2021/22 may also support this savings target.
- The council will review whether a further house should be purchased based on an evaluation of Widemarsh.

## Children and Families

### Savings Proposal

- Step down residential to in house foster carers

**£1,000k**

### Consequences

Some children in care will be supported in foster care placements rather than in residential placements, considering their situation, views and needs.

### What will change

A number of children in residential placements have been identified as potentially able to step down. Work has already begun to take this forward. The result should be that some children are supported in foster care rather than in residential care.

### Challenges

- Dependent on significant work to ensure that this is right for the child, that the match with carers is right and there is availability of foster carers
- Average annual saving per placement estimated as £200k. The actual figure will be dependent on the individual circumstances of each child.
- There may be additional pressures as a result of more children to be looked after by the council.

## Children and Families

### Savings Proposal

- Prevention of children becoming looked after; reunification of looked after children with families

**£400k**

### Consequences

- Some children who are looked after will return to their families and will no longer be looked after by the council.
- Some children who might otherwise have become looked after by the council remain with their families with intensive support.

### What will change

- The Edge of Care (ECHO) service is now up and running during 2020/21 and has started to report on its effectiveness.
- Early indications show that there has been success in preventing children becoming looked after and also in reunifying children with their families.

### Challenges

- The target is a stretch target and depends on the service diverting children from otherwise high cost placements and support.
- Some children will necessarily still require being looked after by the council

## Children and Families

### Savings Proposal

- Recruit 30 new foster carers per annum for 5 years

**£200k**

### Consequences

- More children will be cared for by Herefordshire council foster carers

### What will change

Assumes employment of external agency to provide expertise in marketing and campaigns.

### Challenges

- Recruitment in first year will be reliant on recruitment activity in 2020/21. External agency work due to commence 2021.
- Assumes current trends continue ie. no greater loss of existing foster carers. NB recent cabinet decision on allowances and rates should assist.

## Children and Families

### Savings Proposal

- Full cost recovery of traded services (£20k)
- Manage inflation and secure contract efficiencies (£450k)

**£470k**

### Consequences

- Schools and settings will be charged an increased amount for some education traded services
- Costs of placements and contracts will be secured in line with medium term financial strategy target.

### What will change

- Continued use of regional frameworks and directorate's placement team to achieve value for money through negotiation. Will introduce cost calculator for 2021/22 which has evidenced achievement of savings in placement fees in other local authorities. Progress will be reported quarterly.

### Challenges

- Schools and settings may decide not to buy back services due to increased cost
- Contract inflation and increased costs being demonstrated in the residential and fostering market on an individual basis due to national lack of supply.

# Economy and Place

## Key Challenges and Issues

- **Developing a vibrant local economy**
  - Supporting economic recovery from Covid-19
  - Creating new jobs and training opportunities
  - Delivering quality, sustainable and affordable housing
  - Supporting the City and Market Towns to be vibrant, economic and cultural centres
  - Hereford Enterprise Zone

# Economy and Place

## Key Challenges and Issues

- **Protecting the environment and responding to climate and ecological emergency**
  - Reducing carbon emissions
  - Enhancing and protecting local habitats through regulation & projects
  - Addressing phosphates levels in rivers
- **Transport and sustainable mobility**
  - Transport strategy for Hereford
  - Supporting low carbon and active travel
  - Highway maintenance
  - Rural access to services

# Economy and Place Savings Proposals by Economy and Place Theme

|  | £k           |
|--|--------------|
| Improve co-ordination and efficiencies by working with partners from public realm services | 485          |
| Review of fees, charges, scope and costs of traded services                                | 1,580        |
| Market intervention to improve efficiency and utilisation of transport fleet and services  | 160          |
| Waste minimalisation through reduced opening of household waste and recycling centres      | 200          |
| Transformation and redesign to align to county plan objectives                             | 650          |
| Property estate rationalisation and cost reduction   | 1,000        |
| Efficiency savings (already identified in MTFS)  | 273          |
| <b>Total</b>   | <b>4,348</b> |

## Economy and Place

### Savings Proposal

- Improve co-ordination and efficiencies by working with partners from public realm services

**£485k**

### Consequences

Opportunity to devolve more public realm services to communities and parish councils. Different levels of take up by communities could result in variable levels of service across the county.

### What will change

- Greater involvement of communities and parish councils
- Streamlined approaches to communications and stakeholder engagement
- Coordinated approach to enforcement and permit scheme for street works
- Utilisation of technology to increase income and reduce energy costs, for example in relation to street lighting.

### Challenges

- Potential adverse feedback if reduction in service levels are experienced by the public if communities and parish councils are unable or unwilling to take on more service delivery. Service must still meet safety and statutory requirements
- Introduction of new technologies will require time to deliver

## Economy and Place

### Savings Proposal

- Review of fees, charges, scope and costs of traded services

**£1,580k**

### Consequences

Increases in charges to service users would support full cost recovery and ensure services are not provided at a subsidy. Increases in income surpluses from car parking would support highways and transport services in accordance with legal requirements. Potential impact upon the local economy and reduction in demand for services

### What will change

- Charges set to align with policy objectives (e.g. car parking to support highways and transport services and encourage behavioural change)
- Use of technology and efficiency improvement to reduce costs
- Charges for traded services set to ensure full cost recovery
- Potential for new service provision to generate income (e.g. natural burials)

### Challenges

- Increases in charges may not be popular and will need to consider potential reduced demand which would affect level of increased income achieved

## Economy and Place

### Savings Proposal

- Market intervention to improve efficiency and utilisation of transport fleet and services

**£160k**

### Consequences

Greater utilisation of vehicles and increased competition. Reduction in “spare capacity” may reduce opportunity for use by those not entitled to free transport to school

### What will change

- Contract efficiencies from school transport provision
- Utilisation of council fleet vehicles and potential rental income generation when not required for council service provision

### Challenges

- Review of contracts required and savings subject to outcome of procurement processes
- Current legislation limits the potential to make greater use of council fleet vehicles for certain transport services

## Economy and Place

### Savings Proposal

- Waste minimisation through reduced opening of household waste and recycling centres

**£200k**

### Consequences

Residents may find it less easy to access the household waste and recycling centres. This could adversely affect levels of recycling and risks increase in fly tipping.

### What will change

- The aim would be to maintain service provision across the county, although opening hours would be reduced.
- Continuation of advance booking system to ensure efficient use

### Challenges

- Potential adverse customer feedback
- Delivery requires successful negotiation with current provider to agree level of service to achieve savings

## Economy and Place

### Savings Proposal

- Transformation and redesign to align to county plan objectives

**£650k**

### Consequences

- Organisational change process to streamline management and align resources to county plan objectives
- Redundancies may be necessary if changes cannot be fully achieved through natural turnover and removal of existing vacancies.

### What will change

Transformation to realign available resources to focus on key activities and priorities of delivering a vibrant local economy and supporting recovery from impact of Covid 19, responding to climate and ecological emergency and improving transport and sustainable mobility

### Challenges

- Timescale to managing change process and ensuring staff engagement
- Could result in adverse customer feedback in areas that are de-prioritised
- Meeting all expectations in relation to priorities may require additional resources

## Economy and Place

### Savings Proposal

- Property estate rationalisation and cost reduction

**£1,000k**

### Consequences

- Reduction in number of properties operated and maintained
- Continued trend to home working and combining services
- Disposal of assets no longer required and potential for community asset transfers

### What will change

- Continued efficiency improvements from move to better ways of working and reduced property estate
- Greater move towards planned maintenance rather than reactive repairs
- Generation of income from commercial estate

### Challenges

- Embedding the changes in the business including home working to ensure properties can be released
- Current asset condition and backlog maintenance in the estate
- Economic impact of Covid 19 could affect income and disposals

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|---|--------------|
| <b>Economy and Place</b>  |              |
| <b>Savings Proposal</b> <ul style="list-style-type: none"> <li>• Efficiency savings<br/>(already identified in Medium Term Financial Strategy)</li> </ul> | <b>£273k</b> |
| <b>Consequences</b><br>Limited impact on service delivery as efficiency savings already delivered   |              |
| <b>What will change</b><br>Reduction in direct costs including staff travel costs   |              |
| <b>Challenges</b> <ul style="list-style-type: none"> <li>• None, budget reductions already applied</li> </ul>   |              |

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|---|--------------|
| <b>Corporate</b>  |              |
| <b>Savings Proposal</b> <ul style="list-style-type: none"> <li>• Efficiencies and redesign</li> </ul>   | <b>£497k</b> |
| <b>Consequences</b><br>Initial redesign – change of service resulting in risk of redundancy<br>Service practices in move to digital process for efficiencies and use information to better shape services long term |              |
| <b>What will change</b><br>Significantly reduced print and post, and monitor high users to understand ability not to move to digital  |              |
| <b>Challenges</b><br>Change in practice and “paper use” culture.<br>Investment in digital and resource to instigate change  |              |

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|--|--------------|
| <b>Central</b>   |              |
| <b>Savings Proposal</b> <ul style="list-style-type: none"><li>• Release of contingency</li></ul> | <b>£700k</b> |
| <b>Consequences</b><br>Not applicable  |              |
| <b>What will change</b><br>Not applicable  |              |
| <b>Challenges</b><br>Not applicable  |              |