

Appendix A

	Expected annual efficiency gains (£)	...of which related to capital spend (£)	...of which related to other spend (£)	...of which cashable (£)
	774,000			559,000
Adult Social Services	<p>Strategy: Business efficiency within the Adult Social Services will be very much linked with the replacement of the CLIX system through Herefordshire Connects. Up to this point the focus will be on improving the operational efficiencies and best practice is being applied from national CSED initiatives. Negotiation of contracts will also seek to provide VFM for the service despite significant cost pressures being faced by providers. The Needs Analysis recommendations will begin to be implemented this year and will result in revised patterns of service and helping prevent people from not only going into residential care but also from formal care arrangements in the first place</p>			
	<p>Key actions: The action plan for the Budget Delivery Framework includes strict compliance with various corporate protocols on managing absence and reducing administration costs. The main cash savings will come from both back office efficiencies but also on contract negotiation and moving where possible from spot to block contracts.</p>			
	246,000			38,000
Children & Young People's Services	<p>Strategy: The creation of the Children & Young People's Directorate there has been an opportunity to carry out a fundamental restructure and this has identified a number of efficiencies in administration. A continued focus will be maintained on key areas such as performance management, school transport; SEN provision and reducing the reliance on expensive out of county placements for children looked after and children with complex needs. The benefits from additional investment in professional foster carers and transition planning will also contribute.</p>			
	<p>Key actions A number of actions to be taken include: Annual school transport route reviews to be completed by September 2007 to implement savings from demographic changes. Continuation of preventative work for SEN children within mainstream schools. Long term benefits from Support for Families strategy of early intervention and prevention and integrated commissioning.</p>			

	<p>Significant savings from the invest to save/spend to mitigate proposals are planned as follows</p> <ol style="list-style-type: none"> 1. Safeguarding and Assessment staffing – non cashable savings £408,000 in 07/8 2. Integrated Services - increasing family support – non-cashable savings of £187,000 3. Integrated Services – Disability transitions – non-cashable savings of £15,000. 4. Performance Management – no non-cashable savings in 07/08 but £1,190,000 in 08/09 5. Professional Foster Support – non-cashable savings of £682,000 in 07/08 and cashable savings of £105,000 in 07/08 6. School transport reviews are expected to deliver cashable savings of £250,000 in our 07/08 budget proposals. 		
Culture and Sport	322,000		322,000
	<p>Strategy: Cultural Services found a significant amount of cash efficiency savings for 2006/07 and this has been helped by the restructure within the new Adult and Community Services Directorate. Many of the savings will be coming from general efficiencies from focusing on the key corporate objectives, in particular economic regeneration and improving the population skill base.</p>		
	<p>Key actions: All budgets will be reviewed in detail and resources re-allocated where necessary to high priority areas.</p>		
Environmental Services	712,000		592,000
	<p>Strategy: The Service Improvement Programme continues to be rolled out in Environmental Health and Waste Services which will realise both performance gains and cash savings</p>		
	<p>Key actions: Implement staff restructures in Environmental Health and Waste.</p>		

Highways and Transportation Services	485,000	0	0	485,000
	Strategy: The strategic partnership with Jarvis offers the Council opportunities to make efficiency gains within the wide spectrum of highways and transport operations, including redistribution in the supervisory function. Annual savings are secured in ongoing rate reductions. Promotion of different treatment processes should improve road conditions with the same level of investment			
	Key actions: Identification of hot spots for road actions and the undertaking of remedial action together with safety awareness campaigns. Development of partnering activities with Jarvis to drive out efficiencies.			
LA social housing	0	0	0	0
	Strategy: Capital expenditure is increasingly being utilised within social housing schemes to increase independent for social care service users. This will yield revenue savings in the future from reducing the reliance on expensive residential placements.			
	Key actions: Investigate all possibilities within the Social Care Budget Delivery Framework for utilising capital budgets for the above purpose.			
Non-school educational services	351,000			200,000
	Strategy: See Children's services			
	Key actions: As above			
Supporting People	0			0
	Strategy: See homelessness			
	Key actions: As above			

	0			0
Homelessness	Strategy			
	Strategic Housing have a major challenge facing them in keep registered homeless people out of bed and breakfast accommodation. This is the major strategic objective and the contribution made by the emergency payments to the homesslessness scheme has saved the Council significant B&B costs.			
	Key actions:			
	Continue with emergency payments to landlords scheme. Secure general efficiency savings.			
Other cross-cutting efficiencies not covered above				
	1,067,000			1,067,000
Corporate Services	Strategy:			
	The Herefordshire Connects project will have a major impact on corporate services and will focus on driving out efficiencies in back office services from a transactional, performance management and procurement perspective. Corporate Services are a vital part of the overall improvement agenda but also provide a focal point for the efficiency agenda and the creation within frontline services.			
	Key actions:			
	Integrate the remaining devolved financial administration and financial management activities teams within the Resources Directorate in line with the principles agreed by CMB for establishing the Resources Directorate. Conclude business plans for major work streams in Herefordshire Connects and begin implementation. Promote the take up of benefits more widely, but in particular to older people thus increasing the disposable wealth of the county and aiding independent living.			
Procurement	250,000			250,000
	Strategy:			
	Will state different initiatives.			

	<p>Key actions: Implementation of Procurement Strategy. This will broadly cover:</p> <ul style="list-style-type: none"> · direct and oversee strategic procurement · compliance European procurement rules where necessary · compliance with the Council's Good Environmental Management performance system (GEM) · devolved procurement · the development of West Mercia Supplies · specialist procurement advice to non-specialist Members and officers · the promotion of procurement in conjunction with the Council's Head of ICT · the co-ordination of any necessary procurement training · the provision of access to procurement information to Members and officers as and when appropriate 			
	<p>Strategy: Productive time is about working more efficiently and a major gain for the Council in this area is through the Accommodation Project where staff are gradually being relocated to a central Hereford site at Plough Lane. This will result in a significant number of general efficiencies particularly through reduced travelling time and flexible working. The developments within ICT and IEG will also contribute to greater staff productivity in addition to access to services.</p>			
	<p>Key actions: Continued implementation of Accommodation Project and IEG Strategy.</p>			
Transactions	0		0	
	<p>Strategy: See overall strategy. Transactional gains have been included within the individual service blocks as they are a fundamental part of each directorate's efficiency action plans.</p>			
	<p>Key actions As above</p>			
Miscellaneous efficiencies	0		0	
	<p>Strategy: All efficiency gains are within the service blocks.</p>			
	<p>Key actions: See above</p>			
Total	4,207,000	0	0	3,513,000