

**Project Nova Savings**  
**Status at 31 December 2021**

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**Saving proposals approved by Full Council on 12 February 2021 (taken from original appendix B)**

£000	Appendix B Savings	Savings achieved at Quarter 3 31/12/2021	Forecast Savings for the year 12m to 31/3/2022	Variance/ Shortfall for the year at Quarter 3
<b>Community Wellbeing</b> (S1 to S3)	3,270	3,150	3,270	0
<b>Children and Young People</b> (S4 to S9)	2,390	1,240	1,240	1,150
<b>Economy and Environment</b> (S10 to S26)	4,348	2,327	2,629	1,719
<b>Corporate</b> (S27 to S28)	1,197	700	1,197	0
<b>Total</b>	11,205	7,417	8,336	2,869

## Community Wellbeing

Against a savings target of £3.270m, Community Wellbeing are currently forecasting a shortfall as at Q3 of £120k as shown in the table below:

Ref	Savings scheme	2021/2022 Saving Target for the year	2021/2022 Savings achieved at Q3	2021/2022 Savings target shortfall at Q3	Narrative
S1	Learning disability and complex needs services redesign	1,500	1,380	120	Learning disability and complex needs services redesign' (S1) and 'Targeted review of complex cases' (S2) are inextricably linked due to the complexity of the client base concerned. As a result, the current position of both savings proposals have been considered and reported on jointly as we progress throughout the financial year.
S2	Targeted review of complex cases	1,250	1,250	0	See above
S3	Maximisation of social care income	520	520	0	
Total		3,270	3,150	120	

At the end of Quarter 3, Community Wellbeing are forecasting to deliver their full year savings target of £ 3.270 million.

## Children and Young People

Against a savings target of £2.390 million for 2021/2022, at the end of Quarter 3, Children and Young People are currently forecasting a shortfall of £ 1.150 million as shown in the table below. The position remains the same as at the end of Quarter 2.

Ref	Savings scheme	2021/2022 Saving	2021/2022 Savings	2021/22 Savings	Narrative
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		target for the year	achieved at Q3	target shortfall at Q3	
S4	16+ Accommodation, Widemarsh Street	320	34	286	There are unlikely to be any savings on Bath Street unless there has been a change in occupancy (contract was costing nearly £200k more than the original costs of the first cohort of young people that went in the flats) and the Widemarsh savings won't change unless there has been turnover.
S5	Step down from residential care	1,000	637	363	A total of x6 children have stepped down from residential, with a potential x1 further child likely in January 2022.  The plan to achieve £1m from 5 step downs was ambitious as it assumed step down of more expensive placements and that these would be full year savings rather than stepping down mid-year as has been the reality.
S6	Prevention of children becoming looked after and reunification of looked after children with families	567	569	(2)	£287K savings from last year that are carried forward to this year as these children were budgeted for as being in care. Savings from Q1 and Q2 – these are the savings for children that have returned home during Q1 or Q2 until the end of the financial year.
S7	Recruit 30 new foster carers per annum for 5 years	200	0	200	Delivery for the net gain of 25 more in-house foster carers is now likely to start by December/January but implementation will take several months to embed and see change so it is unlikely we will see any resultant financial savings by 31 March 2022.
S8	Full cost recovery of traded services	20	0	20	Not achievable as majority of services are provided by Hoople.
S9	Manage inflation/contract efficiencies	200	0	200	The CareCubed IT tool has been purchased and training has been given to the Placements Team. There has been a delay in deploying the tool due to capacity issues in the Placements Team and so the tool is not yet in use.
	Reduce agency spend	83	0	83	Agency spend - Not achievable - was originally based on reducing support for NQSW as they became more experienced but the support wasn't in place as planned so there is no expenditure to reduce.
<b>Total</b>		<b>2,390</b>	<b>1,240</b>	<b>1,150</b>	

## Economy and Environment

At the end of Quarter 3, Economy and Environment have achieved savings of £2.237 million but are forecasting a net shortfall of £ 1.719 million against their target savings of £ 4.348 million for the year.

The net shortfall is made up as follows:

Ref	Saving	Shortfall £000	Commentary
S10	Public Realm efficiency savings	0	
S11	Streetworks & enforcement function efficiency improvements	0	
S12	Hereford Markets	8	Transfer of Hereford Markets to City Council not feasible this financial year.
S13	Encourage waste minimisation	0	
S14	Directorate transformation and redesign	195	Balance will not be achieved this financial year.
S15	Parking Review	360	RAG rated RED as limited options for recovery of shortfall.
S16	Technology and Lighting	27	RAG rated RED – no alternatives proposed to achieve shortfall.
S17	Review of Property Estate	1,000	Transferred to Corporate Services, under review
S18	Review efficiency and utilisation of transport fleet	0	
S19	Review weekend vehicle rental of council fleet vehicles	0	Moved to S22
S20	Review of Bereavement & Registrars income	0	
S21	Review of building control services	0	
S22	Review of Regulatory, Environment and Waste division income	-	Over delivering by £10k as substitute for S19
S23	Pre-planning application advice full cost recovery	49	
S24	Medium Term Financial Strategy (MTFS)	0	

S25	Use S106 funding to cover full costs of delivering identified highways improvements	0	
S26	Introduction of natural burials and pet burials & cremations	80	
	Total	1,719	

**Corporate**

At the end of Quarter 3, Corporate Services have achieved savings of £700K and is forecasting to achieve the full £1,197K savings for the year.

## Annex 1

### Project Nova Savings Status at 31 December 2021

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#### Appendix B: Saving proposals approved by Full Council on 12 February 2021

Directorate	Ref	Name of proposal	a Appx B Feb 21 Savings £000	b Updated Appx B Savings	c Savings delivered to 31/12/21	d Variance 3 months to 31/12/21 (b-c)	e Full Year Forecast Savings at 31/12/21	f Full Year Forecast Variance at 31/12/21 (b-e)	g RAG Rating
Community Wellbeing	S1	Learning disability and complex needs services redesign	1,500	1,500	1,380	120	1,500	0	
Community Wellbeing	S2	Targeted review of complex cases	1,250	1,250	1,250	0	1,250	0	
Community Wellbeing	S3	Maximisation of social care income	520	520	520	0	520	0	
Children and Young People	S4	16+ Accommodation - Widemarsh Street	320	320	34	286	34	286	
Children and Young People	S5	Step down from residential care	1,000	1,000	637	363	637	363	
Children and Young People	S6	Prevention of children becoming looked after and reunification of	400	567	569	(2)	569	(2)	

		looked after children with families							
Children and Young People	S7	Recruit 30 new foster carers per annum for 5 years	<b>200</b>	200	0	200	0	200	
Children and Young People	S8	Full cost recovery of traded services	<b>20</b>	20	0	20	0	20	
Children and Young People	S9	Manage inflation and secure contract efficiencies	<b>450</b>	200	0	200	0	200	
				83	0	83	0	83	
Economy and Environment	S10	Public Realm efficiency savings	<b>300</b>	300	225	75	300	0	
Economy and Environment	S11	Streetworks & enforcement function efficiency improvements	<b>50</b>	50	50	0	50	0	
Economy and Environment	S12	Hereford Markets	<b>15</b>	15	7	8	7	8	
Economy and Environment	S13	Encourage waste minimisation	<b>200</b>	200	200	0	200	0	
Economy and Environment	S14	Directorate transformation and redesign	<b>650</b>	650	455	195	455	195	
Economy and Environment	S15	Parking Review	<b>900</b>	900	390	510	540	360	
Economy and Environment	S16	Technology and Lighting	<b>90</b>	90	63	27	63	27	
Economy and Environment	S17	Review of Property Estate	<b>1,000</b>	1,000	0	1,000	0	1,000	
Economy and Environment	S18	Review efficiency and utilisation of transport fleet	<b>150</b>	150	150	0	150	0	
Economy and Environment	S19	Review weekend vehicle rental of council fleet vehicles	<b>10</b>	10	10	0	10	0	

Economy and Environment	S20	Review of Bereavement & Registrars income	<b>270</b>	270	200	70	270	0	
Economy and Environment	S21	Review Building Control services	<b>115</b>	115	108	7	115	0	
Economy and Environment	S22	Review of Regulatory, Environment and Waste division income	<b>115</b>	115	115	0	115	0	
Economy and Environment	S23	Pre-planning application advice full cost recovery	<b>100</b>	100	51	49	51	49	
Economy and Environment	S24	Efficiency Savings (already identified in Medium Term Financial Strategy)	<b>273</b>	273	273	0	273	0	
Economy and Environment	S25	Use s106 Funding to cover full costs of delivering identified highway improvements	<b>30</b>	30	30	0	30	0	
Economy and Environment	S26	Introduction of natural burials and pet burials & cremations	<b>80</b>	80	0	80	0	80	
Corporate	S27	Back office initiatives and efficiency savings	<b>497</b>	497	0	497	497	0	
Corporate	S28	Removal of contingency	<b>700</b>	700	700	0	700	0	
			<b>11,205</b>	<b>11,205</b>	<b>7,417</b>	<b>3,788</b>	<b>8,336</b>	<b>2,869</b>	

**\*RAG Rating – to show confidence in delivery of savings**

**Blue** Full savings have already been achieved(complete)

**Red** Forecasts more than 10% away from their target for the year

**Amber** Forecasts within 10% of their target for the year

**Green** Forecast variance for the year is zero (or negative), but not yet achieved