

**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 Street.

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 whilst protecting health and developmental interventions
- 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
Total	4,348

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 <ul style="list-style-type: none"> Waste minimisation through reduced opening hours of household waste and recycling centres 	£200k
Consequences <p>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.</p>	
What will change <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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

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

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

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