

Agenda

Cabinet

Thursday, 16 October 2014, 10.00 am
County Hall, Worcester

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اردو۔ اگر آپ اس دستاویز کی مشمولات کو سمجھنے سے قاصر ہیں اور کسی ایسے شخص تک آپ کی رسائی نہیں ہے جو آپ کے لئے اس کا ترجمہ کر سکے تو، براہ کرم مدد کے لئے 01905 765765 پر رابطہ کریں۔ (Urdu)

كوردی سۆزانی. ننگهر ناتوانی تێبگهی له ناوهرۆکی نهم بێلگهیه و دهستت به هیچ کس ناگات که و هههنگهر یتوه بۆت، تکلیه تملظون بکه بۆ ژمارهی 01905 765765 و داوای رهنۆینی بکه. (Kurdish)

ਪੰਜਾਬੀ। ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮਸ਼ਹੂਰ ਸਮਝ ਨਹੀਂ ਸਕਦੇ ਅਤੇ ਕਿਸੇ ਅਜਿਹੇ ਵਿਅਕਤੀ ਤੱਕ ਪਹੁੰਚ ਨਹੀਂ ਹੈ, ਜੋ ਇਸਦਾ ਤੁਹਾਡੇ ਲਈ ਅਨੁਵਾਦ ਕਰ ਸਕੇ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਮਦਦ ਲਈ 01905 765765 'ਤੇ ਫ਼ੋਨ ਕਰੋ। (Punjabi)

DISCLOSING INTERESTS

There are now 2 types of interests:
'Disclosable pecuniary interests' and **'other disclosable interests'**

WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

NB Your DPIs include the interests of your spouse/partner as well as you

WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
 - you must **not participate** and you **must withdraw**.

NB It is a criminal offence to participate in matters in which you have a DPI

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
 - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

Cabinet

Thursday, 16 October 2014, 10.00 am, County Hall, Worcester

Membership: Mr A I Hardman (Chairman), Mr A N Blagg, Mrs S L Blagg,
Mr J P Campion, Mrs E A Eyre, Mr S E Geraghty, Mr M J Hart,
Mrs L C Hodgson and Mr J H Smith

Agenda

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All the above reports and supporting information can be accessed via the Council's website.

Date of Issue: Tuesday, 7 October 2014

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Delivering the Corporate Plan – FutureFit Update (Index)

A .Proposal list	
	<p>Children and Families:</p> <ol style="list-style-type: none">1. Developing a Core Service (Phase 2 - Commissioning of Learning and Achievement)2. Early Help Services incl. Connecting Families (Redditch Pilot)3. Community Health Services4. Positive Activities5. Performance and Development Team6. Review of Business Systems7. Workforce Strategy8. Modernising Children's Services Finance9. Commissioning of Services for Young People10. Looked After Children Strategy11. Workforce Development Administration <p>Open for Business:</p> <ol style="list-style-type: none">12. Act Local13. Transport Operations and Fleet Programme14. Economic Development15. County Enterprise Factory <p>Health and Well-being:</p> <ol style="list-style-type: none">16. Maintaining a Sustainable Market for Adult Social Care17. Integration of Adult Social Care and NHS18. Use of Public Health Ring-Fenced Grant19. Further review of back office functions20. Review of capacity required to provide New Models of Care21. Commissioning of in-house adult social care provider services22. Drugs and Alcohol services <p>The Environment:</p> <ol style="list-style-type: none">23. Waste Management24. Street Lighting25. Business, Environment and Communities Directorate Management Restructure26. Waste Contract Variation27. Public Rights Of Way28. Libraries and Learning29. Business Administration and Systems Support30. Culture and Countryside31. Highways Structures and Winter Maintenance32. Customer & Community Service Restructure of Highway Liaison Officers33. Worcestershire Regulatory Services34. Self-Financing of Discretionary Services

	<p>Cross Council:</p> <ul style="list-style-type: none"> 35. Better Use of Property 36. Modernising Financial Services 37. Modernising HR 38. ICT Volumetric Reductions 39. ICT Network Upgrade 40. Worcestershire Hub 41. Modernising Legal & Democratic Services 42. Accelerating Digital Council & Customer Access 43. System & Customer Access Operating Model 44. Reducing SAP Support Costs 45. Resources - Other Services Efficiencies 46. Future Operating Model Change 47. Operating Model - Support to Commissioner
B. Residents Feedback	<p>www.worcestershire.gov.uk/cms/research-and-intelligence/market-research/worcestershire-viewpoint.aspx</p>
C. Staff Feedback survey report	<p> Staff Survey Results_headlinesv2.</p>
D. Context slides	<p> 03a. ResidentsfeedbackFII</p>
E. Medium Term Financial Plan slides	<p> 01a. CSP 2014 - Our Financial Challenge v:</p>

Future Fit Project Title: Developing a Core Service (Phase 2 - Commissioning of Learning and Achievement)	
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Type of Saving:	Please tick one box
FURTHER	<input checked="" type="checkbox"/>
FASTER	<input type="checkbox"/>
NEW	<input type="checkbox"/>

Corporate Plan Area:	
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	Please tick one box
Children and Families	<input checked="" type="checkbox"/>
Environment	<input type="checkbox"/>
Open for Business	<input type="checkbox"/>
Health & Wellbeing	<input type="checkbox"/>
Cross Council Priorities	<input type="checkbox"/>

CMR Lead:

Liz Eyre

SLT Lead:

Gail Quinton

Head of Service Lead:

John Edwards

CMR Challenge:

John Campion/Lucy Hodgson

Brief Project Description:

The commissioning of Learning and Achievement services has occurred in response to significant changes in the relationship between the Council and key stakeholders, for example the growth in the number of academies and initiatives such as Teaching Schools leading to sector led support and challenge. The Council has a direct responsibility for maintained schools and is expected to know, understand and challenge the performance of academy schools to attain high standards of education. Worcestershire now has 52 academy schools (21.6%) with 189 schools (78.4%) maintained by the Council. Of the children attending publicly funded schools in Worcestershire, 42% are in academy schools, predominantly at secondary or middle school level with the remaining 58% attending maintained schools. 86% of children at primary school attend a LA maintained school. The Council retains some responsibilities for all publicly funded schools, whether maintained by the Council, an academy or free school e.g., the duty to provide sufficient quantity and quality of school places for children and young people in all schools. This includes the management of current provision, and the strategic co-ordination and commissioning of additional places including new schools. It also relates to the provision of education for children and young people identified as having special needs, aged 0-25. The leadership of educational support for looked after children is provided through a Virtual Headteacher, a statutory role that sits with the Council.

The commissioning of Learning and Achievement fits with the council's operating model and is the mechanism to realise the majority of the significant savings that will need to be made over the next two years. Learning and Achievement is one of three parts of a children's service focused on improving outcomes for all children, young people and families in Worcestershire whether they are accessing universal, targeted or specialist services. The other two parts are the commissioning of Early Help services and Improving Safeguarding Services.

This report covers the non-Dedicated School Grant (DSG) budgets. There are significant Dedicated Schools Budgets that are ring-fenced and subject to specific statutory requirements and are also influenced by Schools Forum.

Due to the nature of the client group, which includes protected characteristic groups, further equality consideration is required during the project.

Purpose:

The Learning and Achievement budget is currently £6.5million. A bottom up approach has been taken to the design of the long term retained service which will only consist of provision planning and placement, the Virtual Head plus the strategic commissioning function including quality assurance. Contract management will part of a central function. The retained structure represents a reduction on 2014/15 staffing levels (which in turn were reduced by £1.7million from 13/14) and further reductions will be made between 2015/16 and 2016/17.

The savings profile against this budget for the next three years (including FFN target) is shown in the table below, which shows a reduction in budget from 2014/15 value of £6.5million to £4million in 2017/18:

	2014/15 BASE BUDGET £000	2015/16 BASE BUDGET £000	2016/17 BASE BUDGET £000	2017/18 BASE BUDGET £000	2014/15 DSG BUDGET £000
<u>Intelligent Client Unit (ICU)</u>					
Universal Provision & Placement (Area 1)		986	535	503	
Virtual Head (Area 2)	Within	76	76	76	
Strategic Commissioning Function (Area 3)	L&A	252	252	252	
Special Educational Needs (SEN) (Area 4)	Budgets	1,061	1,061	1,061	10,073
	6,508	2,375	1,924	1,892	10,073
External Provider - Contract	-	3,849	2,505	2,161	4,162
Total Budget	6,508	6,224	4,429	4,053	14,235
Year on Year Change		(284)	(1,795)	(376)	

The services that will be retained within the ICU are broken down into four main functional areas:

- Area 1: Universal Provision & Placement
- Area 2: Virtual Head Teacher and Vulnerable Learners
- Area 3: Strategic Commissioning for Schools and Settings
- Area 4: SEND Assessment and Commissioning of Specialist Provision

Area 1: Universal Provision & Placement.

The primary focus of Area 1 is the assessment of need for places and place planning for schools and colleges alongside the management of capital for schools investment and commissioning through the JPV.

The 2015/16 budget that will support the function is £986k reducing to £503k by 2017/18. The reduction of £483k will be achieved by ending fixed term posts which are in place to complete existing work and support the transition process. In the future, further opportunities for reduction in capacity may be possible as part of implementation of the Operating Model and a council wide approach to place planning.

Area 1 will carry out the following activities:

1. Assessment of need for places and place planning for mainstream schools and colleges

2. Assessment of need for places and specialist place planning for individuals¹ with SEND
3. Assessment of sufficient places for Early Years
4. Strategic co-ordination and commissioning of additional place capacity including new schools
5. Management of capital for schools investment and commissioning through the JPV
6. Lead on school organisational change in maintained schools
7. LA lead for conversions and opening of new Academies
8. Policy link with universal HTS transport and point of reference for budget
9. Strategic policy development

This area will also retain strategic overview for the following commissioned services:

- Admissions

Area 2: Virtual Head Teacher and Vulnerable Learners

The Virtual Headteacher (1FTE) is a statutory function and must be retained within the Local Authority. The Virtual Headteacher maintains a strategic overview and ensures provision of countywide support for LAC to ensure they have the best possible outcomes as well as closing achievement gaps between vulnerable pupils and their peers. The strategic commissioning functions for contract management and quality assurance that sit within Area 3 will also support Area 2 activity.

The budget that will support the function is: £76k

Area 2 will carry out the following activities:

1. Monitor and challenge the service provider to ensure the closing of achievement gaps between vulnerable pupils and their peers
2. Strategic overview of demand for Alternative Provision (AP) places, using monitoring information supplied by the service provider, plus links with Area 4 for the management of the process for commissioning or decommissioning of provision
3. Ensure schools statutorily are compliant for LAC
4. Strategic oversight of the management and impact of Pupil Premium Plus grant spend for LAC
5. Challenge other LA commissioning managers to ensure provision for vulnerable groups is appropriate and sufficient e.g. Health, Early Help, Troubled Families
6. Liaise with the LA lead (Early Help) to support the work to reduce % of young people who are NEET
7. Statutory retention within the local authority of Virtual Head role

This area will also retain strategic overview for the following commissioned services:

- Specialist teaching including Learning Support Team; Integrated Specialist Support service; statutory responsibilities for Medical Education Team; services for children with physical difficulties
- All hard to place pupils - Exclusions, Elective Home Educated, Children Missing Education
- Attendance and persistent absence including Education Investigation
- Ethnic Minority Achievement and Gypsy Roma Traveller pupils (subject to School's Forum decision)
- Early Years Inclusion Team
- Virtual School for LAC
- Educational Psychology
- Appropriate DSG expenditure in conjunction with schools' finance

¹ This will transfer from Area 4 when SEN is externalised

Area 3: Strategic Commissioning for Schools and Settings

Area 3 (4FTE) will carry out the management of the 3rd party provider contract including performance monitoring (inc quality) and have the strategic overview of quality and performance of schools, settings and colleges. Bottom up costing for this new area has taken place using learning from other commissioned areas (e.g Early Help) regarding resource requirements and function. There may be opportunity to make further savings in this area once the contract is embedded. This will be reviewed in 2016/17.

The budget that will support the function is: £252k which will ultimately manage a contract value of £8million reducing to £6.3million in 2016/17 (mainstream and DSG funding which could increase by a further £11million if the SEND Service is added to the contract)

Area 3 will carry out the following activities:

1. Management of 3rd party provider contract including performance monitoring (inc quality)
2. Relationship management with 3rd party provider
3. Strategic overview of quality and performance of schools, settings and colleges
4. Strategic LA challenge and intervention in schools and settings
5. Strategic link with national bodies such as HMI, Ofsted, DfE
6. Strategic policy development
7. Strategic overview of Nursery Education Provision

This area will also retain strategic overview for the following commissioned services:

- Management of contract with 3rd party provider in conjunction with Area leads
- School Improvement and Learning and Teaching Advice
- Statutory moderation
- Educational outcomes 5-19
- Governor Services
- Early Years Improvement and Advice
- Safeguarding of Early Years settings
- Workforce Development – School leadership succession planning; wider workforce; NQTs
- Co-ordination of Ofsted inspection of LA arrangements for School Improvement

Area 4: Special Education Need or Disability (SEND) Assessment and commissioning of specialist provision

Area 4 will continue the management of the statutory SEND process and appeals for 0-25. This will include education and transport funding and the overview of specialist place requirements 0-25; including commissioning and de-commissioning of provision (this will transfer to Area 1 if SEND is outsourced in the future).

Due to significant new SEND Legislation which came into effect on 1st September 2014, Cabinet endorsed the recommendation to retain the SEND function in-house in the short term and will undertake a bottom up review exercise of the service and its new functions in line with the reform for September 2016. This service remains in scope of the externally commissioned contract but will be considered for outsourcing at a later date when the reform impact and provider capability is known.

The new legislation brings new challenges and likely increased demand, the impact of which is currently unknown. Forecasting for the service is uncertain due to the new 0-25 age range being introduced (currently 0-19) alongside the introduction of Education Health and Care plans (replacing statements and learning difficulty assessments) and personal budgets. A full review of this service will be undertaken in 2016 (prior to the decision to commission or not) when demand is clearer and the reform has been implemented. This may present opportunities to reduce the size of this team

however if demand in this area has increased any savings identified may need to be re-directed into service provision to meet rising demand.

The budget that will support the function is: £1.061m

Area 4 will carry out the following activities:

1. Management of statutory SEND process and appeals 0-25
2. Strategic overview of specialist place requirements 0-25 inc commissioning and de-commissioning of provision
3. Development of SEND strategy for placement of 0-25 year olds
4. Strategic management of SEND education funding (inc top up allocation)
5. Strategic management of SEND transport and transport funding
6. Challenge to senior stakeholders in Health, Social Care, Colleges, Schools and Settings
7. Implementation of SEND Reform
8. Appropriate DSG expenditure in conjunction with schools' finance

Outsourced Service

The formal procurement process has commenced with both formal and informal engagement with potential providers. The core statutory services which will be commissioned to a provider, and the basis of the contract will initially be school admissions processing, direct services to schools relating to vulnerable learners (as set out in area 2), the delivery of school improvement to identified maintained schools and related statutory education services (as set out in area 3) . We will expect the commissioned provider to achieve the current savings targets (£1.688million) for 2017/18 onwards, manage the transformational change and absorb any redundancy implications as well as demand fluctuations, in the following ways:

- Innovative service delivery
- Efficiencies in service delivery
- Development of sold services and associated income generation
- Spreading the risk and cost over the life of the contract

In order to allow the new provider the opportunity to achieve the required savings we need to maximise the flexibility for them in Year 1 of the contract. This means providing the currently agreed budget with an expectation that innovative re-engineering will realise the savings targets included in the contract. The provider will then be able to retain the expertise of staff in areas where there is most opportunity for the development of sold services.

Throughout market engagement, the message from the market appears to be that they are comfortable with the challenge of taking on services with the currently agreed reducing budgets, associated redundancies and the need to build in costs for accommodation and central support functions e.g. IT, HR. This will not however be confirmed until we formally go the market through ITT in October 2014. It is a tight challenge, particularly with the current trend of increasing demand on services.

Once the new contract has embedded and the provider has established sold services there may be opportunity to see reinvestment from gain share.

Outcomes of the project:

- Establishment of a strategic core that will maintain oversight of the contract and also the delivery of a small number of statutory services mostly focussed around strategic place planning
- The establishment of a five year contract with a single preferred provider for the majority of Learning & Achievement services.
- Statutory obligations and service demand met within reduced budget
- Continued improvement of educational outcomes for children and young people in Worcestershire.

Timescales:

Milestone	Completed By Date:
ITT closes	Mid November 2014
Retained service recruitment	Late November 2014
Preferred bidder identified	Late December 2014
Cabinet sign off preferred bidder and contract awarded	Early February 2015
Service transition	February – June 2015
Retained service new structure start date	1 st April 2015
Commissioned service go live	1 st July 2015

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. No preferred bidder is identified or no received bid is deemed suitable for the contract to continue	A robust procurement process to ensure the best outcome is achieved. The PQQ process has identified a number of bidders, however there still remains the risk that this does not proceed to contract signature. If no suitable provider is engaged a number of options are available depending upon the reasons why the process did not continue. These would include re-tendering with either a change to specification, different contract values or different bundles of services included in the contract. If these options are not suitable, an in-house continuation of the service could be agreed although it would need to be discussed with Cabinet/SLT as this is contrary to the future operating model.
2. Additional savings targets at this stage of the procurement process may de-stabilise the market and cause reputational risk to the Council as indicative budgets were included in the PQQ stage of the procurement process. Now we are in the formal procurement stage, we cannot have further discussions with providers regarding contract values.	Maintain current savings programme. Any further reduction in value would require robust plans for how the provider would manage the reduction, including a lead in time to allow effective planning.
3. There is a risk that further reductions in areas where the LA has a statutory duty in relation to supporting	Maintain current service delivery within reduced budgets. Regular risk review at

vulnerable groups of learners will result in longer waiting times for statutory assessments, impact negatively on pupil outcomes, school inspection outcomes, and open the way to costly legal challenge. The Local Authority could also be put at risk of being deemed ineffective by Ofsted if failing to deliver its statutory duties	Directorate and Corporate level.
4. The message that staff have been given is that they will TUPE to the new service provider. Any earlier savings would de-stabilise the workforce and key staff in those areas which are the most marketable may leave, reducing the attractiveness to potential providers	Open and clear communications to staff.
5. The contract does not hold the provider sufficiently to account to ensure continuous improvement. The provider does not deliver on improved outcomes.	Engagement of wide range of expertise in the pre-procurement process to ensure the contract is robust. Penalty clauses and payment by results mechanisms built into the contract
6. Services for vulnerable children, especially those with SEN are not sufficiently developed by the provider to secure confidence to commission	Ongoing engagement with provider once preferred bidder is in place

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£6.508million (This has been reduced by £1.7million to reflect the 2014/15 savings)			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered	134	318	452
	Green On Target		229	229
	Amber		58	58
	Red		890	890
	Total	134	1,495	1,629
Current FTE	297 FTE			
FTE Impact	Service will be commissioned externally			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red		150	300	376	826
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's		150	300	376	826	
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key		Green Delivered	<i>Work complete – actual savings delivered</i>				
		Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>				
		Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>				
		Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>				
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: John Edwards	20/08/14
Director: Gail Quinton	20/08/14
Head of Finance: Steph Simcox	20/08/14 v2 21/09/2014
DLT:	20/08/14
FFSG:	
SLT:	

Future Fit Project Title: Early Help Services including Connecting Families (Redditch Pilot)	
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Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:	
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	Please tick one box
Children and Families	✓
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:	Liz Eyre
SLT Lead:	Gail Quinton
Head of Service Lead:	Hannah Needham
CMR Challenge:	John Campion/Lucy Hodgson

Brief Project Description:

Within our Corporate Plan we recognise that we have a vital role to play in supporting children and families and believe that by strengthening our services that help families at an early stage, we can address the causes of problems rather than the symptoms. The Early Help Change Programme has re-designed early help services for families with children aged 0 to 19 to both improve outcomes for families and prevent them from needing support from more costly, specialist services.

The Transforming Early Help Services programme is underpinned by Worcestershire County Council's Early Help Commissioning Strategy and has developed a 0-19 early help offer across Worcestershire, comprising:

- Six, one for each district, externally provided 0-19 early help service arrangements (WCC funded)
- Early intervention family support service (schools funded)
- Stronger Families Service (Grant funded).

The current operating model needs to be challenged to ensure if and when families need support the service(s) they receive are efficient and effective in meeting and sustaining their needs (e.g. building resilience) at the earliest possible stage

Other factors underpinning the project and subsequent Early Help Strategy refresh include:-

1. A greater understanding that to sustain long term change there needs to be a continued emphasis on targeted preventative and resilience work which includes education and community based services that foster cohesion and stronger neighbourhoods
2. The better utilisation of assets such as property and IT form an essential part of the solution in building stronger neighbourhoods
3. Greater focus on ensuring the information, advice and support to/for families promotes wellbeing and builds individual and family resilience

4. The financial landscape for the public sector has changed significantly since 2011 and services need to transform to continue to meet demand
5. Work with families has highlighted how the support for the 'adult' within the family needs to be joined up with the work focused on children.
6. An improved emphasis on excellent commissioning of services to ensure the right service, by the right providers, for the right service users at the right price.

Early Help Savings plan

Since the original service specifications and targets were developed the expected savings targets for early help have increased to £3.2million (or £3.7million including further, faster, new savings). The current savings plan is split into two parts:

Phase 1: focuses on reducing the six district contracts by 25% (£2million) over a three contract-year period (2014 – 2016) and the implementation of mitigating action to manage these budget reductions.

Phase 2: (2016-17 onwards) will realise the remaining £1.2million (£1.77million inc FFN) savings.

It is unlikely that the current expectations for the six 0-19 early help services will be achievable with this further reduction and by 2016 the current Early Help Strategy (and underpinning needs assessment) that has driven the existing commissioning will be five years old. Therefore, the current early help strategy is being refreshed and will inform future commissioning intentions from 2016/17 and plans to realise the phase 2 savings.

The Strategy and future early help service re-design will need to be finalised by September 2015 to enable any market development/engagement, contract negotiation to take place. It is unlikely that the current commissioning approach of 6 early help service arrangements will remain the same, but all options would need to be tested as part of the strategy development.

A £4million early help reserve is being used to offset the phase 1 savings and realise the necessary £1.645million in 2014/15.

Due to the nature of the client group, which includes protected characteristic groups, further equality consideration will be required during the project.

Purpose:

The additional £570k saving will be released as part of Phase 2 of the savings plan and will involve early help service re-design. A joint bid has been submitted with Redditch Borough Council to the Transformation Challenge Award for the Connecting Families – Redditch Pilot.

Outcomes of the project:

The refreshed early help strategy will focus on all partners contribution to early help: outlining the roles and responsibilities of other Public Sector partners and VCS in achieving our early help ambition and drive the commissioning of future arrangements. The Connecting Families Pilot aims to trail blaze this approach and identify and implement options for integrated locality services (structure, property, IT systems and service pathways) for families across Redditch. The learning will be used to develop and implement plans for up-scaling this new approach to all other districts in Worcestershire

Working with partners to identify systemic solutions for responding to and meeting the needs of adults, children and young people (within the context of family) building individual and community resilience and identifying/developing local assets to effectively meet need

The needs analysis work, currently being undertaken, will help to prioritise need and forecasts demands: This will inform future contract expectations, targets and payment by results

Integrating the national troubled families programme into the future commissioning of early help services and greater integration and pooling of budgets with health services once the commissioning of public health services is led by the Local Authority in 2016 (health visitors, school nurses etc)

The development of social finance opportunities and how to best use these opportunities to manage need and demand

Timescales:

Milestone	Completed By Date:
First iteration of performance dashboard (outputs and outcomes) in place and being used	Sept 14 onwards
Phase 1 Saving plans submitted by Early Help Providers	Nov 14
Revised Early Help Strategy	Spring 2015
Identify/introduce a common, evidenced based, approach in working with families	June 2015
Apply the Troubled Families cost savings calculator across all work with families in Redditch	July 2015
Use evidence from Stronger Families phase 1 evaluation to identify barriers to systems change	July 2015
Review current business processes, property resources and IT systems and information sharing processes	July 2015
Recommendations for a new integrated operating model agreed including digital solutions and opportunities to share resources	October 2015
Identify and fill gaps in service provision including managing need at threshold boundaries of specialist services. Use additional funding to also deliver preventative services as well, during service re-design and resource re-prioritisation.	October 2015
Recommendations for system change to be shared with Partnership Groups	November 2015
Early Help service re-design drafted	Autumn 2015
Testing system change to commence within Redditch	January 2016
First re-commissioned early help district (dependent upon the commissioning model selected – timeline may change)	Summer/Autumn 2016

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Reduction in contract values for providers will	Phase 1 Savings plans are being submitted by

result in a reduction in numbers of families being supported Increased pressure on ChS Social Care as families are not supported by early help services and their needs escalate.	providers in Sept 14. Work with providers to minimise impact of contract reduction on front line service delivery. Target early help provision at those families that are at risk of requiring Social Care intervention
2. Unable to impact on the demand on social care	This is a key indicator for the early help Needs Assessment scope
3. Need to retender all contracts and may not be market appetite for smaller contracts;	Consideration needs to be given to re-profiling districts into larger areas.
4. There will become a point where Early Help becomes less effective as the budgets are too small to have an impact	The Research Team are developing an early help Needs Assessment to identify and model the most cost effective prevention and early help activities. This will allow a targeted approach to provision as well as identifying how much resource is required to meet required outcomes
5. Universal provision for families may cease due to decrease in funds and focus on more targeted provision	Any proposed plans for savings targets to be approved through NSPB
6. Poor strategic leadership, lack of partnership / staff engagement, cultural difference between partners	Clear communications plan in place. Regular attendance at partnership events. Key partners represented on project board
7. Lack of business intelligence around forecasting future demand	Research and intelligence expertise included in the project team
8. Lack of staff capacity to implement recommendations	Key 'Head of Service' engagement in project and request backfill if required. Additional project team employed.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£5.63million Connecting Families – Pilot: Cross cutting saving, budgets held in ChS, Property, DASH and other partners inc District Councils. Will be primarily an enabler rather than a savings delivery project			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered	69		69
	Green On Target	286		286
	Amber	225	975	1,200
	Red			
	Total	580	975	1,555
Current FTE	Externally commissioned			
FTE Impact	N/A			

PROPOSED SAVINGS		2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and	£000's	Green Delivered				
		Green On Target				
		Amber				

New)		Red				570	570
		Total				570	570
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's					570	570
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key		Green Delivered	<i>Work complete – actual savings delivered</i>				
		Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>				
		Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>				
		Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>				
Comments on RAG Ratings		RAG status is deemed Red which reflects that the saving can be made from reducing the budget for overall re-commissioning of Early Help, but it will have an impact on the overall strategy and ability to be able to deliver outcomes.					

Agreed By:

Job Title and Name	Date
Head of Service: Hannah Needham	23/07/2014
Director: Gail Quinton	23/07/2014
Head of Finance: Steph Simcox	23/07/2014 v2 22/09/2014
DLT:	23/07/2014
FFSG:	24/07/2014
SLT:	

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Future Fit Project Title: Community Health Services

Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:

	Please tick one box
Children and Families	✓
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:**Liz Eyre****SLT Lead:****Gail Quinton****Head of Service Lead:****Hannah Needham****CMR Challenge:****John Campion/Lucy Hodgson****Brief Project Description:**

Children's community health services: CAMHS, Speech and Language Therapy and Children with Disabilities Short Break services, are jointly commissioned using funding within the Section 75 agreement by Children's Services and Clinical Commissioning Groups.

Current CAMHS and Speech and Language therapy services are provided by the Health and Care Trust and under contract until March 2016. Children with disabilities community short breaks services contracts are held with a variety of providers over different timescales.

The additional savings targets will involve undertaking a fundamental service re-design for each area in collaboration with CCG colleagues. Due to the nature of the client group, which includes protected characteristic groups, further equality consideration would be required during the project.

Purpose:

The savings within 16/17 (£200K) and 17/18 (£110K) will be made through undertaking a commissioning review and re-design of community health services. These savings amounts are go-get targets and have not been identified through a bottom-up budget approach. Therefore, the implications of realising these savings and the ability to meet children and young people's needs/statutory duties are currently unknown.

Outcomes of the project:

- To achieve the required Children's Services savings.
- Any service redesign, or reduction in provision, of jointly commissioned services ensures the provision is still able to respond to the needs of children and young people
- To continue to meet statutory duty around children with disabilities:

Paragraph 6(1)(c) of Schedule 2 to the Children Act 1989 and the Breaks for Carers of Disabled Children Regulations 2011 require local authorities to provide services designed to give breaks for carers of children with disabilities.

In order to meet these requirements, Local Authorities must have regard to the needs of carers:

- 1) in respect of their capacity to care for, or continue to care for, their disabled child, and
- 2) must provide a range of services designed to meet this need.

They must also take into account the needs of carers who would

- be unable to continue caring for their child unless breaks from caring were given; or
- who would be able to give more effective care if breaks were given to allow them to, for example, attend educational classes or work, meet the needs of other children in the family, or carry out necessary day-to-day tasks in the household.

A range of other relevant statutory legislation and guidance is also in place which local authorities must abide, including:

- Under Section 17 of the Children's Act 1989, there is a power to provide services to safeguard and promote the welfare of children considered in need. Section 17 (10) (11) refers to disabled children as in need and provides a definition of disabled children for the purposes of the Act.

Timescales:

Milestone	Completed By Date:
Clarification on future CCG savings requirements.	October 2014
Commissioning intentions for current Health and Care Trust services developed for 2015-16	September 2014
Commissioning Intentions shared with the Trust.	October 2014
Commissioning intentions for 2015-16 signed off by Joint Commissioning Executive.	December 2014
Commissioning Intentions for current Health and Care Trust services developed for 2016-17	September 2015
Re-commissioning of services	Summer 2015 – 1 st April 2016

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Potential cost implications for health partners and political issues.	Integration of services where possible to utilise resources fully. Report progress on project regularly at Next Steps Programme Board to closely monitor cost implications for health partners and any political implications. Ensure appropriate consultation around redesigns.
2. Increased pressure on ChS Social Care and increased risk of children becoming LAC by reducing Short Breaks provision for families reaching crisis.	As far as possible, redesign of services to utilise resources fully. Ensure that those families with children at risk of LAC are a priority for re-designed service.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£2.736million (excludes income from Clinical Commissioning Groups and related commitments)			
	Note : The County Council has a statutory responsibility to provide Children With Short Breaks, there is a current base budget of £1.359million included in the above total			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber	522	138	660
	Red			
	Total	522	138	660
Current FTE	Externally commissioned provision			
FTE Impact	N/A			

PROPOSED SAVINGS		2014/15	2015/16	2016/17	2017/18	Total	
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red			200	110	310
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			200	110	310	
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key		Green Delivered	<i>Work complete – actual savings delivered</i>				
		Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>				
		Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings</i>				

		<i>plan exists, but there is a possibility that savings may be deferred to a future year.</i>
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>
Comments on RAG Ratings	Savings have been rated as Red, due to the fact that the services are high profile, and redesign is likely to have negative impact, including protected characteristic groups, which is likely to be challenged.	

Agreed By:

Job Title and Name	Date
Head of Service: Hannah Needham	23/07/2014
Director: Gail Quinton	23/07/2014
Head of Finance: Steph Simcox	23/07/2014
DLT:	23/07/2014
FFSG:	24/07/2014
SLT:	

Future Fit Project Title: Positive Activities

Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:

	Please tick one box
Children and Families	✓
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:**Liz Eyre****SLT Lead:****Gail Quinton****Head of Service Lead:****Hannah Needham****CMR Challenge:****John Campion/Lucy Hodgson****Brief Project Description:**

The statutory requirement for the local authority is to ensure that there are Positive Activities which focus on young people having 'things to do and places to go'. This does not have to be provided or funded by the local authority if there is sufficient provision available. Current Positive Activities provision which is funded by the LA is mainly delivered through traditional style universally accessible youth groups (e.g. any young person can access) made available in geographically targeted areas of need. Commissioned services work to a specification and outcomes framework designed to focus the provision on producing positive personal development outcomes for the young people reached.

Cabinet agreed in July 2014 a proposal to retain the current level of funding for Positive Activities for an additional year, until 21st March 2016 (deferring the planned £500k saving from 2015/16 to 2016/17). The £1million funding for Positive Activities would then cease in its entirety.

Due to the nature of the client group, which includes protected characteristic groups, further equality consideration would be required during the project.

Purpose:

- The further £500k saving is to be achieved through the ending of all remaining contracts with currently commissioned Positive Activities providers from 2016/17.
- This will be achieved by developing an alternative approach to service provision that removes, or reduces to a minimum, the requirement for direct funding of service delivery by the County Council.
- To enable WCC to meet its statutory duty to secure, so far as is reasonably practicable, sufficient services and activities for young people aged 13 to 19, and those with learning difficulties to age 24, to improve their well-being [Section 507B of the Education and Inspections Act 2006].

Outcomes of the project:

- Engage, consult and involve elected members (Act Local), young people, Local Children's Trusts, existing positive activities providers and other key stakeholders to identify and implement solutions that can sustain the local positive activities offer across the county.
- Identify and explore potential sources of funding to support the development and implementation of future delivery models and to prioritise targeting of the future provision at the most vulnerable.
- Maintain stability of current Positive Activities provision throughout this review

Timescales:

Milestone	Completed By Date:
Future direction and proposals discussed at relevant O&S	September 2014
Brief local elected members ref future direction for positive activities	September 2014
Agree and implement re-focus of infrastructure support and capacity building for providers to sustainability	September 2014 on-going
Submit expression of interest ref Cabinet Office "Delivering Differently for Young People" fund	August 2014
Engage and consult elected members, young people, providers and stakeholders ref shaping future delivery models	April 2015
Develop and agree costed proposals ref future delivery model	July 2015
Review and proposals available to inform budget setting for 16/17	August 2015
Cease direct funding of Positive Activities delivery and implement new delivery model	April 2016

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Political sensitivity	Involve local elected members to proactively contribute to local discussions in order to identify solutions for sustaining a local positive activities offer and strengthening relationships with Local Children's Trusts Maintain / enhance support to young people to enable their active involvement in shaping future delivery models for positive activities.
2. Challenge ref statutory duty	Develop an identifiable local Positive Activities offer and demonstrate that it can be sustained through new delivery models and diverse funding sources. Consider bidding for the recently announced "Delivering Differently for Young People" Cabinet Office development fund (announced 4th July - up to £50k) to support this.
3. State of readiness / capacity of the market of positive activities providers	Maintain, enhance and re-focus effective and sector specific capacity building and infrastructure support to the market of local providers.
4. Insufficient resources to support future delivery models	Identify and work to maximise the potential for alternative funding streams, partnerships and programmes to support positive activities delivery targeted at the most vulnerable (e.g. Youth Engagement Fund, Social Inclusion funding via the LEP / Open for Business, National Citizen Service, Police & Crime Commissioner, potential Section 106 gains etc.).

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£1.1million			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber		500	500
	Red			
Total			500	500
Current FTE	No FTE implications – already commissioned out			
FTE Impact	N/A			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber			500		500
		Red					
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			500		500	
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Hannah Needham	23/07/2014
Director: Gail Quinton	23/07/2014
Head of Finance: Steph Simcox	23/07/2014
DLT:	23/07/2014
FFSG:	24/07/2014
SLT:	

Future Fit Project Title: Performance and Development Team

Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:

	Please tick one box
Children and Families	✓
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:**Liz Eyre****SLT Lead:****Gail Quinton****Head of Service Lead:****Lisa Peaty****CMR Challenge:****John Campion/Lucy Hodgson****Brief Project Description:**

To review the demand and requirements on the Children's Services Performance Development Team (PDT).

Purpose:

The additional saving is made from:

Removal of 3 further officers in 2017/18.

This is additional to the saving of £60k (equating to approximately 3 posts) which will be removed in 2015/16 and 2016/17.

Outcomes of the project:

1. To understand future demand for data and performance management between 2015/16 and 2017/18 in context of i) continuing to support day to day business as usual requirements of the Directorate, partners and statutory requirements ii) enabling informed transformation and commissioning of services iii) meeting future needs of i) as well as supporting ongoing commissioning and performance management of contracts.
2. To ensure that PDT is resourced appropriately in line with the outcomes of 1) as well as the Business Intelligence (BI) and Performance Management reviews.

Timescales:

Milestone	Completed By Date:
ChSLT discussion relating to outcomes of needs assessment	15 th October 2014
Implementation of changes to service as determined by the above	October 2014 – March 2015

The cycle above will be repeated annually in 16/17 and 17/18 in order to realise savings relating to those years.

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Capacity of managers to undertake needs assessment and any reconfiguration of the service, due to need to ensure business as usual is not affected, EIS implementation remains on track and particularly if SIF or L&A inspection occurs Autumn onwards	Every attempt will be made to deliver these, although there is only finite resource available to deliver on non-negotiable work and deadlines.
2. Heads of services/managers unable to meet with PDT managers to scope future requirements.	Meetings due to take place in September have been in diary since early July. Reminders to be sent nearer the time of the meeting.
3. Heads of service unable to identify and scope future requirements to inform needs assessment	Draft of existing and anticipated needs will be used as basis for the meeting
4. Redundancy costs are not currently factored into the savings – this may mean that further loss of staff is necessary to deliver savings	Where possible, make savings by natural attrition.
5. Loss of specialist staff and expertise.	Effective change management and communication with staff.
6. Uncertainty relating to future requirements for statutory returns. Indication from DfE and Ofsted is that scale and complexity of returns is likely to continue to increase.	Service Manager engagement in national meetings in order to keep abreast of likely changes. Prioritisation of statutory work within the workload of the team, but will mean that internal requirements may not be met.
7. Workload of PDT was reviewed by ChSLT in June 2013 with the view of enabling a reduction in workload to help enable savings. Due to the significant changes taking place in children's services and the demand for PDT support, there were no clear opportunities for reduction identified at that time.	Workload of team prioritised through weekly prioritisation meeting. Negotiation with those requesting work re. priorities and timelines. Needs assessment should provide enough information on future demand and priorities.
8. Unable to prepare adequately for and support SIF and L&A inspections, especially post 2015 when SIF becomes multi-inspectorate.	All other work, other than non-statutory work, will cease during inspection.
9. Reduction in amount, frequency and quality of performance information provided to all areas of the Directorate, Corporately and Statutory	Needs assessment will capture future requirements.
10. Reduction in ability to support all aspects of	Needs assessment will capture future

commissioning processes and new operating model for ChS eg Early Help and Learning & Achievement	requirements
11. Unable to work on much more than statutory duties and returns. This is an area of work where number and complexity of returns is currently expanding.	Statutory work will become the focus of the team.
12. Unable to write technical reports to retrieve data from IT systems following an IT system change or practice/process change	Needs assessment will capture future requirements.
13. Inability to comply with data protection legislation/FOIs/SARs, at a time when number and size of SARs is increasing.	Only one member of SAR Team is in scope of this work as is the only member of the team funded by base budget. Funding for rest of the SAR Team is managed as part of ChS pressures.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£623k (includes SAR Administrator and member of staff dedicated to data security, emergency planning & inspection prep)			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber	26	28	54
	Red			
	Total	26	28	54
Current FTE	20.8 FTE			
FTE Impact	Approximately 6 SO1 officers over period 15/16 - 17/18			

PROPOSED SAVINGS		2014/15	2015/16	2016/17	2017/18	Total
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New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red				85	85
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's				85	85	
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Lisa Peaty	23/07/2014
Director: Gail Quinton	23/07/2014
Head of Finance: Steph Simcox	23/07/2014
DLT:	23/07/2014
FFSG:	24/07/2014
SLT:	

Future Fit Project Title: Review of Business Systems

Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:

	Please tick one box
Children and Families	✓
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:**Liz Eyre****SLT Lead:****Gail Quinton****Head of Service Lead:****Steph Simcox****CMR Challenge:****John Campion/Lucy Hodgson****Brief Project Description:**

This project will review the systems and processes used within Children's Services to support the delivery of operations. The team currently provides support for the Frameworki, One, Edulink, Tribal and other systems and ensures that the systems deliver the operational data and processes needed for the council and other partners. Support for specific project/initiatives such as West Mercia Adoption project, Early Help and other commissioning activities is also provided within this team.

This project needs to link in with the Accelerating the Digital Council strategy.

Purpose:

The additional saving is made from:
Removal of 2 further posts.

Outcomes of the project:

The further proposed reduction would leave a core Business Systems Development team with the capacity to support the operations of systems and processes within Social Care/Early Help (Frameworki) but no other systems, projects or initiatives.

The commissioning of Learning & Achievement (L&A) services from July 2015, includes the opportunity for the contracted provider to be responsible for the collection, collation and reporting back to the council the information needed to fulfil our statutory duties. Early Help has already been commissioned out and is using the same system as Social Care to monitor and report activity (Frameworki).

Any support for other projects would need to be costed into future change initiatives as part of the overall project cost.

At the moment, we are using PFI credits to fund the savings for 2014/15 - 2016/17 but there will be a need to do a needs assessment and structural review to match the needs of the service with the available resources.

When the team has downsized, there is the potential for them to be a part of the Social Care Client department as their main focus would be on providing support to Social Care, or alternatively amalgamated with the Council's Corporate IT services.

Timescales:

Milestone	Completed By Date:
OBC	Spring 2016
Needs Assessment	Summer 2016
Recommendations Report	Autumn 2016
Consultation	Winter 2016
Implemented	April 2017

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Should the sharing of information protocols or risks associated with quality of providers' data is not adequate to meet statutory objectives there would be insufficient capacity to support the development of systems which may be needed to deliver our statutory objectives	Robust data sharing protocols and data requirements within the contract The council would need to reinvest in system resources in order to meet the council's statutory objectives.
2. Risks to information provision for WCC, partners especially through the single view of the child and to statutory reporting unless	Ensuring contracted providers are able to collect and collate information themselves and provide this back to us in our required format.
3. Reduction in the internal council resource to support the operation of the One, EduLink, Tribal and e-start systems.	Needs Assessment would need to forecast level of support required for systems over the next 3-5 years

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£460k (The current staff complement is not fully funded from permanent base budget and a significant amount is funded from time limited specific grant funding)		
	2015/16	2016/17	Total
Current Savings Programme (£000) & RAG 2015-17	Green Delivered		
	Green On Target	38	38
	Amber		70
	Red		
	Total	38	70
Current FTE	20 FTE		
FTE Impact	Potential Reduction of 2 FTE		

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red				70	70
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's				70	70	
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Steph Simcox	23/07/2014
Director: Gail Quinton	23/07/2014
Head of Finance: Steph Simcox	23/07/2014
DLT:	23/07/2014
FFSG:	24/07/2014
SLT:	

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Future Fit Project Title: Workforce Strategy

Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:

	Please tick one box
Children and Families	✓
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:**Liz Eyre****SLT Lead:****Gail Quinton****Head of Service Lead:****Siobhan Williams****CMR Challenge:****John Campion/Lucy Hodgson****Brief Project Description:**

This project is to secure a stable, suitably skilled and experienced social care workforce able to do the right thing at the right time for the right children. By creating effective and efficient practice we anticipate that this will translate into good quality outcomes for children and manageable workloads.

Therefore, although workforce reductions are identified as an outcome of this project, the overarching commitment is the establishment of a stable and highly motivated workforce with manageable workloads. The cultural change that is required to achieve the service improvements works hand in hand with this. It is likely that future workforce reductions would be achieved through natural staff turnover, and avoiding the need for compulsory redundancies.

The envisaged future year workforce reductions are also predicated on demand reducing.

It is predicated on the demand for Social Care services decreasing which is highly dependent on the efficiency of multi-agency early help and co-ordination of commissioning of effective support services for vulnerable adults who are also parents or carers. Currently demand is increasing. It is also reliant on being able to recruit and retain a skilled and experienced social care workforce.

There are interdependencies between the success of this project and the effectiveness of the LAC strategy.

Purpose:

By the end of 2017/18 this project would require the social work teams to reduce, with the resultant loss of Group Managers.

The savings targets are made up from:

2016/17

- £375k saved by removal of a number of social worker / team manager posts

2017/18

- £375k saving by removal of a number social worker / team manager posts
- £140k saved by deleting 2 Group Manager posts

Outcomes of the project:

The aim of the project is to ensure there is a sufficiently stable, skilled and experienced social care workforce which is able to meet the statutory duties and responsibilities of the council; and to ensure that children in need are identified and safeguarded from significant harm so as their welfare is not significantly impaired.

Timescales:

Milestone	Completed By Date:
Full Social Care service redesign evaluation undertaken	December 2014
15% Agency Staff target met	December 2014
10% Agency Staff Target met	March 2015

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
<p>1. Inability to meet staffing budget Meeting the 2014/15 staffing budget is dependent upon having 10% agency staff within Children's Social Care.</p>	<p>The Recruitment and Retention Strategy has been put in place to look at recruiting more of the right people and how to keep them within the service. This includes a rolling recruitment campaign to support working towards meeting the target and looking at the reasons people have given for leaving the service and using this, in part, as a basis for driving change to improve the working environment for staff within Children's Social Care.</p>
<p>2. Staff Transition Costs Anticipated inflation in cost of agency staff, retaining some staff on a temporary contract, and protected salaries during the transition period. Resulting in high costs for the service.</p>	<p>Continue with active recruitment drive and 3 assessment centres to minimise the number of agency staff required.</p> <p>Offering Market Forces Increment payment to experienced social workers to encourage them to come to Worcestershire.</p> <p>Active recruitment of Newly Qualified Social Workers (NQSW's)</p>
<p>3. Interdependency with the Early Help Strategy The success of the Service Redesign for Children's Social Care is predicated on the</p>	<p>The mitigation for this risk is managed within the Early Help programme.</p> <p>Impact monitoring measures have been put in</p>

<p>success of the Early Help strategy. The new Children's Social Care structure assumes a 15% drop in the number of referrals passing through the Access Centre.</p>	<p>place through the Early Help programme.</p>
<p>4. Culture Change If cultural change cannot be embedded then the service redesign will fail.</p>	<p>Continue recruitment campaign. Explore areas to target to attract experienced social workers. In addition, ensure that all NQSWs are evenly spread across the service to ensure there aren't too many in any one team; utilise Advanced Social Worker Practitioners and potentially additional staff to support newly qualified staff. There will be a focus on strengthening the team manager role to develop their teams and embed cultural change Staff engagement to take place throughout the redesign process in the form of cross-service workshops and function challenge sessions.</p>
<p>5. Impact of Inspection The service has been awarded 'adequate' through the inspection regime; however, good practice is not yet embedded consistently. Poor performance could lead to Judicial review and further negative Ofsted Inspections. Staff may become disaffected and this could have a negative impact on their productivity and performance.</p>	<p>The service has an improvement plan and demonstrates the willingness and ability to change and continuously improve the service. There is strong leadership and governance from senior managers and members to support this.</p>
<p>6. Recruitment and Retention of Staff There is a risk that any removal or reduction in planned staffing growth prior to the service transformation completion could lead to further staff loss and a lack of capacity to deliver a change programme. It would lead to staff workloads being increased to above a level that is deemed acceptable unless there is a reduction in the demand for Social Care services. Any premature removal or reduction in staffing could lead to a dip in performance which may result in judicial review or a poor Ofsted review due to the potential negative impact on children.</p>	<p>A recruitment and retention strategy has been developed with the aim of having 15% agency staff in posts by December 2014, and 10% by March 2015. The Recruitment and Retention Strategy has been put in place to look at recruiting more of the right people and how to keep them within the service. This includes a rolling recruitment campaign to support working towards meeting the target and looking at the reasons people have given for leaving the service and using this, in part, as a basis for driving change to improve the working environment for staff within Children's Social Care. A new Performance Framework and Audit Culture guidance, including Service Standards, has been agreed between Children's Social Care and the Safeguarding & QA Service.</p>

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£5.5million			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red	29	714	743
Total	29	714	743	
Current FTE	331.9 FTE			
FTE Impact	To be determined			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red			375	515	890
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			375	515	890	

RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>
Comments on RAG Ratings	RED - There is significant risk around reducing the staffing capacity in Social Care teams if the Early Help service is not able to significantly reduce the number of children coming into the team. It would leave the remaining workforce overloaded putting children's safety at risk.	

Agreed By:

Job Title and Name	Date
Head of Service: Siobhan Williams	20/08/2014 v2 24/09/2014
Director: Gail Quinton	20/08/2014 v2 24/09/2014
Head of Finance: Steph Simcox	20/08/2014 v2 24/09/2014
DLT:	20/08/2014 v2 24/09/2014
FFSG:	20/08/2014
SLT:	

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Future Fit Project Title: Modernising Children's Services Finance

Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:

	Please tick one box
Children and Families	✓
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:**Liz Eyre****SLT Lead:****Gail Quinton****Head of Service Lead:****Steph Simcox****CMR Challenge:****John Campion/Lucy Hodgson****Brief Project Description:**

These will be the remaining savings applicable to MFS03 (Supporting a restructured Finance service). This project is one of a number of projects in the MFS programme which aim to transform financial services. This project involves continuation of the strategy to transform the current financial management services and provide a strategic rather than transactional finance function. It also involves the implementation of a self-service solution for budget holders and restructuring the finance service.

Purpose:

The savings will be made from the full year effect of a post to be deleted in June 2015 (£34k), The removal of pay protection for those posts reduced in grade in 2014/15 will also realise further savings in 2017/18 (£34k).

Outcomes of the project:

A more streamlined finance service focussing on added value and strategic advice, rather than ongoing financial monitoring. The implementation of a new self-service finance system for budget managers will take place from April 2015.

Timescales:

Milestone	Completed By Date:
Post deleted	June 2015
Removal of pay protection	July 2017

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. There may be a risk in the short to medium term to enable sufficient financial advice to be provided at a time when the council is going through significant change	Ensure that the finance team maintain enough resource to be able to support ChS through the transformation

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£568k			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target		48	48
	Amber			
	Red			
Total			48	48
Current FTE	12 FTE			
FTE Impact	Potential Reduction of 1 FTE			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target		34		34	68
		Amber					
		Red					
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			34		34	68
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key		Green Delivered	<i>Work complete – actual savings delivered</i>				
		Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>				
		Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>				
		Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a</i>				

		<i>'concept' stage. Savings more likely than not to be deferred to a future year.</i>
Comments on RAG Ratings		

Agreed By:

Job Title and Name	Date
Head of Service: Steph Simcox	23/07/2014
Director: Gail Quinton	23/07/2014
Head of Finance: Steph Simcox	23/07/2014
DLT:	23/07/2014
FFSG:	24/07/2014
SLT:	

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Future Fit Project Title: Commissioning of Services for Young People

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	✓
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:**Liz Eyre****SLT Lead:****Gail Quinton****Head of Service Lead:****Hannah Needham****CMR Challenge:****John Campion/Lucy Hodgson****Brief Project Description:**

Housing related support has previously been commissioned, on behalf of the 'Supporting People' partnership by colleagues in DASH, for a number of client groups including families who are homeless or at risk of homelessness, young people (previously 16-25yrs) and 'teenage parents'. The funding for these areas of support has been transferred to Children's Services from 1st April 2014, and is reducing by 50% (to £911k from 2015/16 onwards). The current contracts end on 31st December 2014 and therefore there is a need to undertake the re-commissioning of housing related support for the client groups outlined above during 2014. There is also an opportunity, with the move of the funding to Children's Services, to maximise efficiencies through an alignment between social care and early help services, and formalising integration with district led homeless prevention and advice services and housing provision. From 2015/16 ChS Social Care will include £275k from their Supported Living base budget to the total funding. There are already close working relations between social care and district housing colleagues, and a draft joint protocol for young people aged 16 and 17 at risk of becoming (or actually) homeless.

Due to the nature of the client group, which includes protected characteristic groups, further equality consideration would be required during the project.

Purpose:

The proposal is to make a 10% saving (£100,000) in 2016/17 (from total £1.186m). This will be outlined in tender documentation.

Outcomes of the project:

Housing related support is intended to help individuals and families to address those issues that have resulted, or may result, in homelessness, and to gain the skills necessary to maintain a tenancy.

The specific outcomes are:

- Young people to move successfully into adulthood
- More children and young people being helped at an earlier stage

This will be achieved through the development of a pathway and a service design that;

- Minimises demand – educative work with young people on the reality of housing choices
- Reduce homelessness – early intervention with young people and families to build and maintain family networks
- Avert crises - plan with young people and families at risk before they become homeless
- Single integrated service gateway - young people access district housing options teams who provide advice, initial support, assessment of need, access to appropriate accommodation and liaise with social care colleagues
- Fixed and floating support - follows individual where possible, the support is outcome focused and provided according to need. It can be reduced or increased as required
- Independence – with access back to support via provider or Early Help Hub if required

It is anticipated that prevention and early intervention services, and effective assessment of need throughout the period of support for young people, will allow the savings to be made.

Timescales:

Milestone	Completed By Date:
Preferred Tenderer(s) announced	October 14
Contract Negotiation and Award Commences	October 14
New Service Delivery Commences	January 15
10% saving (£100k) realised	2016/17

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. No suitable organisations bid for the contract(s) to provide housing support therefore the services are not delivered	Early engagement of current providers in the development of the proposals, including contract length etc., should mitigate against this risk
2. Ability to be able to meet demand with a reduced budget	Identifying key commissioning intentions to underpin the service design recommendations Economies of scale and pooling budgets across ChS to maximise financial resource

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£911k (a further £635k is available in 2014/15, however, this is temporary and non-recurring)			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total				
Current FTE	No FTE implications – already commissioned externally			
FTE Impact	NA			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber			100		100
		Red					
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			100		100	
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings	Once the contract is re-commissioned RAG will move to Green (on target)						

Agreed By:

Job Title and Name	Date
Head of Service: Hannah Needham	23/07/2014
Director: Gail Quinton	23/07/2014
Head of Finance: Steph Simcox	23/07/2014
DLT:	23/07/2014
FFSG:	24/07/2014
SLT:	

Future Fit Project Title: SLooked After Children (LAC) Strategy

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	✓
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:**Liz Eyre****SLT Lead:****Gail Quinton****Head of Service Lead:****Siobhan Williams****CMR Challenge:****John Campion/Lucy Hodgson****Brief Project Description:**

This project consists of work streams that align with the business plans across all key service areas within Children's Social Care. There are existing actions that are progressing and making a positive impact on the effectiveness of the LAC & Care Leavers' Strategy and Action Plan.

However some key areas have been identified where progress has been slow. This has a big impact on the Placements budget.

The main areas of focus for faster progress are:

- develop a more effective in-house foster care service
- improve the progression of assessments, plans and interventions by social workers
- increase the existing spend to save targets
- develop a more robust and efficient placement service

To support the current overspending position with the Placements budget, a transformation programme is underway, to speed up changes within this area with immediate effect.

This will provide additional support for the following:

- Redesign of the internal fostering service
- Transformation of the placements service
- Additional resource within Legal Services to support the demand for legal processing of care proceedings, especially to concentrate on discharge cases which take children out of the LAC system
- IT solutions to improve productivity in the Social Work teams
- Deployment of a Child in Need team to the north east of the county.
- Short term additional support for the initial response function to respond to peaks in demand and prevent backlogs of assessment; increasing throughput and reducing caseload
- Intensive family support

- Support for newly qualified social workers (part of the Workforce Strategy Concept)

It is expected that this should help to avoid further overspending in the current year and will generate savings in future years.

Due to the nature of the client group, which includes protected characteristic groups, further equality consideration would be required during the project.

The progress of the LAC Action Strategy is being and will continue to be tracked through the LAC Action Plan group meetings which consist of the Head of Service, Group Managers, Finance and Project Support. Finance officers provide information on progress towards specific targets which gives an overall picture of progression. This highlights areas that are not performing as they should and areas that are performing at a higher level than expected. Based on this feedback further actions are identified and the LAC Action Plan is amended.

Information from this is fed into a formal meeting on a fortnightly basis, with the Director of Children's Services and Lead Members for Children and Families and Transformation and Change. A briefing following this will be provided to the Cross Party Member Group relevant to Children's Services.

Further focus on the transformational elements of the strategy will also come from the Chief Executive, Interim Director of Resources, Director of Children's Services and Head of Finance and Resources. Cabinet have also committed to be more involved in the development and scrutiny of the action plan and corresponding outcomes.

Purpose:

To ensure that the right children are looked after at the right time, with the right plan, in the right place at the right cost. The local authority has a legal duty to ensure children are safeguarded from significant harm, and has a corporate parenting duty for looked after children and care leavers.

2015/16

Based on the current overspending position in 2014/15, the additional demand expected in 2015/16 and the current lack of availability of in-house provision, it is expected that the budget will continue to overspend in 2015/16. Any savings generated in 2015/16 from the investment and service change will be used to partially mitigate the expected future overspend position so no further savings are included in this concept document for 2015/16.

The savings from investment and service change will be delivered from a range of actions including the following:

- One of the primary areas of focus for transformational change is the improvement in the foster carer's service. The target we have set for 2015/16 is for 20 additional children currently in Independent Fostering Agencies (IFAs) to transfer into in-house foster care.
- The second main area of change is to improve the journey of children through the whole social care system. Assuming no further increase in demand and only 10% vacancy rate, speeding up the processes to save 10% of social worker time would mean that we could redirect time for further assessments and interventions to ensure children's needs are addressed faster. 10% saving in time equates to work with an additional 280 children (assuming caseloads of 20 per SW).
- The third area of focus is the development of a model of intervention based on "Prevent, Protect, Recover and Thrive". The deployment of 5 Specialist Family Support Workers is underway, who

are expected to take a case load of 10 children each and provide an intensive support package to return home more quickly. This is also the focus of a bid into the national Social Care Innovation Fund.

- A needs analysis was undertaken in 2013 which identified the impact of the rising demand relating to LAC, however we are currently above and beyond the trend in last year due to a rise in children becoming LAC this financial year. Based on trends, it **was** identified that, if things remain as was between 2012/13 and 2013/14, a net increase of 36 children per year would become LAC. Support has been requested from the Research services within the council to help forecast demand going forwards.
- Development of Downsell Road and Cheltenham Road into Supported Living accommodation.
- Purchase or provision of an additional Emotional, Behavioural Difficulties (EBD) unit.
- Move agency residential placements into foster care for the last year of their care plan.
- Securing the Supported Housing tender in partnership with District housing providers to provide a tenancy and support to vulnerable care leavers needing their own tenancy allowing them to move from high cost external residential placements.

2016/17 & 2017/18

It is also assumed that all new demand for 2016/17 onwards is mitigated by savings through productivity, development of the placement service, demand management and targeting children to prevent them coming into care through the children in need team and family support interventions.

Children who are currently in IFAs cannot be transferred into in-house service just because it is cheaper. The placement needs to change for reasons relating to the child, not by money. However, it is possible to try to encourage a foster carer working with an IFA to convert to be an in-house foster carer. The service will be looking into how we can encourage this to happen.

Also, it is expected that new children requiring foster care will be placed with in-house carers rather than IFAs, keeping an external IFA service for children whose needs cannot be met by the internal service, e.g. emergency remand from court.

The difference in cost of in-house compared with external is c£24k per annum per child. If we could convert, transfer or start 40 children with in-house carers per annum, there would be an annual reduction in budget of £1m. The plan is to continue this over the next 3 years alongside the 20 in 2015/16, until a total of 140 conversions are made. At this point the service would be 75% internal to 25% external, and following this, new foster carers would be expected to be recruited annually to take on new children at the point of entry into the system.

The development of the placement service will also be vital to manage the external market and ensure lower cost external placements are negotiated for the children who are already in IFA placements.

Over the period 2016/17 to 2017/18, £1m could be reduced each year from the budget should this be successful – totalling £2m over that period.

The Fostering Service is developing tracking tools to match children needing foster families with existing and potential foster carers, mirroring the work completed by the Adoption Service. We will have a realistic projection by the end of 2014/15 to set milestones for the 2015-17 period for when the 75% target will be met.

Outcomes of the project:

The main outcome of this project is to ensure that the right children are looked after at the right time, with the right plan, in the right place at the right cost. The local authority has a legal duty to ensure

children are safeguarded from significant harm, and has a corporate parenting duty for looked after children and care leavers.

- The right assessment and intervention at the right time will prevent children from being looked after when their family can safely support them
- In-house provision will be the provider for at least 75% of children who need a placement
- Children will not be placed or remain in high cost placements when other options are available
- Safeguarding teams will have plans for reuniting children with their birth families or alternatives to being looked after when possible
- When this is safe and meets their assessed needs, children will have realistic but ambitious plans that aim for them to be looked after for as little time as possible
- There will be a robust and efficient placement service ensuring teams work together and communicate about packages of support they may be able to provide for a child and explore all options that may be available regarding potential placements of children
- Data is accurate and up to date on Framework-i in order to reduce and prevent drift and forecast spend
- There will be effective business systems in place to request, search, find and track the right placements for the right child at the right time

There is a link between this project and the Workforce Strategy and is based on social workers having manageable workloads that average 18 to 22 and be skilled and confident in their assessments and interventions.

There would be a reduced reliance on Children's Social Care to perform tasks and provide support other than for when it is deemed necessary by the statutory framework, thereby reducing the expenditure on the service, reducing staff caseloads and making the service more efficient and sustainable in the future. Practices within the service would be of a high standard due to the monitoring and effective business systems available.

Timescales:

Milestone	Completed By Date:
To be completed as part of a re-profiling of the LAC Strategy and Programme Plan	Due by mid October

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
<p>1. Inability to identify sufficient savings Projects will not identify sufficient spend reductions to mitigate overspend</p>	<p>LAC Action Plan Steering Group to lead all savings, projections and costing work to track progress closely. Group Managers and Team Managers have taken direct ownership of the issues and delivery of solutions. Wider governance through the challenge and support from senior leaders and members to identify any additional actions required.</p>
<p>2. Improvements in social work practice too slow There is a risk that the embedding of consistent good practice in assessment, planning and interventions in case-holding teams does not progress fast enough to ensure the right children</p>	<p>Workforce Strategy in place to support recruitment and retention of sufficient social workers with additional support for NQSWs. Additional senior manager capacity is being established for the provider services which will</p>

<p>receive the right interventions at the right time-leading to children needing to be looked after or remaining looked after for longer.</p>	<p>enable the Commissioning & Intervention Senior Management Team to focus on development of team managers, and embedding clear systems and processes to support practice with milestones for improvement for specific activities that have the most impact.</p>
<p>3. Lack of capacity – Residential There is a risk that there is not enough internal residential capacity to meet need and demand of Looked After Children resulting in external providers being utilised at a higher cost in order to ensure children receive the statutory support required. This also relates to the availability of suitable properties to buy / lease to accommodate the additional EBD units required to avoid the additional cost of external residential placements.</p>	<p>There is ongoing partnership working between Property Services and Children's Social Care to identify and renovate suitable properties for children and young people with emotional and behavioural difficulties known as EBD accommodation.</p> <p>There is also ongoing work to develop supported housing for 16-23 year olds under Stronger families initiative</p>
<p>4. Lack of capacity – Fostering The service may be unable to recruit the necessary number of in house foster carers, to meet the current and future projected need. 35 additional households are required for 2014/15, with a further 85 identified over the next 3 years as part of current savings plans</p>	<p>A Transformation Manager is being sourced to progress the recruitment and retention of foster carers to meet current and future demand.</p> <p>A Fostering and Adoption recruitment campaign has been put in place to increase awareness around opportunities and accessibility. This will include a plan to specifically target Foster Carers willing to take on young people aged 10 and above as these are historically hardest to place.</p>
<p>5. LAC Action Plan Leaving Dates Proposed leaving dates in LAC Action Plan may not be achievable</p>	<p>Weekly steering group meetings and STAR Chamber challenge sessions will take place to review and challenge progress and maintain momentum. This will be a key focus for the Placements Service, as part of the future operating model.</p>
<p>6. Unacceptable standards from providers Framework providers for supported living may not be able to meet acceptable standards and expectations for housing vulnerable young people at a reasonable cost, causing more expensive, suitable, accommodation to be sought and delays in finalising tenancies which will drive up costs.</p>	<p>This will be managed by the new Placements Service and issues, blockages and risks reported to senior management regularly and promptly</p> <p>The Quality Assurance service will link into this to ensure a seamless review of quality and contract management</p> <p>The new tender for supported housing arrangements which is being developed with district housing providers is also intended to address this issue</p>
<p>7. New legislation The implications of the new Welfare Reform Act 2012 have yet to be quantified in terms of the potential impact it could have on families, and</p>	<p>Impact is unclear but will be linked to the JSNA. There is a small grant from the DfE re Staying Put to fund LAs to put in place their policy and</p>

<p>the potential on LAC numbers. The recent Needs Analysis for the LAC Strategy did not identify a direct correlation between the impact of the Act and future need, therefore, impact is unknown at present. Other legislation will have an impact on budgets- 'Staying Put' requirements, Special Educational Needs and Disability Reform SEND legislation and Adoption Support could all potentially have cost implications</p>	<p>work to forecast demand. This will be completed by end of 14/15. It is not yet clear whether DfE funding will be available for any set-up or ongoing costs for Adoption Support-this will be explored via the WMAP.</p>
<p>8. Equality of service access Children placed out of County, a large proportion of which have a disability and/or additional needs may not be able to access the services outlined in the LAC Strategy as readily as those children placed within the County.</p>	<p>A Fostering and Adoption recruitment campaign has been put in place to increase awareness around opportunities and accessibility.</p>
<p>9. Increase in demand If demand for services increases above that included in the needs analysis additional placement costs may be required which will affect the overall achievement of the budget savings</p>	<p>The LAC Action Plan Steering Group is leading on all savings, projections and costing work to track spending and savings progress closely and where appropriate challenge conditions and support being provided to children and young people. Research and Intelligence will review the needs analysis and demand predictions to ensure the service is better placed to forecast demand. Early help, stronger families and workforce strategies are expected to support the mitigation against increase in demand.</p>

Budget and Proposed Project Savings

<p>2014-15 Base Budget excluding Recharges & Management Restructure (£000)</p>	<p>£24.5m</p>			
<p>Current Savings Programme (£000) & RAG 2015-17</p>		<p>2015/16</p>	<p>2016/17</p>	<p>Total</p>
	<p>Green Delivered</p>			
	<p>Green On Target</p>			
	<p>Amber</p>			
	<p>Red</p>			
	<p>Total</p>			
<p>Current FTE</p>	<p>232.4 FTE</p>			
<p>FTE Impact</p>	<p>NA</p>			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
<p>New Savings (Further)</p>	<p>£000's</p>	<p>Green Delivered</p>					
		<p>Green On Target</p>					

and New)		Amber					
		Red			1,000	1,000	2,000
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total			1,000	1,000	2,000
TOTAL SAVINGS	£000's						
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
CAPITAL	£000's	capital investment to open additional EBD units – expected to be £450k per unit					
RAG Ratings Key		Green Delivered	<i>Work complete – actual savings delivered</i>				
		Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>				
		Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>				
		Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>				
Comments on RAG Ratings		There is significant risk associated with this project					

Agreed By:

Job Title and Name	Date
Head of Service: Siobhan Williams	20/08/2014 v3 24/09/2014
Director: Gail Quinton	20/08/2014 v3 24/09/2014
Head of Finance: Steph Simcox	20/08/2014 v3 24/09/2014
DLT:	20/08/2014 v3 24/09/2014
FFSG:	20/08/2014
SLT:	

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Future Fit Project Title: Workforce Development Administration	
Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:	
	Please tick one box
Children and Families	✓
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:	Liz Eyre
SLT Lead:	Gail Quinton
Head of Service Lead:	Steph Simcox
CMR Challenge:	John Campion/Lucy Hodgson

Brief Project Description:

The saving has been identified from the removal of the Service Manager (Partnership and Workforce Development) post and further efficiencies are anticipated from the review of the structure, with the integration of the new CPD online system.

This project needs to link into the social care training review, as part of the modernising HR programme.

Purpose:

The saving is made from:

- The removal of the Partnership and Workforce Development Service Manager post - £48k
- The removal of 2.7 FTE Admin posts: c£42k

Outcomes of the project:

The Service Manager post is currently vacant. The funding is being used in 2014/15 to support the Partnership & Participation Team; however, the £48k saving can be delivered for 1 April 2015 as there are planned changes being implemented which are intended to maintain existing partnership activity, without the financial investment.

CPD online is an IT system to support continuing professional development of County Council employees, schools and partner organisations. This system is supported by the Workforce Development Administration Team. Savings have been forecast as a result of the implementation of this system as there is a predicted reduction in administrative requirements. A full review of the system and the level of support required for QA and update of the system will be undertaken in Autumn 2014.

Timescales:

Milestone	Completed By Date:
Review of CPD System and recommendations	Oct 2014
Service Manager post deleted	Mar 2015
Admin posts deleted	2015/16

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Risks are around the resilience and robustness of the data held within the system.	This can be mitigated by ensuring key factors within the system were maintained by the reduced team and investigating the potential of selling the service to partners, e.g. teaching schools, to mitigate the risk.
2. Potential reduction in quality of service provided to support CPD online.	Any requirement will be covered in the review

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£163k		
	2015/16	2016/17	Total
Current Savings Programme (£000) & RAG 2015-17	Green Delivered		
	Green On Target		
	Amber		
	Red		
	Total		
Current FTE	5.3 FTE		
FTE Impact	Potential Reduction of 2.7 FTE		

PROPOSED SAVINGS	2014/15	2015/16	2016/17	2017/18	Total
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New Savings (Further and New)	£000's	Green Delivered					
		Green On Target		48			48
		Amber					
		Red		42			42
		Total		90			90
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			90			90
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Steph Simcox	23/07/2014
Director: Gail Quinton	23/07/2014
Head of Finance: Steph Simcox	23/07/2014
DLT:	23/07/2014
FFSG:	24/07/2014
SLT:	

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Future Fit Project Title: Act Local	
Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:	
	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	✓

CMR Lead:	Lucy Hodgson
SLT Lead:	John Hobbs
Head of Service Lead:	Neil Anderson
SLT Challenge:	Richard Harling
CMR Challenge:	Liz Eyre / Sheila Blagg

The Vision

Act Local is local people and communities having ownership of what happens, how it happens and why it happens in their local area, in terms of the delivery of local services.

Brief Project Description:

Act Local is a concept by which we work in partnership with local communities, the Voluntary sector, Parish, Town and District Councils in striving to re-shape how local services are delivered at a local level. There is not a prescribed methodology to achieve this. A 'one size fits all' approach, does not necessarily deliver the best solution. From community transport to waste minimisation, Libraries to street scene, working with young people to supporting the Elderly, Act local is about local people having greater influence and ownership in their local area. A common thread that runs through Act local is public agencies in partnership with local communities, re-thinking their traditional ways of working challenging what they do, how they do it and why they do it.

The principle of Act Local is being taken forward through a series of projects and initiatives:

1. Project 01 – Project Optimise

To achieve better and more efficient local outcomes this is about District and County Council services working together in partnership with local people as a means of optimising local service delivery.

Pilot areas have been identified across the County in both rural/urban, parished/un-parished settings looking initially at how we can optimise street scene services in a given area. The project is being governed through the Chief Executives panel but will be championed by local Elected member at all levels of local government

Whilst phase 1 is looking at street scene services it is the intention to widen the scope of Project optimise, to include further services such as:

- Waste minimisation
- Community Transport
- Use of community buildings
- Cultural Services

The first pilot areas include:

- South Evesham
- Winyates in Redditch
- Wythall

The aim is to widen the number of pilots to have at least one pilot in each District Council area in the near future using the experience gained in the first pilots.

2. Project 02 – Digital Inclusion

In line with the objectives of cross-working as set out in the new operating model for the Council the vision for Act local as identified above is being cross referenced with the Digital inclusion work and the objectives set out in the emerging Digital Strategy to ensure that local people and communities are central to shaping our digital offer.

3. Project 03 – Community Transport (CT)

The importance of locally led community transport schemes in helping to shape the future Commissioning of our Transport services will be of increasing significance in the future. At the heart of community transport is turning our vision of Act Local into reality ensuring that local CT schemes are part of the solution in future commissioning arrangements (See Commissioning Transport CSP)

4. Project 04 – Communications and Website

- Access to information through the Act Local website will be key connecting into other virtual solutions around volunteering.
- Act Local is aligned to the development of the Digital Council as we move towards a self-service approach. The need to align Act Local to the commissioning process will also be considered so as to reflect the importance of local community involvement, a self-service approach and the use of volunteers into future provision of services by whichever provider.
- Placing Act Local into the DNA of the organisation, changing existing cultures and breaking barriers down around how Directorates, services and individuals think and use Act Local in the future design transformation and reduction of services.
- Information sharing to avoid the duplication of how services are delivered locally, i.e. how can the different levels of local government and local communities share information to ensure that a given service delivers locally and is done in the most efficient way that meets local needs?

5. Project 05 – Volunteering

Key to Volunteering will be working through the Voices board which is led by the Voluntary sector

- The Council will not create its own infrastructure around volunteering. A light touch approach working through partners should be the way forward, **Celebrating** promoting and advocating quality volunteering opportunities across the County through a Voluntary sector led Strategy leading to outcomes including:

- Building stronger, more resilient, self-sustaining communities through volunteering.
 - Increasing the capacity and capability of across Worcestershire.
 - Having a clear vision across organizations as how to grow volunteering in Worcestershire.
 - Working together so that everyone has the ability and the opportunity to help themselves and others to fulfil their potential.
- The approach to Volunteering is being developed in partnership with the Voluntary sector and notably the Worcestershire Voices Board. However, there needs to be a discussion and direction of travel established as to how proactive as a Council we need to be in developing the volunteering market with our partners in the third sector, rather than just saying "over to you".

6. Project 06 – County Association of Local Councils (CALC) & Parishes

It is recognised that Town and Parish Councils already play a vital role in shaping local services for their local areas and get support from CALC in doing this. As part of WCC looking to take forward its principles around Act Local, discussions have taken place with CALC as to how the County can support CALC in strengthening the role of Parish and Town Councils in Worcestershire.

Action	Outcomes	Benefits	Activity required	Estimated Costing
1. Increase number of councils with General Power of Competence by 5.	1. Parish clerks supported to obtain qualification for General Power of Competence. There are currently 9 parish councils with GPOC and 15 qualified clerks. 2. Raised publicity for elections and the importance of the democratic process.	1. Parish/town councils able to maximise the opportunities within their neighbourhood plan 2. Parishes Town Councils capable of shaping local services	1. Training programme for 10 clerks which will lead to 5 additional Councils achieving power of competence 2. Publicity for elections in May 2015 to increase number of councils fulfilling electoral criterion (Two thirds elected members)	
2. Extend Lengthsman scheme	1. Wider remit for the Lengthsman scheme. (to be worked up through Project Optimise).	1. Greater role and scope of activity undertaken by Lengthsman. 2. Delivery of first phase of project optimise	1. Research, publicity, liaison, administrative support	
3. Set up Community interest groups	1. Supported community groups and networks set up across the county.	1. Parish & Town Councils sharing and using models of good practice in shaping and delivering local services.	1. Research, publicity, liaison, administrative support	
				Total = £12,000

7. Project 07 – Role of Elected Member

- Members are central in setting policy and the strategic direction of travel around the Act Local to shape future service delivery. There is also a community champion role for all Members in working with their local communities in a climate of wanting greater community involvement, promoting the valuable resource of volunteers in local delivery and sustaining local services that communities feel important but can no longer be delivered by local authorities.
- The role of the elected member has formed part of the Members Advisory Group (MAG) brief. Part of this brief was to agree and sign off the community profiling information document which is a tool for Members to identify potential service gaps in communities and is the start of an ongoing process to understand the needs of or residents within their division.
- MAG has also signed off the Members Support Plans as a way of identifying strengths and training needs as part of Member induction.

Outcomes of the Act Local approach:

Success of Act Local will include:

- Strong relationships, and a culture that encourages communities and our partners to devise different and innovative ways of delivering local services on their own or in partnership with ourselves
- Officers, Elected Members, Residents and stakeholders have consistent understanding of processes and ownership for associated powers within the Localism Act 2011
- Town and Parish Councils empowered and equipped to take on delivery of services
- Local Councillors, as effective community leaders, enabling and encouraging active citizenship and speaking up for the communities they have been elected to represent
- Efficiencies and reduced Public Expenditure
- Supporting alternative innovative and more cost-effective ways of sustaining local services
- Success of Project Optimise outcomes in partnership with District Councils

Timescales:

Milestone	Completed By Date:
Project 01 – Project Optimise	
<ul style="list-style-type: none"> ○ Chief Exec Panel agreement ○ Scoping, analysis, mapping, conversations and development of detailed timetable/ project plan ○ Put in place required changes for pilots ○ Rollout same method across Worcestershire 	18 th July 2014 Autumn 2014 Summer 2015 Autumn 2015 onwards
Project 02 - Digital Inclusion	
Milestones linked to the development of the Council's Digital Inclusion strategy	Linked to Timescales identified in the Digital Inclusion Strategy
Project 03 - Community Transport	
<ul style="list-style-type: none"> ○ Continue to work closely with transport operators to provide alternative to changing services 	Linked to Timescales identified in the future Commissioning of Transport Paper

Project 04 - Communications and Website	
<ul style="list-style-type: none"> ○ Discuss mapping / interactive functionality with VCS Worcestershire Voices and their website ○ Full launch of newly designed and rebranded website with full interactivity capability - Build in stakeholder testing for new design 	<p>September 2014</p> <p>January 2015</p>
Project 05 - Volunteering	
<ul style="list-style-type: none"> ○ Initial draft of Volunteer strategy and high end action plan developed ○ Cross sector working group convened ○ Delivery of high end action plan ○ Volunteer strategy launch and implemented 	<p>July 2014</p> <p>September 2014</p> <p>October 2014</p> <p>Autumn 2014</p>
Project 06 - County Association of Local Councils (CALC)	
<ul style="list-style-type: none"> ○ Agree Timescales, remit and outcomes with CALC executive 	<p>October 2014</p>
Project 07 - Role of the Elected Member	
<ul style="list-style-type: none"> ○ Member Development strategy refreshed ○ Member support plans worked up further with HR to identify immediate training needs. ○ Develop an online Members forum to share good practice etc. ○ Self-Assessment tool developed for members to identify any skill gaps ○ Develop online catalogue of training for members, including podcasts of basic training e.g. Chairing, IT, Public Speaking ○ Robust Member Development Programme in place for next cohort May 2017 	<p>December 2014</p> <p>November 2014</p> <p>November 2014</p> <p>December 2014</p> <p>June 2015</p> <p>June 2016</p>

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Members continuing to work in existing ways may impact how local services are to be re-designed. Members to take more of a lead role in the community. Political buy in required for member development	Role of Members Advisory Group (MAG) can help support Act Local and provide challenge to members. Can also support development of effective working relationship between officers and elected members.
2. Localism (Act Local) is seen to be officer-led or the will of a particular administration.	Robust communications and engagement plan developed by elected members and officers working collaboratively.
3. Public perception of quality of service if no longer provided by WCC.	Robust engagement plan and development of contractual/SLA arrangements to ensure requirements of local communities are still met and WCC are not in breach of any duties.
4. Lack of community involvement to help re-design and deliver services.	Robust communications and engagement processes for Act Local. Need to ensure communities / organisations are engaged throughout - should be 2-way communications.

5. Local pilots could become highly intensive for WCC and partners	Need to encourage closer working with Districts and Town / Parish Councils on any pilots in order to develop WCC into an enabling / support role rather than directly resourcing projects.
6. Unable to get required uptake in Volunteering or sustain levels of volunteering required	Currently working with the sector to develop a cross-county cross-sector volunteer strategy which will support the development volunteering in Worcestershire e.g. branding and marketing campaign
7. Ability to fulfil our safeguarding responsibilities whilst at the same time involving local communities and volunteering in the current and future delivery of services	Emphasis on a light touch approach to promoting volunteers, etc. and, where appropriate, keeping Community Safety and law enforcement agencies involved.
8. Libraries Remodelling programme – communities to take on further responsibility	Close working with local communities to avoid jeopardising our ability to maintain a comprehensive library service which could lead to Judicial review

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)		(TBD)					
Current FTE		(TBD) FTE					
FTE Impact		Potential Reduction of FTE (TBD)					
SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green					
		Amber			500		500
		Red					
		Total					
Existing Savings (Faster)	£000's	Green					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			500		500	
ANY INVESTMENT REQUIRED?	£000's						
RAG Ratings Key		RED	<i>High Risk of non-achievement of total savings in timescales</i>				
		AMBER	<i>Partially identified some risk of not achieving total savings identified within timescale</i>				
		GREEN	<i>Already identified/ on track to deliver in timescales</i>				
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Neil Anderson	24/07/14
Director: John Hobbs	24/07/14
Finance Managers:	24/07/14
DLT:	24/07/14
FFSG:	24/07/14
SLT:	29/07/14

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Future Fit Project Title: Transport Operations and Fleet Programme

Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	✓

CMR Lead: John Smith / Sheila Blagg / Liz Eyre
SLT Lead: John Hobbs / Richard Harling / Gail Quinton
Head of Service: Neil Anderson
CMR Challenge: Liz Eyre / Marcus Hart / John Campion / Lucy Hodgson

Brief Project Description:

This project is about looking at the future commissioning of Transport Services in-line with WCC direction of travel towards being a Strategic Commissioning Authority. We currently support the provision of a wide range of transport services including; local bus services through the financial subsidy of routes that are not provided on a commercial basis by private operators and provision of transport services to and from school to fulfil our statutory obligations and current County Council policy in relation to transport services for adult and children's social care customers.

Total Transportation Base Budget

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	22,389			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target	814	60	874
	Amber	732	132	864
	Red			
	Total	1546	192	1738
Current FTE	197			
FTE Impact	Not yet known			

Future Commissioning of Transport services as a single overarching project that has cross Council buy-in. However the over-arching project has a number of individual projects as part of the whole.

Project 01 – DASH Transport

Worcestershire County Council currently supports 466 adults who have eligible needs (FACS eligibility) as part of our statutory duty to provide support and to enable eligible service users to attend the service on the basis of an agreed support plan.

In-line with the objective to extend personalisation and move to direct payments this project is devolving the management and choice of transport requirements to service users and carers. This will mean, calculating people's eligibility for funding for transport to adult social care services as part of their personal budgets, based on their needs and circumstances.

This new approach will allow service users and carers to choose from a wide range of transport services, available on the e-marketplace. The result of this is that the Council would not commission or hold contracts for transport services.

Providers, including the Council (if it chose to remain a provider), would operate within a competitive market. The proposal takes into account declining number of eligible adults currently using transport.

The table below illustrates the reduction in client numbers. The estimate is based on an average reduction of 23% p.a. since 2010/11

	Actual	Actual	Actual	Actual	Est	Projected	Projected
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
service users	1,248	1,403	1,045	921	737	466	359

Savings Target: TBC

Outcomes of the project:

- To secure a significantly reduced cost to the County Council of transport services and schemes, including the cessation of activities.
- To secure an overall reduction in concessionary travel expenditure following the implementation of further reductions in public transport subsidy.

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	1,851			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber	330		330
Red				

	Total	330		330
Current FTE	32			
FTE Impact	Not yet known			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's						
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Project 02 – SCT02 Children's Services Transport

Brief Project Description:

As with project 1 this is about re-focussing our approach to Children's Services Transport taking on board the advantages to parents and children of the personalisation agenda and the opportunities future commissioning arrangements may offer to make savings whilst providing greater choice and control to the client group. We are liaising with other authorities, looking at best practice elsewhere and considering options pertaining new legislation, policies and procedures. Some options would require policy change. Each option will need to take due regard to the suitable outcome for the child /family/group and legislation as there may be a question of legality under Section 508B(1) of the Education Act 1996,

'Local Authorities (LAs) in England must make travel arrangements as they consider necessary, in order to secure that suitable home to school travel arrangements are made and provided **free of charge** in relation to children'. A Robust equality consideration will be required during the project.

Outcomes of the project:

- WCC continues to meet its statutory responsibilities regarding home to school travel arrangements
- To secure a significantly reduced cost to the County Council of transport services and schemes, including the cessation of activities within the legal and suitability framework.
- Increase the opportunity for parents in Direct Transport Payments for students with Special Education Needs from current 6.9% to at least 15%.

Savings Target

- The savings target identified, however individual projects are yet to be confirmed.

Outcomes of the project:

- WCC continues to meet its statutory responsibilities regarding home to school travel arrangements
- To secure a significantly reduced cost to the County Council and ChS of transport services and schemes, including the cessation of activities.
- Increase in Direct Transport Payments for students with Special Education Needs from current 6.9% to at least 15%.

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	11,938			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			

	Amber	310	50	360
	Red			
	Total	310	50	360
Current FTE	60			
FTE Impact				

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red		211		1,400	1,611
		Total		211		1,400	1,611
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's		211			1,400	1,611
ANY INVESTMENT REQUIRED?	£000's			80			80
Is investment recurrent?	Y						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings	All RAG rated red due to the contentiousness of options and significant risk of reputational damage / litigation. Four of the options require policy changes, with some question marks around the legality of implementation.						

Project 03 – Community Transport

Brief Project Description:

The importance of locally led community transport schemes in helping to shape the Commissioning of our Transport services will be of increasing significance in the future. At the heart of community transport is turning our vision of Act Local into reality.

The Community Transport (CT) sector in Worcestershire is diverse in service provision, type and geographical areas covered. Increasingly WCC has been working with members of the CT sector to enhance their understanding of the commercial world within which it will need to operate, working with them to put them in a position of being able to compete and tender for services commissioned by the Authority. This project is also about reviewing with our colleagues in procurement how we commission services introducing flexibility where possible so that CT providers can compete on a level playing field with private providers taking on board the themes of Act Local and the Social Value Act 2013.

Following the recent Local Bus Service Review, WCC continues to work closely with CT operators to provide alternatives, developing integrated transport options. CT will be involved at the review stage, in order to maximise the potential involvement of local schemes, including schemes led by Parish and Town Councils

Progress over the last 12 months has included;

- 7 Community bus services in operation and are being run by CT organisations
- 5 Worcestershire CT schemes operating 13 WCC contracts:
- 2 out of County CT operators undertaking contracts
- 2 remaining CBT routes being operated by Fleet
- There are now 10 CT operators on WCC transport tendering Framework

Outcome

- To provide most cost effective and appropriate service to the passenger from a well-trained and flexible sector.
- To use funding to support the sector's development to promote its sustainability in the longer term.
- To review current and planned WCC procurement opportunities to ensure the CT sector are able to participate fully in the process and to have due regard of the Social Value (Social Value) Act 2012 in the tendering procedure which takes account of the added value that third sector organisations can bring.

Savings Target: TBC**Project 04 Commissioning of Fleet Operational Transport****Brief Project Description:**

This project will ensure the in-house operational fleet is evaluated using the commissioning model. Market engagement and intelligence will be used to define an options appraisal for consideration. Additionally Community Transport (CT) will be fundamentally involved with augmenting its transport provision, based on the in-house fleet's curtailment.

There will always be a requirement to retain an element of the in-house fleet to ensure support for winter maintenance operations and to provide transport for the most adversely affected people.

Outcome

- The commissioning of fleet will be to identify additional corporate commissioning opportunities and threats, including potential projects within DASH and ChS.
- Augment transport provided by CT, ensuring growth and sustainability for this sector.

Savings Target

To be confirmed during the commissioning needs assessment phase - due for completion in October 2014.

Timescales:

Milestone	Completed By Date:
Commissioning of Fleet Services - Implementation	01/04/15

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
Impact on transport costs not being accounted for as a dependency in decision making for other policy decisions e.g. closing of provision	Client directorates to ensure impact assessment of any changes to provision includes impact on transport and involves appropriate Transport Team colleagues from BEC.
LAC - . There is a risk based on the number of looked after children increasing, if this is the case the likelihood is that there will be more pressure on the LAC transport budgets.	Close and regular monitoring to be put in place.
Fleet - A low cost operating model will be developed ensuring appropriate governance relevant to the business.	Seek clarity on roles, develop links between parties, have clear lines of accountability and ownership

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	8600		
	2015/16	2016/17	Total
Green Delivered			
Green On Target	814	60	874
Amber	92	82	174
Red			
Total	906	142	1048
Current FTE	197		
FTE Impact	Not yet known		

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's						TBC
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Future Fit Project Title: Economic Development

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	
Open for Business	✓
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:**Simon Geraghty****SLT Lead:****John Hobbs****CMR Challenge:****Liz Eyre / Marcus Hart****Vision:**

World Class Worcestershire: Looking to the future, to be an internationally recognised highly competitive and innovative business location by stimulating investments improving productivity and supporting growth and employment in Worcestershire. By 2025: added 25,000 jobs and increased Gross Value Added (GVA) by £2.9bn

Brief Project Description:

The sustainable growth of Worcestershire is a fundamental part of the **Strategic Economic Plan (SEP)**. The plan builds on the existing assets of the County and sets a clear growth ambition. The Economic development function in the county is about facilitating this development and promoting a competitive and vibrant business environment to enable the new investment and business growth that underpins the SEP.

The Worcestershire Strategic Economic Plan sets a 10 year vision (as above). The plan reflects the County Councils ambition to unlock the barriers to economic growth, deliver increases in GVA and shift the growth trajectory of our local economy in relation to comparable counties.

Worcestershire County Council has an increased reliance on business rates and County Tax. There is a direct correlation between encouraging growth in the economy and our core budget funding, as we see a greater number of businesses start and grow, the contribution from business rates to core funding increases. This is due to the localisation of business rates having a direct impact on our base budget. The same is true of housing growth, with new homes increasing the Council Tax base. Therefore our ability to resource core infrastructure, tackle barriers to growth and support businesses to expand is crucial to being able to unlock the extra revenue that will be generated by this growth and which could help meet some of the budgetary challenges we face.

Businesses have told us the critical areas to address in tackling barriers to economic growth. We will **lead developments** in the following key areas:

1. **Infrastructure:** Through improvements in key road and rail services, enabling access to high speed broadband and the development of game changer sites, employment land and flexible workspace.
2. **Skills:** Through the development of entrepreneurial and core (basic) employability skills, strengthening of leadership and management skills and stronger education and business engagement.
3. **Inward Investment:** Through a clear offer with financial flexibilities to incentivise investors and innovate.
4. **Access:** Through new finance and support for investments, opportunities to develop new markets and access to information to support business growth.

1. Infrastructure

Business growth relies on the capacity of the county and a relevant and timely supply of employment land and infrastructure targeted at the growth sectors and the wider demands of the market. The Game Changer sites are the top tier of the employment land supply for Worcestershire. The development of these sites sets the tone for the growth vision. Central to the delivery of these sites will be the co-ordination and clarity of promotion and marketing, and the need for targeted soft landing structures aimed at drawing investment activity into these priority sites and supporting the investment decisions of investing companies.

The programme directly supports Worcestershire County Council's "Open for Business" agenda and the sites are featured within the LEP Business Plan as "game changing" employment sites which have the capacity to deliver growth and jobs to the County. The Game Changer sites occupy strategic locations within their markets and provide opportunity to lever market-led investment and deliver growth and jobs for the benefit of the County.

The second tier sites within the employment land hierarchy provide sites relevant to the national and international companies, and associated with the major towns of Worcestershire, e.g. University Park, Vale Park Evesham and Newlands Employment land Malvern. WCC has a role here focused on facilitating and enabling development, ensuring relevant infrastructure is identified and developed, supporting continued improvement of the planning decision making and development process, and where relevant, considering direct support for schemes.

A second area of activity is ensuring timely delivery of strategic infrastructure that underpins the economic performance of the County. Priority schemes here are Parkway, Southern Link Road, Hoobrook Link Road and the improvements required at M5 Junction 6. Broader priorities include accessibility and efficiency of the rail network and wider highway improvement schemes to meet the growth agenda. This includes ensuring that the wider highways team have the strategic, economic and financial support to ensure direct deliver, and also influencing and facilitating delivery by wider partners. **Appendix 1** provides examples of these Projects.

Broadband: Enabling access to Superfast Broadband across Worcestershire for businesses and residential properties.

2. Skills

Science, Technology, Engineering and Mathematics (**STEM**) sectors account for c20% of Worcestershire's economy and are the lynchpin of the value added, high skilled jobs located within the County. Building on the significant progress that has been made in this area with the

emphasis on Apprenticeships, working closely with training providers and businesses to ensure provision is tailored to business need. The ambition is to develop a world class workforce with a focus on developing STEM skills within the labour market at level 3 and above. To realise these ambitions investment will be in the form of a University Technical College and a Technology Centre of Excellence supported within the SEP.

The Centre of Excellence will establish an integrated skills, business investment and research facility which can drive high value technology focused growth in the County, which is valued and led by employers and provides the industry expertise that sustains high quality teaching and learning in STEM subjects and sectors.

This will also build on the existing connecting schools and business programme and strengthen the relationship between schools and businesses – building a clearer picture of skills required and creating opportunities for closer working with Children's Services.

3. Inward Investment

Part of the national **reputation and profiling** strand of the Open for Business (OfB) strategy aims to increase private sector investment and create new jobs in the county. The objectives being:

- To attract new inward investment increasing the number of UK and Foreign Investments in Worcestershire;
- To support the retention and expansion of existing UK and Foreign Direct Investments in Worcestershire;
- To develop activities that focus on knowledge and relationship management, service quality and marketing to secure quality inward investments.

A co-ordinated partner response will ensure relationship development with key intermediaries and existing foreign owned companies to identify opportunities for expansion and unlock barriers, making Worcestershire a place where companies locate, grow and flourish.

4. Access

Following the launch of **Worcestershire Business Central** (WBC) in 2013, businesses are provided with access to information and support including; starting up, running and growing a business. Since launching WBC has lead the way regionally in establishing a single point of contact for business recognised as the first Growth hub in the West Midlands. To date this includes:

- Helping growth of more than 2,800 businesses in the county;
- Creation of 500 jobs as a direct result of support and advice offered;
- Offered more than £3 million in grant support to Worcestershire businesses whilst also leveraging in more than £12 million of private sector investment.

To develop this further, we will work with partners to consider how to further improve Worcestershire Business Central whilst reducing its costs to the County Council's base budget. This will be considered as part of the commissioning of the Economic Development service.

Following the substantial success in the generation of external income since 2011, securing in excess of £12m, there is now a significant opportunity in the form of the new European Structural and Investment Funds (ESIF) 2014-2020 to increase the level of support we provide to local companies stimulating business sustainability and growth.

Outcomes of the project:

- An organisation that; conceives schemes bringing them to the point of assessment, secures and coordinates funding from a variety of sources and delivers major projects. The BEC directorate restructure supports delivery of this aim.
- A clear Worcestershire business offer which can be promoted on a national and international basis which incorporates our strong environmental and cultural assets as well as focusing on the quality and skills based of our work force – building the Worcestershire brand as a key business and visitor destination;
- Access to support for businesses by working with our partners to sustain Worcestershire Business Central within a lower cost envelope;
- Clear and effective working arrangements between WCC and the Worcestershire LEP, particularly around funding and the delivery of major projects;
- Development of skills. Including; joining up with Education Services, active support of the development of a University Technical College, promotion of apprentices and development of STEM skills;
- Through the new EU programme structure the use of funding to build on the existing programmes and to enhance and retain the economic development business support and skills offer moving forward.

This will deliver efficiencies in the current Economic Development budget.

Timescales:

Milestone	Completed By Date:
Brought forward saving of £46.2k 14/15	April 2014
Budget/service review June 2014	30 June 2014
Saving implementation commences	April 2015
Savings confirmed/changes to services	September 2015

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Political impact of significantly downsizing this function. This area is a key component of supporting Open for Business agenda.	The potential to increase external funding income.
2. Critical resource assigned to this area to support the Strategic Economic Plan/ EU Investment Framework. Worcestershire does maximise the benefits of £58m within the EU investment Framework	

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	1,446
Current FTE	29 (13 on fixed term contracts)
FTE Impact	Reduction of 2 posts

SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green	46.2				
		Amber		153.8	100	100	400
		Red					
		Total					
Existing Savings (Faster)	£000's	Green					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's		46.2	153.8	100	100	£400
ANY INVESTMENT REQUIRED?	£000's		0	0			
RAG Ratings Key	RED	<i>High Risk of non-achievement of total savings in timescales</i>					
	AMBER	<i>Partially identified some risk of not achieving total savings identified within timescale</i>					
	GREEN	<i>Already identified/ on track to deliver in timescales</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Ahmed Goga	24 th July
Director: John Hobbs	24 th July
Finance Managers: Wendy Pickering	24 th July
DLT:	24 th July
FFSG:	24 th July
SLT:	29 th July

Appendix 1: Projects – Supporting Information

Strategic Infrastructure: Transport Projects

Investment in transport infrastructure plays a significant role in supporting the wider economy, with particular benefits for job creation. For example for every 100 jobs that are directly created in infrastructure construction, employment as a whole rises by 305 jobs; for every £1 of infrastructure construction, this increases overall economic activity by £2.84.

From a local perspective, investment in multi modal transport infrastructure will enhance:

- Efficient access by employees to the major employment areas of Worcestershire
- Efficient access to/from retail, health and education facilities and services and tourist attractions.
- Efficient movement and operation of freight, including consolidation and storage facilities
- Growth of the local economy.

The focus for future investment in Worcestershire includes the following:

- A4440 SLR Ketch Junction – Powick Junction capacity enhancement;
- M5 J6 improvements (to be developed & delivered jointly with Highways Agency);
- Schemes needed to support Bromsgrove and Redditch Local Plans, including:
 - M5 J5 – Bromsgrove – M5, J4 (A38) Corridor
 - Bromsgrove Town improvement package
 - Redditch Town improvement package
- Schemes needed to support SWDP2/Worcestershire SEP, including:
 - Worcester – Pershore (Pinvin) – Evesham, (A44) Corridor
 - Great Malvern – Newlands – Powick - Worcester, (A449) Corridor
 - Worcester/M5 J6 – Droitwich – M5 J5, (A38) Corridor
 - Town improvement packages for Droitwich, Evesham, Malvern & Pershore
 - Further enhancements to Worcester City network, including:
 - Improvements to the operation of key radial and orbital corridors
 - Deliver a new Worcestershire Parkway rail station
 - Improved transport information systems
 - Further improvements to Foregate Street and Shrub Hill Stations
- Further enhancements to Wyre Forest network to support next phase of the Core Strategy, including, but not limited to:
 - Rail improvements (Kidderminster Station and potential SVR stations)
 - Kidderminster Town centre improvement package

Future Fit Project Title: County Enterprise	
Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:	
	Please tick one box
Children and Families	
Environment	
Open for Business	✓
Health & Wellbeing	
Cross Council Priorities	

CMR Lead: Simon Geraghty
SLT Lead: John Hobbs
Service Lead: Sue Crow
CMR Challenge: Liz Eyre / Marcus Hart

Brief Project Description:

County Enterprises is a small factory unit owned by the Council in the centre of Worcester, through which the Council employs 33 people of which 24 have a range of disabilities. The County Enterprise factory has two departments: an engineering workshop that manufactures stainless steel flue pipes; and a packing and assembly service.

The County Enterprise factory receives an income from sales but due to a fall in demand it does not breakeven. A recent business analysis has revealed that overall the factory makes an operating loss of around £150,000, which is subsidised by the Council, and receives an additional subsidy in respect of rent and back office functions. The same analysis showed that the engineering workshop has the potential to become self-sustaining, although remaining part of the Council is a barrier to this being achieved. Note that County Enterprises also provides a support to employment service and the future of this was included in the 6 March 2014 Cabinet report on prevention, early help and other support services for adults and young people.

In line with the new Operating Model and in order to focus funding on its core priorities, the Council needs to find an alternative provider for the County Enterprises factory and to discontinue the subsidy over time. Market engagement has demonstrated little appetite from providers to take on the factory in its current form. Providers might however be interested in parts of the business, and/or in developing a different business model that offered support to people with disabilities with a view to preparing them for employment in the wider economy. There are already a number of voluntary agencies that offer employment support in Worcestershire.

The recommendation therefore is to enter into discussion with potential alternative providers to explore whether any part of the County Enterprises factory could become self-sustaining, and/or whether there is any potential to develop it into a provider of employment support, and then to proceed to make appropriate alternative arrangements. This would allow the Council to progressively reduce its subsidy with a view to discontinuing it by April 2017

Purpose:

The aim is to enter into discussion with potential alternative providers to explore whether any part of the County Enterprises factory could become self-sustaining. This is consistent with the decision of Cabinet on 17 July 2014.

Outcomes of the project:

- Sustainability of the service
- Reduce subsidy

Timescales:

Milestone	Completed By Date:
Engage with the business and WCC directorates involved to map the current business model	Oct 2014
Plan in place following engagement with the business	March 2015
Withdraw subsidy	April 2017

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Potential disruption for people who work at the factory.	Consultation will take place over the next two years regarding the future of the factory.
2. Reputational risk around employment of vulnerable people	Conversations with voluntary sector about acceptable alternatives

The people that are impacted by this project will have at least one protected characteristic. An EIA will be completed for this project as part of the planning stage

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	150			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total				
Current FTE	26			
FTE Impact	26			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber				150	150
		Red					
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's					150	150
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service:	
Director: John Hobbs	24/07/14
Finance Managers: Wendy Pickering	24/07/14
DLT:	24/07/14
FFSG:	24/07/14
SLT:	29/07/14

Future Fit Project Title: Maintaining a sustainable market for adult social care

Type of Saving:	
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FURTHER	✓
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FASTER	
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NEW	
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Corporate Plan Area:

Children and Families	
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Environment	
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Open for Business	
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Health & Wellbeing	✓
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Cross Council Priorities	
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CMR Lead:

Sheila Blagg

SLT Lead:

Richard Harling

Head of Service Lead:

Richard Keble

CMR Challenge:

John Campion and Simon Geraghty

Brief Project Description:

The majority of adult social care is already commissioned externally and the remainder could be outsourced by April 2016. It is our intention to extend personalisation and choice by expanding the service market as well as increasing the numbers of people living independently in Extra Care and Supported Living accommodation and it is therefore vital that we have a sustainable market of providers and improve information for service users to make informed choices about their long term care needs.

The Council has contractual arrangements with a range providers of adult social care, for example nursing, residential and home care. There is an annual review of fees paid in line with provider contracts. Given the financial pressures on the Council it is important that inflationary increases are kept to the minimum necessary to sustain a viable provider market. To complement this we have an active workstream of market shaping, which includes engagement of new providers as well as support for current providers to improve productivity and reduce costs. We expect that greater choice and competition will exert a downward pressure on prices over time.

Purpose:

Commissioners will negotiate with and support providers to ensure fees remain competitive.

Overview of service	
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Corporate priority	Health and well-being
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Local priority	Older people and management of long term conditions, learning disabilities
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Legal basis	Fundamental to meeting new duties under Care Act 2014
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Demand management	
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Outcomes of the project:

Deliver savings of £1.5m

Ensure a sustainable market of providers

Timescales:

Milestone	Completed By Date:
Review of current care market - availability of supply	December 2016
Review of current prices paid to providers/top ups paid etc	December 2016
Consultation with providers	January 2016
DLT decision on prices	Spring - Winter 2017

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. It has been agreed to review fees in line with the Fair Cost of Care. Providers will possibly challenge the fees paid.	The potential for legal challenge will be considered at every stage of the process. A number of factors need to be taken into account when setting fee rates.
2. The market will become more fragile – risk of some providers becoming unsustainable	This will be considered in any consideration of fee rates. The ability to make placements will be a key factor.
3. Holding fees at a time where there is an increased focus on quality assurance of providers.	The Quality Assurance framework will continue to ensure robust monitoring of provider standards.
4. There is currently increased instability in the care home market/domiciliary care – which may increase if providers' increases in rates.	The ability to place people in appropriate care will be robustly monitored.

The nature of the work that DASH carries out means that any projects are likely to affect at least one client group. Because of who the people are that make up that client group it is likely that they will have at least one protected characteristic. Further EIA will be completed during the project.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£75,000			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total	0	0	0	0
Current FTE	Not applicable – externally purchased care			
FTE Impact	Not applicable – externally purchased care			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red				1,500	1,500
		Total				1,500	1,500
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's					1,500	1,500
ANY INVESTMENT REQUIRED?	£000's					0	0
Is investment recurrent?	Y/N	N					
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Richard Keble	2/10/2014
Director: Richard Harling	2/10/2014
Finance Managers: Rob Wilson	2/10/2014
DLT:	
FFSG:	
SLT:	

Future Fit Project Title: Integration of Adult Social Care and NHS	
Type of Saving:	
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:	
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	✓
Cross Council Priorities	

CMR Lead: Sheila Blagg
SLT Lead: Richard Harling
Head of Service Lead: Richard Keble
CMR Challenge: John Campion and Simon Geraghty

Brief Project Description:

Worcestershire has a long history of partnership working between adult social care and the NHS and a strong vision and ambition to deliver improved services to the people of Worcestershire through better integration. In 2015/16 the Council and CCGs have agreed use of the Better Care Fund, a pooled budget of £37.2m for adult social care and health services. With joint investment and progressive integration of services the expectation is that outcomes for people can be improved and that both the Council and the local NHS could make savings.

Purpose:

To explore broadening and deepening of integration of adult social care and health services, bring more services into the community, and identify what additional savings could be made as part of this process.

Overview of service	
Corporate priority	Health and well-being
Local priority	Older people and management of long term conditions, learning disabilities
Legal basis	Fundamental to meeting new duties under Care Act 2014
Demand management	Working across health and social care assists demand management

Outcomes of the project:

To be determined for future years

Timescales:

Milestone	Completed By Date:
Consideration of new guidance	August 2014
Monitoring of BCF spend 2014/15 and 2015/16	June 2016
Monitoring of BCF spend 2015/16 and 2016/17	June 2017
Agree plans for 2017/18	In line with DoH timescales

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Investment of the Better Care Fund and any additional integration of budgets needs to agreed with the CCGs	Relationship building, discussion and agreement at the Health and Wellbeing Board.
2. Funding of adult social care is falling in real terms and NHS funding is falling relative to demand – so all budgets are under pressure.	Consideration across adult social care and health services to identify synergies and opportunities to improve pathways and make savings.
3. National policy inhibits integration and the development of more community based services in some areas – e.g. Foundation Trusts and protection of acute services	Lobbying of DH through Pioneer programme.

The nature of the work that DASH carries out means that any projects are likely to affect at least one client group. Because of who the people are that make up that client group it is likely that they will have at least one protected characteristic. Further EIA will be completed during the project.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£10,900 (the 2015/16 Better Care Fund is £37.2m. Negotiations are currently underway for the allocation although there is an assumption within current Future Fit savings that some projects can be funded via the BCF)			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target	2,500		2,500
	Amber			
	Red			
Total		2,500	0	2,500
Current FTE	(TBD) FTE			
FTE Impact	Potential Reduction of FTE (TBD)			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red				tbc	tbc
		Total				tbc	tbc
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's					tbc	tbc
ANY INVESTMENT REQUIRED?	£000's					0	0
Is investment recurrent?	Y/N		N				
RAG Ratings Key		Green Delivered	<i>Work complete – actual savings delivered</i>				
		Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>				
		Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>				

	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>
Comments on RAG Ratings		

Agreed By:

Job Title and Name	Date
Head of Service: Richard Keble	2/10/2014
Director: Richard Harling	2/10/2014
Finance Managers: Rob Wilson	2/10/2014
DLT:	
FFSG:	
SLT:	

Future Fit Project Title: Use of the Public Health Ring Fenced Grant	
Type of Saving:	
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:	
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	✓
Cross Council Priorities	

CMR Lead: Marcus Hart
SLT Lead: Richard Harling
Head of Service Lead: Frances Howie
CMR Challenge: John Campion and Simon Geraghty

Brief Project Description:

With ever greater financial pressures on the base budget to deal with short term demand, the Council's ability to invest in prevention and early help to reduce demand for social care is increasingly constrained. This risks creating a vicious cycle whereby efforts to prevent future problems are progressively diminished, leading to escalating demand and yet greater demand.

The Public Health Ring Fenced Grant is one potential source of investment in prevention and early help. However it must be borne in mind that there are terms attached to the Grant and that it funds a number of mandated services including sexual health, some of the functions carried out by the school nursing service, Health Checks, population healthcare support to the CCGs, health protection, and from 2015/16 health visiting. Public Health England has begun auditing local authorities where it is not confident that the Grant has been spent appropriately.

In March 2014, the Council decided to reduce base budget funding on a suite of prevention, early help and other support services for adults and young people from £14.969m to £5.633m. Part of the mitigation of the impact of funding reductions was to use £0.955 of Public Health Ring Fenced Grant to maintain investment in services such as domestic abuse, homelessness and housing related support.

The project will identify our ability to further utilise the Public Health Ring Fenced Grant as an alternative to the base budget to fund prevention and early help services for vulnerable adults in order to reduce demand for adult social care. It is envisaged that this should be possible where there are synergies between our public health duties under the Health and Social Care Act 2012 and the Council's new duties for having regard to prevention and well-being under the Care Act 2014.

The project will move on to review priorities for investment of the Public Health Ring Fenced Grant in order to maximise impact against key performance indicators in the Council's balanced scorecard and the national Public Health Outcomes Framework, and ensure that funding is targeted on those groups, individuals and evidence-based interventions that deliver greatest impact in terms of improving population and individual health and reducing need, demand, and costs for adult social care. This will include an exploration of whether there are any synergies between those services funded by Children's Services prevention and early help investment and those funded by the Public Health Ring Fenced Grant such as drug and alcohol services, domestic violence, school nursing and health visiting. Note that we would need to be clear that any and all expenditure was within the terms of the Grant and did not compromise the delivery of mandated services.

Note that major areas of expenditure of the Public Health Ring Fenced Grant currently, in addition to those areas listed above are:

Expenditure	Value £ 000	Notes
Substance Misuse Services	4,200	The main contract is due to be re-commissioned from April 2015 releasing savings of £300K, as per the decision of the Cabinet Member
Sexual Health	5,300	This is a mandated area of spend, predominantly on genitourinary medicine services, and is commissioning externally using a national tariff and on an 'any qualified provider' basis
Health Checks	600	This is a mandated area of spend, and is commissioning externally using a local tariff and on an 'any qualified provider' basis
Health Trainers	450	The contract is due to be re-commissioned from January 2015 as per the decision of the Cabinet Member
Smoking Cessation (including prescribing costs)	800	This focuses on the major preventable cause of ill health and premature death, and is commissioning externally using a local tariff and on an 'any qualified provider' basis
School nursing	2,400	This includes mandated spend, and is commissioning from Worcestershire Health and Care Trust
Child Development Teams	1,000	This is a service for children identified with development problems, and is commissioning from Worcestershire Health and Care Trust
Public Health staffing	1,700	The DPH is a statutory post and it is required that he is supported by a specialist team. During PH transition to the Council, staff numbers were reduced from 70 staff to 30)

Overview of service

Corporate priority	Health and well-being
Local priority	Alcohol, Obesity, Older people and management of long term conditions, mental health and well-being
Legal basis	Statutory with some discretionary elements
Demand management	Contribution to reducing long term social care costs

Outcomes of the project:

- Reduction in base budget expenditure;
- Re-profiled spend of PHRG;
- Commissioning portfolio which ensures statutory compliance and reduces demand for services in the short, medium and longer terms;
- Articulation of impact at individual, community and population level.

Timescales:

Milestone	Completed By Date:
Prevention strategy	October 2014
Identification of potential use of the PHRFG as an alternative to the base budget to fund prevention and early help services for vulnerable adults	October 2014
Base budget savings	From April 2015
Review of priorities for investment and use of the grant	April 2016

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Risk of challenge from the Department of Health (Public Health England) and subsequent withdrawal of the PHRG.	<ul style="list-style-type: none"> • Ensure that proposed spend meets the terms of the grants. • Ensure the review has a coherent narrative about synergies between the Council's duties for health improvement under the Health and Social Care Act 2012, long term investment and a reduction in demand for health and social care. • Involvement of partners in shaping priorities, and alignment with 5 year plans.
2. Displacing base budget investment in prevention and early help services for vulnerable adults puts funding for mandated public health services under pressure	<ul style="list-style-type: none"> • Ensure that budget for mandated services is protected

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£26,500			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total	0	0	0	0
Current FTE	30			
FTE Impact	NIL			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target		2,500			2,500
		Amber					
		Red					
		Total		2,500			2,500
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			2,500			2,500
ANY INVESTMENT REQUIRED?	£000's			0			0
Is investment recurrent?	Y/N		N				
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Frances Howie	2/10/2014
Director: Richard Harling	2/10/2014
Finance Managers: Rob Wilson	2/10/2014
DLT:	
FFSG:	
SLT:	

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Future Fit Project Title: Further review of Back Office Functions

Type of Saving:	
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:

Children and Families	
Environment	
Open for Business	
Health & Wellbeing	✓
Cross Council Priorities	

CMR Lead:**Sheila Blagg****SLT Lead:****Richard Harling****Head of Service Lead:****Sue Alexander****CMR Challenge:****John Campion and Simon Geraghty****Brief Project Description:**

The Finance and Business Support service in DASH has been required to deliver an additional 20% (£900K) savings up to 2015/16. Additional further savings could be achieved if base budget was removed from areas of activity that could be considered time limited – e.g. project management. The intention is that project management will be mainstreamed within strategic commissioning.

Purpose:

- To reduce base budget funding on back office services
- To reduce ongoing overheads

Outcomes of the project:

- Delivery of additional £400k base budget savings
- Managers will have a better understanding of the costs of project management support and will not see project management as an ongoing resource
- Resources to be considered corporately to allow more flexibility

Timescales:

Milestone	Completed By Date:
Resource plan of project management resources completed	April 2015
Ongoing monitoring of resource requirements	Ongoing

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Financial/political/reputational risk that the Future Lives Programme will not be delivered without a commitment to deliver project management support. Flexibility of project resources may be limited.	Requirement to specify project management resources needed and identify "one off" funding.
2. DASH Operational managers may be required to complete project management tasks for which they do not have the skills or capacity.	Requirement to specify project management resources needed to support managers and identify "one off" funding if appropriate.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£400 (Project management only)			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total	0	0	0	0
Current FTE	7.3			
FTE Impact	Potential Reduction of FTE (7.3)			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total	
New Savings (Further and New)	£000's	Green Delivered						
		Green On Target						
		Amber				400	400	
		Red						
		Total				400	400	
Existing Savings (Faster)	£000's	Green Delivered						
		Green On Target						
		Amber						
		Red						
		Total						
TOTAL SAVINGS	£000's					400	400	
ANY INVESTMENT REQUIRED?	£000's					0	0	
Is investment recurrent?	Y/N	N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>						
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>						
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>						
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>						
Comments on RAG Ratings								

Agreed By:

Job Title and Name	Date
Head of Service: Sue Alexander	2/10/2014
Director: Richard Harling	2/10/2014
Finance Managers: Rob Wilson	2/10/2014
DLT:	
FFSG:	
SLT:	

Future Fit Project Title: Review of capacity required to provide New Models of Care	
Type of Saving:	
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:	
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	✓
Cross Council Priorities	

CMR Lead: Sheila Blagg
SLT Lead: Richard Harling
Head of Service Lead: Anne Clarke
CMR Challenge: John Campion and Simon Geraghty

Brief Project Description:

The Adult Social Care Service employs 1,100 staff. Some of these staff are employed in a change management capacity. It is proposed that by 2016/17 there will be the opportunity to release capacity to make savings in staffing/non staffing budgets. This is designed to minimise the impact on front line staff.

Purpose:

The aim is to review management and staffing capacity across the service to deliver the savings. This will be a challenge and in the short term there will be potential redundancy costs.

Overview of service	
Corporate priority	Health and well-being
Local priority	Older people and management of long term conditions
Legal basis	Enabling and support function
Demand management	Contributes to developing new systems and services and managing demand

Outcomes of the project:

Deliver further savings of £500k
 Sustainability of the service during a time of change

Timescales:

Milestone	Completed By Date:
Review staffing resource plan	August 2015
Staff consultation	October – December 2015
Implement new staffing proposals	April 2016

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Inability to deliver the Future Lives programme with reduced staffing resource.	Staffing resources will be reviewed on a regular basis
2. There are likely to be redundancies.	Staff consultation on impact etc
3. There is currently a £2.27m savings target against assessment and case management. Any further staffing savings will be difficult.	Impact assessments will be conducted

The nature of the work that DASH carries out means that any projects are likely to affect at least one client group. Because of who the people are that make up that client group it is likely that they will have at least one protected characteristic. Further EIA will be completed during the project.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£900k (Management Capacity) <i>Note there is also saving of £2m (£0.5m 15/16 & £1.5m 16/17) for review of Assessment & Case Mgt in existing programme which has approximately 394 FTE in 2014/15 and is forecast to reduce to an estimated 337 FTE (reduction of 57) by 2016/17</i>			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total		0	0	0
Current FTE	16			
FTE Impact	8			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber			500		500
		Red					
		Total				500	
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			500			500
ANY INVESTMENT REQUIRED?	£000's			0			0
Is investment recurrent?	Y/N	N					
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Anne Clarke	2/10/2014
Director: Richard Harling	2/10/2014
Finance Managers: Rob Wilson	2/10/2014
DLT:	
FFSG:	
SLT:	

Future Fit Project Title: Commissioning of in house Adult Social Care Provider Services	
Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:	
	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	✓
Cross Council Priorities	

CMR Lead: Sheila Blagg
SLT Lead: Richard Harling
Head of Service Lead: Richard Keble
CMR Challenge: John Campion and Simon Geraghty

Brief Project Description:

The project aim is to work within the Council's new operating model as a Strategic Commissioner with services provided directly where there is not a viable alternative. Cabinet has approved the future direction of Provider services (17 July 2014) and it is proposed that some savings will be made as a result.

Purpose:

The aim is to review the future of all Provider Services, to expand the range of providers to facilitate a vibrant, diverse and sustainable market that works within the context of integration with health and if possible identify savings across the service.

Outcomes of the project:

Deliver savings of £300k
 Sustainability of the service during a time of change

Timescales:

Milestone	Completed By Date:
In line with commissioning plan being developed	2016/17

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Inability to deliver at pace with reduced staffing resource.	Staffing resources will be reviewed on a regular basis

The nature of the work that DASH carries out means that any projects are likely to affect at least one client group. Because of who the people are that make up that client group it is likely that they will have at least one protected characteristic. Further EIA will be completed during the project.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£8,600			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target		400	400
	Amber	150	400	550
	Red	2,500		2,500
Total	2,650	800	3,450	
Current FTE	(TBD) FTE			
FTE Impact	Potential Reduction of FTE (TBD)			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber			300		300
		Red					
		Total				300	
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			300			300
ANY INVESTMENT REQUIRED?	£000's			0			0
Is investment recurrent?	Y/N		N				
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Richard Keble	
Director: Richard Harling	
Finance Managers: Sue Alexander/Rob Wilson	
DLT:	
FFSG:	
SLT:	

Future Fit Project Title: Drug and Alcohol Services

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	✓
Cross Council Priorities	

CMR Lead: Marcus Hart
SLT Lead: Richard Harling
Head of Service Lead: Frances Howie
CMR Challenge: John Campion and Simon Geraghty

Brief Project Description:

This project will deliver savings from the drugs and alcohol contract. The contract is due to be re-tendered from 1 April 2015 and a full procurement exercise is underway. Needs assessment and consultation is complete and service re-design is in progress. Re-profiling of current spend will achieve savings of approximately £300,000 against the current base budget spend, which is 7.5% lower than the current contract. We need to ensure that we are clear about the link to Children's Services and understand the relationship between regulatory services and the police in prevention in this area.

Purpose:

To commission a re-designed integrated drugs and alcohol recovery service which will deliver a full recovery pathway, and achieve improved outcomes for adults and children and young people who misuse drugs and alcohol.

Outcomes of the project:

Deliver further savings of £300k – this would enable PHRFG to be used to fund prevention, early help services that are currently funded through the base budget, contributing to meeting the new duties under the Care Act 2014 as well as existing duties under the Health and Social Care Act 2012.

New contract arrangements – including a stronger payment by results element, and penalty clauses for poor performance.

Timescales:

Milestone	Completed By Date:
Report/Decision of Cabinet	August 2014
New contract to start	April 2015

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Those organisations who tender cannot deliver within the financial limits	Review at retendering stage, and further discussion at clarification and amplification meetings.
2. Reputational risk if the Council is seen to be making significant reductions in spend on alcohol services, since this is one of the four priorities of the HWB Strategy.	Inclusion of a scaled up approach to alcohol within the service specification, to include extended brief interventions, front line staff training, and links to the criminal justice system.
3. Risk to collaborative arrangements with partners since the WCC S17 duty includes doing all it can to reduce the harm caused by drug and alcohol misuse. Some risk sharing with partners is already achieving risk mitigation of savings in other areas e.g. Domestic Abuse and this may be put at risk if WCC seen to be making further cuts in Drugs and Alcohol services.	Working with partners to make sure that all are engaged in this process and in understanding and agreeing priorities for the service specification.
4. Legal challenge on consultation since this saving was not part of the FL consultation.	Clarity that this re-profiled budget is part of service improvement work, with relation to an under-performing contract.
5. Legal challenge on protected characteristics of the client group, since it is known that many are dual diagnosis clients.	Clarity in the service specification about duties with regard to clients with protected characteristics.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£4,000			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total	0	0	0	0
Current FTE	Nil as External Provision			
FTE Impact	As above			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber		300			300
		Red					
		Total		300			300
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			300			300
ANY INVESTMENT REQUIRED?	£000's			0			0
Is investment recurrent?	Y/N		N				
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Frances Howie	15/07/14
Director: Richard Harling	2/10/2014
Finance Managers: Sue Alexander/Rob Wilson	2/10/2014
DLT:	
FFSG:	
SLT:	

Future Fit Project Title: Waste Management

Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	✓
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:	Anthony Blagg
SLT Lead:	John Hobbs
Head of Service Lead:	Rachel Hill
CMR Challenge:	Liz Eyre / Marcus Hart

Brief Project Description:

Target reduction of a further £250k in the Waste Management budget once the Energy from Waste Plant, EnviRecover, is operational (planned 2017). Areas to target include:

- Changing behaviours with respect to waste so as to prevent waste arising in the first place;
- Further savings within the Waste Management Service Contract once EnviRecover is operational (scheduled for 2017). This is based on the assumption that the construction and commissioning of EnviRecover is relatively smooth for the contractor (between now and when fully operational).

Purpose:

Reduction in overall WCC Waste Management Budget.

Outcomes of the project:

Reduction in cost of waste disposal for WCC.

Timescales:

Milestone	Completed By Date:
Progress Waste Prevention Activity – including enabling behavioural changes (update existing Waste Prevention plans)	TBC
EnviRecover Operational	2017

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Increase in waste volumes due to increased housing / population growth	Targeted work to prevent and reduce waste
2. Delay or increased costs for the contractor associated with construction and commissioning of EnviRecover	Active contract management and continue to build positive relationship with contractor

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	26,400			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber	153	120	273
	Red		96	96
Total	153	216	369	
Current FTE	5.5			
FTE Impact	-			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red				250	250
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's					250	250
ANY INVESTMENT REQUIRED?	£000's			TBC			
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service:	24/07/14
Director:	24/07/14
Finance Managers:	24/07/14
DLT:	24 ⁿ June 2014 (BEC LT / CMR Meeting)
FFSG:	24 th July 2014
SLT:	29 th July 2014

Future Fit Project Title: Street Lighting	
Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:	
	Please tick one box
Children and Families	
Environment	✓
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:	John Smith
SLT Lead:	John Hobbs
Head of Service Lead:	Rachel Hill
CMR Challenge:	Liz Eyre / Marcus Hart

Brief Project Description:

Target a further reduction of £100k in the Street Lighting budget.

This builds on the existing target cost saving for street lighting energy of £500k in the current year. Delivery of the current target is through a number of means and physical changes to the street lighting asset:

- Street Lighting Maintenance Contract Energy Reduction Target;
- Part-night switch-off;
- Dimming;
- Use of Low energy luminaires (LED).

To secure further savings beyond that currently planned will require additional investment, of the order of £400k for a £100k p.a. saving.

Purpose:

Reduction in overall Street Lighting Budget.

Outcomes of the project:

Further savings of £100k, from energy consumption efficiencies in relation to street lighting.

Timescales:

Milestone	Completed By Date:
Update the existing Street Lighting Energy Saving Programme – including confirmation of investment required to deliver further savings.	Oct 2014

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Public and stakeholder reaction to street lighting reductions	Stakeholder management plan and wider engagement programme
2. Increase in Energy Costs	Ensure a range of means to reduce usage

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	4,400			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total				
Current FTE	TBC			
FTE Impact	N/A			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber			100		100
		Red					
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			100		100	
ANY INVESTMENT REQUIRED?	£000's		Approx. £400k (TBC)				
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service:	24/07/14
Director:	24/07/14
Finance Managers:	24/07/14
DLT:	24 ⁿ June 2014 (BEC LT / CMR Meeting)
FFSG:	24 th July 2014
SLT:	29 th July 2014

Future Fit Project Title: Business , Environment and Communities (BEC) Management Restructure

Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	✓
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead: Simon Geraghty, Anthony Blagg, John Smith, Lucy Hodgson

SLT Lead: John Hobbs

CMR Challenge: Liz Eyre / Marcus Hart

Brief Project Description:

Progress BEC restructure to achieve a further budget reduction in BEC Management Costs.

Purpose:

To have the leanest viable management structure for BEC

Outcomes of the project:

The outcomes of the project will be:

- New Management Structure and arrangements

Timescales:

Milestone	Completed By Date:
Restructure to be implemented	March 2015
Restructure to be implemented	March 2016

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Maintain critical mass and morale during the programme.	Robust plan developed to ensure impacts to service delivery and efficiency programme are minimised.
2. Staff retention.	Communications, clear plan, staff development.
3. Maintaining resilience, particularly during emergency situations.	Robust plans in place to ensure roles and responsibilities are clearly defined.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	1,800			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total				
Current FTE	29 Director / HofS / Unit Managers			
FTE Impact	Potential Reduction of FTE (TBD)			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target		100	100	0	200
		Amber					
		Red					
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			100	100	0	200
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service:	24/07/14
Director:	24/07/14
Finance Managers:	24/07/14
DLT:	24 July 2014 – BLT / CMR Meeting
FFSG:	24/07/14
SLT:	29/07/14

Future Fit Project Title: Waste Contract Variation	
Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:	
	Please tick one box
Children and Families	
Environment	✓
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead: Anthony Blagg
SLT Lead: John Hobbs
Head of Service Lead: Rachel Hill
CMR Challenge: N/A – project complete

Brief Project Description:

Following conclusion of the negotiations regarding the variation to the Waste Management Service Contract (WMSC) for the Energy from Waste (EfW) plant at Hartlebury, the likely "uplift" position once the EfW becomes operational in 2017 (planned date) is now less than that included in the Medium Term Financial Plan (MTFP). The work to negotiate the variation and the associated "uplift" provides a more favourable position than forecast, bringing the uplift well within the affordability envelope established and the position set out at Cabinet in December 2013.

Purpose:

Successful conclusion of the variation to the Waste Management Service Contract to design, finance, build and operate an Energy from Waste Plant at Hartlebury, and to conclude this such that the uplift once operational is within the affordability envelope set.

Outcomes of the project:

The MTFP included an additional £6m in 2017 for the potential uplift at the point the EfW Plant becomes operational. Following negotiations and conclusion of the contract variation this is equivalent to £3m. Therefore, this provides a £3m saving on the position in the MTFP. **This is complete.**

Timescales:

Milestone	Completed By Date:
Conclusion of the variation to the Waste Management Service Contract including financial close	21 May 2014

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)				
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total				
Current FTE	N/A			
FTE Impact	N/A			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered		0	0	3,000	3,000
		Green On Target					
		Amber					
		Red					
		Total					
Existing Savings (Faster)	£000's	Green Delivered		0	0	0	0
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			0	0	3,000	3,000
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service:	10 th June 2014
Director:	10 th June 2014
Finance Managers:	10 th June 2014
DLT:	10 th June 2014
FFSG:	24 th June 2014
SLT:	29 th July 2014

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Future Fit Project Title: Public Rights of Way

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	✓
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:	John Smith
SLT Lead:	John Hobbs
Head of Service Lead:	Ian Bamforth
CMR Challenge:	Liz Eyre / Marcus Hart

Brief Project Description:

Reduction in Public Rights of Way (PROW) overall costs. To be achieved by:

- Further integration of PROW with Highways maintenance depots and teams.
- Review of joint working between Highways Inspectors and PROW field officers to cluster and optimise inspections.
- Review of contract delivery of PROW works, integrate into Highways Term Service Contract.

Purpose:

To increase efficient working and deliver reduced cost whilst maintaining level of service against existing prioritised PROW delivery.

Outcomes of the project:

Cost reduction in spend by Council without a detraction in service or outcomes achieved.

Timescales:

Milestone	Completed By Date:
Preparation during Autumn/winter 2014/15	October 2016

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
<p>Much has already been achieved with costs and staffing levels reduced significantly over last 4 yrs.</p> <ul style="list-style-type: none">• Potential for defect numbers on PROW to rise in transfer period.• Amalgamation of Highways & PROW inspections, potential capacity issues ref Highways Inspections.	<ul style="list-style-type: none">• Put in place plan to ensure defect numbers in PROW tracked effectively and prioritised to manage higher risk defects closely.• Complete careful review of Highways/PROW inspections process & ensure does not impact core Highways Inspections process.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	700 (PROW)			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total				
Current FTE	0 FTE			
FTE Impact	Potential Reduction of FTE			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target		50	50		100
		Amber					
		Red					
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			50	50		100
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings	Careful integration with Highway inspector role should allow savings to be delivered. Therefore RAG rating is Green						

Agreed By:

Job Title and Name	Date
Head of Service: Ian Bamforth	15/08/14
Director: John Hobbs	24/07/14
Finance Managers:	24/07/14
DLT:BEC	24/07/14
FFSG:	24/07/14
SLT:	29/07/14

Future Fit Project Title: Libraries and Learning

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	✓
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:	Lucy Hodgson
SLT Lead:	John Hobbs
Head of Service Lead:	Neil Anderson
CMR Challenge:	Liz Eyre / Marcus Hart

Brief Project Description:

Through using Act local principles this project is about rolling out our Volunteer model being developed at our smaller Libraries into the rest of our Libraries across the County. Considerable Staff re-modelling has already taken place at these Libraries as part of delivering existing savings with Volunteers already being used. However this project is about taking this much further in achieving a target of 40% use of Volunteers at the front line over the next three years across all libraries. This project is also about maximising the use of our libraries by other agencies which can generate income from the private, public and volunteering sectors including The Hive.

Purpose:

To sustain the excellent County Library service in Worcestershire at a reduced cost through the further development of a volunteer model which can support our professional staff and the services provided through the Library service.

To maximise use of all our libraries by partners in the public, volunteering and private sectors including use of The Hive.

Outcomes of the project:

Greater reliance on Volunteers in support of professional staff in sustaining more Libraries across the County whilst retaining the current numbers of Libraries.

All county libraries being shared with partner agencies.

Timescales:

Milestone	Completed By Date:
Develop potential Volunteer model for sustaining more Libraries	Summer 2015
Renegotiated contract with University of Worcester	April 2015 for implementation September 2015

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Risk of Judicial review through potential library closures	This would be a possibility at all stages throughout the process based on replacing paid staff by Volunteers. We would look to manage this carefully through working carefully in each Library area
2. Failure to provide comprehensive Library Service in line with 1964 Libraries Act	Same as above if Community groups take us through the JR process.
3. Failure to meet Equalities Duty	Same as above
Risk description	Mitigation
4. Considerable WCC Reputational risk of having to revisit Libraries, having trumpeted the re-modelling process which has and is taking out considerable savings whilst avoiding Library closures	Avoid re-visiting the smaller Libraries
5. Worcestershire Libraries are already seen by CIPFA as the lowest cost per visit service in the Country	Continue to closely monitor costs
6. Failure to find partner agencies to share library buildings including at The Hive.	Work closely with Property Services and existing partners.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	5,696 (Libraries and The Hive)			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber	110		110
	Red	115	75	190
Total	225	75	300	
Current FTE	140			
FTE Impact	25			

SAVINGS		2014/15	2015/16	2016/17	2017/18	Total	
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber		50	400		450
		Red				550	550
		Total		50	400	550	1,000
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's		50	400	550	1,000	
ANY INVESTMENT REQUIRED?	£000's		75 (project management PFI set up costs)	75		150	
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					

	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>
Comments on RAG Ratings	There is considerable work required as to what is possible in terms of further Library savings through using more Volunteers whilst maintaining the current number of Libraries. In addition, we will need to find and negotiate with a number of partners over future sharing of our library buildings in order to maximise the sharing space and reduction in our costs. On this basis, we have identified £500k as amber and £500k as red.	

Agreed By:

Job Title and Name	Date
Head of Service: Neil Anderson	15/08/14
Director:	24/07/14
Finance Managers:	24/07/14
DLT:	24/07/14
FFSG:	24/07/14
SLT:	29/07/14

Future Fit Project Title: Business Administration and Systems Support

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	✓
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead: Simon Geraghty, Anthony Blagg, John Smith, Lucy Hodgson
SLT Lead: John Hobbs
Service Lead: Kevin Stilgoe
CMR Challenge: Liz Eyre / Marcus Hart

Brief Project Description:

Review of business administration and systems support arrangements in BEC

Purpose:**Outcomes of the project:**

Business administration and systems support is transformed so that best practice is adopted in the context of the different ways of working in the Future Operating Model. This will be part of the wider Administrative Review which is being undertaken across BEC, Resources and the Chief Executive's Unit.

Timescales:

Milestone	Completed By Date:
Options appraisal and business case	31.10.14
Consultation	31.12.14
Implementation	31.03.14

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Maintain critical mass and morale during the programme.	Robust plan developed to ensure impacts to service delivery are minimised.
2. Staff retention.	Communications, clear plan, staff development.
3. Maintaining resilience, particularly during emergency situations.	Robust plans in place to ensure roles and responsibilities are clearly defined.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)		1,393 (this budget includes all of the BEC Leadership Team, the BEC Finance team and BEC's Business Administration and Systems Unit. The focus for this project will be the Business Administration and Systems Unit which has a budget of £427k)					
Current Savings Programme (£000) & RAG 2015-17			2015/16	2016/17	Total		
		Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
Current FTE		30 FTE (this includes all of the BEC Leadership Team, the BEC Finance team and BEC's Business Administration and Systems Unit. The focus for this project will be the Business Administration and Systems Unit which has 15.7 FTE)					
FTE Impact		Potential Reduction of FTE (TBD)					
PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target		50	50		100
		Amber					
		Red					
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's		50	50			100
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key		Green Delivered	<i>Work complete – actual savings delivered</i>				
		Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>				
		Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>				
		Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>				
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service:	24/07/14
Director: John Hobbs	24/07/14
Finance Managers:	24/07/14
DLT:	24/07/14
FFSG:	24/07/14
SLT:	29/07/14

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Future Fit Project Title: Culture and Countryside

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	✓
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:	Lucy Hodgson
SLT Lead:	John Hobbs
Head of Service Lead:	Neil Anderson
CMR Challenge:	Liz Eyre / Marcus Hart

Brief Project Description:

Through setting up the new Community and Environment Service we will look at smarter ways of working through integration & joint working to achieve the savings required. A key strand of the project will be looking at new ways of income generation across the service areas & the further development of LEAN efficient processes.

Purpose:

To develop smarter and more efficient ways of working with Culture and Countryside as part of the setting up the new Community and Environment Service.
To develop new strands of income generation & completion of further LEAN reviews in key areas.

Outcomes of the project:

Leaner and SMARTER Countryside and Cultural Services with higher levels of income generation.

Timescales:

Milestone	Completed By Date:
Preparation during Autumn/winter 2014/15	April 2015/March 2016

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
Existing Services already very LEAN due to past and present Future fit programmes	New joint working initiatives developed and initiated within Community and Environment Services

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	1,000			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber	120		120
	Red	33		33
Total	153			153
Current FTE	40 FTE			
FTE Impact	3			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber		50	50		100
		Red					
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			50	50		100
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings	These savings are rated as Amber as detailed plans not in place yet as to how the savings will be delivered						

Agreed By:

Job Title and Name	Date
Head of Service: Neil Anderson	15/08/14
Director:	24/07/14
Finance Managers:	24/07/14
DLT:	24/07/14
FFSG:	24/07/14
SLT:	29/07/14

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Future Fit Project Title: Highways Structures and Winter Maintenance

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	✓
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:	John Smith
SLT Lead:	John Hobbs
Head of Service Lead:	Neil Anderson
CMR Challenge:	Liz Eyre / Marcus Hart

Brief Project Description:

Reduction in Structures delivery budget and re-profiling of Winter Service cost allocation. To be achieved by:

- Further prioritisation of maintenance works on key bridges and Structures.
- Re-profiling of winter maintenance service delivery to 'average winter' costs profile over 5 year period. With any individual 'severe winter's', catered for via Corporate injection of funding in year/following year. (Note: salt stock levels will be maintained as in place).

Purpose:

To reduce spend whilst maintaining a level of service that delivers the necessary work required during a winter period and prioritises key inspections at key Highway structures

Outcomes of the project:

Cost reduction in spend by Council whilst maintaining a level and quality of service that maintains the Highway network during winter weather, prioritising key inspections of Highway structures and keeping Worcestershire Open for business.

Timescales:

Milestone	Completed By Date:
Preparation during Autumn/winter 2014/15	April 2015

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
<p>Structures – last 4 years investment means that bridges and structures stock is in reasonable condition. Further prioritisation is possible. However, it will mean that some structures may remain un-repaired for a longer period.</p> <p>Winter Maintenance – Salt stocks will be maintained as to levels put in place for last winter (2013/14) this includes the additional 5,000 tonne strategic reserve. As long as any particularly severe winter's weather was as necessary supplemented corporately if required, risk level for communities should be limited.</p> <p>There is some further analysis required regarding five year profiling of budget.</p>	<p>Structures – re-prioritisation of bridge works programme.</p> <p>Winter Maintenance – ensure 2013/14 salt stock levels are maintained.</p>

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£0.8m Structures £1.4m Winter Maintenance			
		2015/16	2016/17	Total
Current Savings Programme (£000) & RAG 2015-17	Green Delivered			
	Green On Target			
	Amber			
	Red			
	Total			
Current FTE	0			
FTE Impact	0			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber		300			300
		Red					
		Total					
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			300			300
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings	There are risks associated with achieving these savings as key decisions around prioritisation will need to be made which does not compromise the service provided and has Health and Safety as paramount. At this stage the RAG rating for these savings is Amber						

Agreed By:

Job Title and Name	Date
Head of Service: Ian Bamforth	15/07/14
Director:	24/07/14
Finance Managers:	24/07/14
DLT:	24/07/14
FFSG:	24/07/14
SLT:	24/07/14

Future Fit Project Title: Customer and Community Service Restructure of Highway Liaison Officers

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	✓
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead: John Smith
SLT Lead: John Hobbs
Head of Service Lead: Neil Anderson
CMR Challenge: Liz Eyre / Marcus Hart

Brief Project Description:

Re-configuration of the Highway Liaison Officer structure, moving to having four defined areas of the County covered by individual Highway Liaison Officers and their support

Purpose:

To develop Smarter and more efficient ways of working for our Highway Liaison officers maximising the value they add to the Highways service

Outcomes of the project:

Leaner and SMARTER Highway Liaison Officer structure delivering high quality services and measurable Outcomes

Timescales:

Milestone	Completed By Date:
Preparation during Autumn/winter 2014/15	April 2015/April 2016

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
Existing Services already very LEAN due to past and present Future fit programmes. Latent and actual demand regarding projects and key issues, locally via members & communities around Highways network, continues to be maintained in terms of high volumes against reduced levels of Liaison Engineers time and capacity to address resulting in increasing dissatisfaction with resolution of more complex Highways issues that often involve several parties (main bulk of Liaison Engineers workload).	Exploit the best practice of our Highway Liaison Officers whilst removing overlap, duplication and inefficient working particularly on behalf of individual Members.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	1,181			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber	138	143	281
	Red			
Total	138	143	281	
Current FTE	15			
FTE Impact	6			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target		100			100
		Amber					
		Red					
		Total		100			100
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's		100				100
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings	There are HR issues to deal with but due to potential retirements Compulsory redundancies should be avoided and savings should be deliverable						

Agreed By:

Job Title and Name	Date
Head of Service: Neil Anderson	15/08/14
Director:	24/07/14
Finance Managers:	24/07/14
DLT:	24/07/14
FFSG:	24/07/14
SLT:	24/07/14

Future Fit Project Title: Worcestershire Regulatory Services (WRS)

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	✓
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead:	Lucy Hodgson
SLT Lead:	John Hobbs
Service Lead:	Rachel Hill
CMR Challenge:	Liz Eyre / Marcus Hart

Vision

Reduce the cost of the Trading Standards function within Worcestershire Regulatory Services.

Background

Worcestershire Regulatory Service (WRS) was established in November 2010 as a shared service with participation from all seven of the local authorities in Worcestershire. The shared service is governed by a Joint Committee and is hosted by Bromsgrove District Council in terms of employment of staff and provision of support services. All WRS staff are employed by Bromsgrove District Council. Worcestershire County Council delegated the Trading Standards and Animal Health functions to the shared service in 2010.

Work with WRS has secured delivery of further savings (2013-2015) from the 2012/13 WCC budget of £1,915k to 2014/15 WCC budget of £1,065k.

Brief Project Description:

The next phase of savings is more challenging. The current focus is to secure a portion of the further savings primarily through reducing overhead costs associated with the service. Work to secure the £250k savings required for 2015/16 continues. This requires:

- A realignment of the percentage share of fixed and overhead costs for WCC – a move from WCC paying c30% share of overheads to c20% based on current activity levels.
- A reduction in the total overhead costs for the WRS so as to mitigate the impact of a change in the percentage share for WCC on the district councils.
- Some small service changes beyond those in 2014/15.

Purpose:

To confirm plans for 2016/17.

If the additional £550k of WCC savings remains (leaving a net budget of £250k for Trading Standards/Animal Health) this would most likely require the removal of Trading Standards and Animal Health from the WRS i.e. WCC exiting WRS.

If WCC were to exit the WRS, this may pose a risk to (i) the current WRS plans to secure a strategic partner and (ii) may also start to fragment the shared service. There are also other implications associated with WCC exiting WRS:

- As per the legal agreement, any partner giving notice to leave the service shall bear all costs arising out of or in connection with the termination.
- WCC would need to give 12 months clear notice in March 2015 to exit service as of 31 March 2016. This would require a Cabinet and Council decision to exit.

Work continues to secure a Strategic Partner for WRS. The main objectives being; reduced cost of operation, grow the business and future resilience. This would help deliver a portion of the required savings between 2015 and 2017. This requires agreement of all 7 partners.

Outcomes of the project:

In order to provide the service and potential strategic partners with greater clarity regarding the WCC plans for the service, a number of options for 2016/17 have been considered resulting in a proposal to progress with Option 3 which puts £185,000 back into the service.

- Option 1: Maintain position as per current financial plans - £265k budget in 2016/17
- Option 2: Remove the need for significant further savings in 2016/17
- Option 3: Portion of further savings in 2016/17 - £450k budget in 2016/17

A summary of these options and associated considerations is detailed below:

	Option 1	Option 2	Option 3
Description	<i>Maintain position as at CSP 2013 regarding ambitious savings</i>	<i>Remove the need for significant further savings in 2016/17</i>	<i>Portion of further savings in 2016/17 with overheads equivalent to WCC</i>
2016/17 Net Budget (approx.)	£250k	£750k	£450k
Remain within WRS	<i>No – this would most likely require WCC to exit the WRS. Cost to this.</i>	Yes	Yes
Overhead position	<i>As per WCC</i>	<i>Closer to WCC</i>	<i>Closer to WCC</i>
Additional Costs	<i>Cost of exiting WRS</i>	<i>WCC to find additional savings of £500k from elsewhere</i>	<i>WCC to find additional savings from elsewhere</i>
Risks and Issues	<ul style="list-style-type: none"> • <i>Significant reduction in service – if remaining within WRS this level of contribution would not cover much beyond fixed costs</i> • <i>WCC exiting the WRS</i> 	<ul style="list-style-type: none"> • <i>WCC savings – gap of £500k in 2016/17</i> • <i>Requires realignment of percentage share of fixed costs and overheads</i> 	<ul style="list-style-type: none"> • <i>WCC savings – gap of £200k in 2016/17</i> • <i>Further reductions in service</i> • <i>Requires a Strategic Partner to deliver savings beyond</i>

	<p><i>may put the securing of a Strategic Partner at risk</i></p> <ul style="list-style-type: none"> • <i>Reputational Risks</i> • <i>Fragmentation of WRS</i> • <i>Requires realignment of percentage share of fixed costs and overheads</i> • <i>Unmet demand may continue to be received by WRS or materialise elsewhere, e.g. Worcestershire Business Central</i> • <i>Unable to respond to significant events</i> • <i>Significant reduction in service</i> • <i>Vulnerable groups – ref. rogue traders and criminal activity</i> 	<ul style="list-style-type: none"> • <i>Work carried out in all statutory areas</i> • <i>Regarded by WRS as minimum workable service</i> • <i>Unmet demand may continue to be received by WRS or materialise elsewhere, e.g. Worcestershire Business Central</i> 	<p><i>2015/16 position</i></p> <ul style="list-style-type: none"> • <i>Requires realignment of percentage share of fixed costs and overheads</i> • <i>Unmet demand may continue to be received by WRS or materialise elsewhere, e.g. Worcestershire Business Central</i> • <i>Unable to respond to significant events</i> • <i>Significant reduction in service</i> • <i>Vulnerable groups – ref. rogue traders and criminal activity</i>
Mitigations	<ul style="list-style-type: none"> • <i>Consider whether any service areas wish to contribute to WRS to mitigate the impact on vulnerable people and businesses</i> • <i>More demand to be met through self-service</i> • <i>Reduce overheads by exiting WRS</i> 	<ul style="list-style-type: none"> • <i>More demand to be met through self-service / self help</i> • <i>Strategic Partner</i> 	<ul style="list-style-type: none"> • <i>Consider whether any service areas wish to contribute to WRS to mitigate the impact on vulnerable people and businesses</i> • <i>More demand to be met through self-service</i> • <i>Strategic Partner</i>

Timescales:

Milestone	Completed By Date:
WRS Budget	Nov 2014
Secure delivery of 2015/16 Savings – including realignment of percentage share of overheads	Dec 2014
Progress securing of Strategic Partner	Mar 2015
Plan for delivery of 2016/17 savings	June 2015

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

See above section

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	1,065			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red	250	550	800
Total	250	550	800	
Current FTE	0			
FTE Impact	0			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red			-185		-185
		Total			-185		-185
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			-185		-185	
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings	See risks above						

Agreed By:

Job Title and Name	Date
Head of Service:	24/07/14
Director:	24/07/14
Finance Managers:	24/07/14
DLT:	24/07/14
FFSG:	24/07/14
SLT:	29/07/14

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Future Fit Project Title: Self Financing of Discretionary Services

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	✓
Open for Business	
Health & Wellbeing	
Cross Council Priorities	

CMR Lead: Simon Geraghty, Anthony Blagg, John Smith, Lucy Hodgson
SLT Lead: John Hobbs
Head of Service Lead: TBC
CMR Challenge: Liz Eyre / Marcus Hart

Brief Project Description:

Budget reduction across a number of discretionary service areas including Greenspaces, Joint Museums Service, Arts, Archive and Archaeology, Music and Sustainability, in order to make savings through such things as efficiencies and income generation.

Purpose:

Reduction in budgets planned to achieve additional savings

Outcomes of the project:

Budget reductions achieved with no impact on service delivery.

Timescales:

Milestone	Completed By Date:
Service budgets reduced	2015/16

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Budget reductions impact on service delivery	Business plans developed to ensure quality of service delivery is not impacted by the budget reduction

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	1,300			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target	30		30
	Amber	56	50	106
	Red	44		44
Total	130	50	180	
Current FTE	131			
FTE Impact	46			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber		100			100
		Red					
		Total		100			100
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			100			100
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service:	24/07/14
Director:	24/07/14
Finance Managers:	24/07/14
DLT:	24/07/14
FFSG:	24/07/14
SLT:	29/07/14

Future Fit Project Title: Better Use of Property	
Type of Saving:	Please tick one box
FURTHER	<input checked="" type="checkbox"/>
FASTER	<input type="checkbox"/>
NEW	<input type="checkbox"/>

Corporate Plan Area:	
	Please tick one box
Children and Families	<input type="checkbox"/>
Environment	<input type="checkbox"/>
Open for Business	<input type="checkbox"/>
Health & Wellbeing	<input type="checkbox"/>
Cross Council Priorities	<input checked="" type="checkbox"/>

CMR Lead: John Campion
SLT Lead: John Hobbs
Head of Service Lead: Peter Parkes
CMR Challenge: Anthony Blagg, Sheila Blagg and John Smith

Brief Project Description:

To bring further efficiency in delivering property services, over and above the savings already delivered, across the region, including reduced overheads through the development of a Joint Property Vehicle, with a range of public sector partners; building on the current BuP programme to rationalise the use of office space used by WCC at County Hall Campus and restructure of the mail room service to make greater use of technology available in the market and respond to the reduction in non-electronic mail.

Purpose:

To deliver savings through a more joined up and efficient management, maintenance and contracting of property related services.

Generate income through significant further reductions in office space used by WCC at County Hall Campus thus releasing capacity to let space to other organisations.

Deliver savings through re-structure of County Hall mail room service.

Outcomes of the project:

- Overall savings of £820K, including:
 - More efficient and joined up approach to property service management, maintenance and contracting across WCC and the public sector through the Joint Property Vehicle, saving £400k by 16/17 from a total budget of £1.9m, noting that this is additional to £200K already identified within the MTFP for 2014/15.). Maintenance savings of £140k by 17/18 are also proposed.
 - Create space at County Hall Campus to let to other organisations (further £150k savings over and above the £1.2m already identified from DEFRA and HMRC))
 - Reduce office accommodation overhead costs to WCC
 - More efficient County Hall mail room service (£130k saving 15/16)

Timescales:

Milestone	Completed By Date:
Full JPV Business Case	October 2014
JPV Go Live Date	April 2015
JPV First tranche of savings released	April 2016

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Overall business case and forecasted benefits from JPV could be reduced if final agreement is not secured from all public sector partners.	Strong commitment has already been indicated by West Mercia Police, Warwickshire Police, Hereford and Worcester Fire and Rescue Service and 2 District Councils (Worcester and Redditch) and continued proactive stakeholder management and engagement will continue to manage this risk.
2. Directorates are unable to release space in County Hall and Wildwood in sufficient time to allow further savings to be made from additional income	Commitment already given to DEFRA and HMRC and Directorates committed to making this space. Alternative plans being considered for temporary arrangements to ensure this can happen. Monitoring of WCC space usage ongoing.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	Property Services & FM £2,300 Corporate Offices £3,000 Repair & Maintenance £1,200			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target	260	648	908
	Amber			
	Red	1,000 (cross org)		1000
Total	1,260	648	1,908	
Current FTE	141 FTE			
FTE Impact	Potential Reduction of FTE (TBD)			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered		130			130
		Green On Target		100			100
		Amber			300	140	440
		Red				150	150
		Total			230	300	290
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			230	300	290	820
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings	£150k red – office accommodation income - in addition to the current FutureFit target saving of £648K, there is a requirement to mitigate up to £400K from the release of accommodation arising from the Resources Commissioning Programme; this will negate the opportunity to deliver further savings towards the funding gap.						

Agreed By:

Job Title and Name	Date
Head of Service: Peter Parkes	23.7.14
Director: Patrick Birch	23.7.14
Finance Managers: Nick Hughes	23.7.14
DLT: Resources	23.7.14
FFSG:	24.7.14
SLT:	19.08.14

Future Fit Project Title: Modernising Financial Services	
Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:	
	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	✓

CMR Lead: Adrian Hardman
SLT Lead: Sean Pearce
Head of Service Lead: Sue Alexander and Stephanie Simcox
CMR Challenge: Anthony Blagg, Sheila Blagg, John Smith

Brief Project Description:

This project will enable additional savings in relation to Modernising Financial Services through streamlining and reduction in finance support staff and realising added benefit from the management of debt financing costs.

Purpose:

Deliver savings by reduced staffing through:

- Streamlining and rationalising Finance Support by reducing demand through enabling self-service for managers.
- Reduction in transactional activity as organisation moves to smaller Future Operating Model with less spend.

Cost efficiencies leading to reduced overheads.

Realising efficiency through better management of debt financing costs.

Outcomes of the project:

- Further savings of £210K. £185K through reduced debt financing costs and £25K through reduced staffing levels.
- More self-service for managers and staff
- Reduction in transactional activity and spend
- Reduced overheads
- More efficient management of debt financing costs.

Timescales:

Milestone	Completed By Date:
------------------	---------------------------

Executive Information System Go Live	1 April 2015
Ratify Baseline Transactional Activity	1 November 2015
Advertise tender for transactional services	19 December 2014
Cabinet decision – preferred provider	April 2015

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Increased borrowing costs beyond those forecast could increase debt financing costs	Margin of safety on borrowing costs built into current budget plan.
1. Transactional activity may not reduce as anticipated	Improve process to reduce demand and corporate risk to be highlighted to track reducing organisation.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	(£1,700 plus £30,400 Capital Financing)			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber	67		67
	Red	43	153	196
Total	110	153	263	
Current FTE	50.4 FTE			
FTE Impact	Potential Reduction of FTE (TBD)			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target		60		60	120
		Amber			90		90
		Red					
		Total		60	90	60	210
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's		60	90	60	210	
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Sean Pearce/Sue Alexander/Steph Simcox	23.07.14
Director: Patrick Birch	23.07.14
Finance Managers: Nick Hughes	23.07.14
DLT: Resources	23.07.14
FFSG:	24.07.14
SLT:	19.08.14

Future Fit Project Title: Modernising HR	
Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:	
	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	✓

CMR Lead: John Campion
SLT Lead: John Hobbs
Head of Service Lead: Elaine Chandler
CMR Challenge: Anthony Blagg, Sheila Blagg, John Smith

Brief Project Description:

The modernising HR services project is enabling staff reductions through: self-service, restructuring and streamlining HR and OD services and through downsizing in line with the future smaller organisation which has already identified savings in the current MTFP of £500K and will lead to additional savings of £290K. Discussions to review terms and conditions is also being considered.

Further savings of £180K have also been identified to be delivered in 2017/18 through reduction in Adult Social Care Training Budget. To enable these savings a current social care training review, across Adult Services is underway with options and recommendations on track to be presented to Directors before the end of 2014.

Purpose:

Delivering savings through:

- Less HR resource required through enabling self-service and streamlining processes and systems
- Reshaping and restructuring HR and OD services in line with the Future Operating Model and the size and shape of the resultant smaller organisation
- Reviewing adults and children's social care training provision
- Reduction in adult social care training budget

Outcomes of the project:

- Further savings of £470K
- Streamlined and more efficient HR and OD services.
- Self-service approach to HR service provision.
- Adult Social Care training budget reduced by £180K

Timescales:

Milestone	Completed By Date:
DMA for central teams implemented (inc. restructures)	Dec 14
Social Care training review recommendations	Sep 14
Social Care training review implementation (inc restructures)	Feb 15
New recruitment process launched (PACE)	Oct 14
DMA implemented in Directorate operational teams (inc restructures)	Dec 15
Employee life cycle launched (policy self service)	Mar 16
HR branding	Sep 14
'Investing in the Future' launched	Sep 14

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. DASH may not support reduction in adult social care training budget.	Options appraisal developed to provide choice
2. Volume of work through organisational restructures and commissioning projects may delay the opportunity to restructure HR/OD service	Planning underway to scope timeline of all directorate changes to understand if HR restructures can be 'staged'
3. Organisation may not downsize as quickly as anticipated which will put strain on ability to reduce HR/OD support.	As 2
4. Quality of care provision could be impacted through reducing the Adult Social Care Training Budget (both staffing and delivery)	As 1 An existing saving of £158K is already allocated to ASC training staffing review. Currently ASC and Children's SC training going through a detailed review, any additional savings (on the ASC side) over and above those currently in the plan will be used to offset the far more risky reduction in delivery budget.
5. Care Act identifies requirement for further 450 extra adult social care training days to be delivered in 2014/15	Priorities and plans will be reviewed.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£3,200 (inc £1,300 DASH training)			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber	291		291
	Red		56	56
Total	291	56	347	
Current FTE	166 FTE (inc. 26 FTE DASH training)			
FTE Impact	Potential Reduction of FTE 81			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber		90	100		190
		Red				280	280
		Total		90	100	280	470
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's		90	100	280	470	
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Elaine Chandler	23.07.14
Director: Patrick Birch	23.07.14
Finance Managers: Nick Hughes	23.07.14
DLT: Resources	23.07.14
FFSG:	24.07.14
SLT:	19.08.14

Future Fit Project Title: ICT Volumetric Reductions

Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	✓

CMR Lead: John Campion
SLT Lead: John Hobbs
Head of Service Lead: Peter Bishop
CMR Challenge: Anthony Blagg, Sheila Blagg and John Smith

Brief Project Description:

Reduce cost of ICT managed services through securing flexible pricing with alternative provider that will reduce price as WCC headcount reduces.

Purpose:

To secure commercial contract with ICT managed services provider that is flexible enough to reduce spend in line with WCC's reducing headcount as we move towards our smaller future operating model and ensure processes are in place within WCC to manage flexibility in costs in line with flexibility in headcount.

Outcomes of the project:

- Additional savings of £143.5K
- Flexible cost per headcount pricing mechanisms in ICT managed services contract

Timescales:

Milestone	Completed By Date:
Volumetric decrease	March 2016
Volumetric decrease	March 2017

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. If WCC headcount does not reduce in line with forecast savings opportunity will not be realised and increase in headcount will result in increased cost to WCC in relation ICT managed services	Business cases for commissioning activity must include and track reduction in headcount For any commissioned services where continued ICT Managed Service provision is required by alternative provider(s) funding must be highlighted and approved through ratification of business case

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)		£3,036					
Current Savings Programme (£000) & RAG 2015-17			2015/16	2016/17	Total		
		Green Delivered					
		Green On Target					
		Amber					
		Red					
Total							
Current FTE		(TBD) FTE					
FTE Impact		Potential Reduction of FTE (TBD)					
PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber			61	82	143
		Red					
		Total			61	82	143
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			61	82	143	
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings	Savings identified assumes that the council contracts with preferred provider as planned. Assumption is 500K savings over 5 years of the contract life however 89K is already included in S&CA savings plans to cover the reducing overhead of sold services.						

Agreed By:

Job Title and Name	Date
Head of Service: Peter Bishop	23.07.14
Director: Patrick Birch	23.07.14
Finance Managers: Nick Hughes	23.07.14
DLT: Resources	23.07.14
FFSG:	24.07.14
SLT:	19.08.14

Future Fit Project Title: ICT Network Upgrade	
Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:	
	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	✓

CMR Lead: John Campion
SLT Lead: John Hobbs
Head of Service Lead: Peter Bishop
CMR Challenge: Anthony Blagg, Sheila Blagg, John Smith

Brief Project Description:

Further savings identified through upgrade of ICT network project already underway.

Purpose:

To deliver additional savings through a reduction in cost and risks associated with locally-provided solutions and upgrade of ICT network that will bring further resilience to WCC and platform to build opportunities to enable "infrastructure as a service" and other new service options without penalty.

Outcomes of the project:

- Additional savings of £59K through reduced operational costs.
- Reduced risk associated with locally-provided solutions.
- Business agility for property consolidation (i.e. cessation and migrations without penalty).
- Increased network resilience through enhanced business continuity and disaster recovery opportunities.
- Open opportunities to move, without penalty, with the "technology migration path" as new service options become available e.g. superfast broadband.
- Enable "infrastructure as a service" from key suppliers including PSN-based services e.g. email, security, hosting and public sector integration.
- Bring ability to establish sub-network for clusters of schools to further reduce costs through sharing services.

Timescales:

Milestone	Completed By Date:
New network installed	February 2015

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Migration cannot be completed before the end of the current contract.	Prioritisation plan will reduce this risk for all parties and contingency will be built into the project costs.
2. Additional cost arising from the early line cancellation.	Prioritisation plan will reduce this risk for all parties.
3. Capacity to manage the roll out to council and school sites is insufficient to meet the timeline.	Capacity analysis will be included in the roll out plan and additional resource may be required.
4. Failure of the supplier Virgin Media to deliver to schedule. Currently we anticipate the project will not finish until February 2015. This will cause the Council a major issue if this is the case.	Escalation within WMPSN Group Escalation within VMB Apply service credits and other contract mechanisms to penalise VMB Alternative supplier if necessary.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	426			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target	125		125
	Amber			
	Red			
Total	125			125
Current FTE	(TBD) FTE			
FTE Impact	Potential Reduction of FTE (TBD)			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target		59			59
		Amber					
		Red					
		Total		59			
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			59			59
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Peter Bishop	23.07.14
Director: Patrick Birch	23.07.14
Finance Managers: Nick Hughes	23.07.14
DLT: Resources	23.07.14
FFSG:	24.07.14
SLT:	19.08.14

Future Fit Project Title: Worcestershire Hub

Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	✓

CMR Lead: John Campion
SLT Lead: John Hobbs
Head of Service Lead: Peter Bishop
CMR Challenge: Anthony Blagg, Sheila Blagg, John Smith

Brief Project Description:

Build on the current savings profile for Worcestershire Hub Shared Services with Malvern Hills and Worcester City (WHSS) by transferring the existing WHSS face to face and telephone capability from Customer Services to the preferred partner of the South Worcestershire Partners i.e. Civica, whilst continuing to develop digital access internally leading to a significant reduction in the demand for assisted contact over a five year period.

In addition, through the current arrangements reduced volume of assisted contact is anticipated to deliver further savings through the Worcestershire Hub Partnership with Wyre Forest, Redditch, Wychavon and Bromsgrove District Councils.

Purpose:

Improve efficiency and cost of effectiveness of customer access through commissioning of WHSS face to face and telephone contact to third party. Increase the resilience for the County Council as the contact centre gets smaller and reduce the risk to the County Council of achieving 20% reduction in call volumes and take advantage of volume reductions of customer interactions through the Worcestershire Hub Partnership.

Outcomes of the project:

- Savings of £230K
- Securing minimum 5 year guaranteed savings plan through contracted provision with alternative provider
- Increased resilience and reduced risk to WCC of achieving reduction in call volumes
- Enable future flexibility in cost to WCC through "pay by demand" and incentivised payment mechanisms.
- Increased future opportunity to increase channel shift through incentivised payment mechanisms and ability to exploit new technology and third party expertise.
- Enhanced face to face service to support local people for the changes arising from Universal Credit.

- Reduction in cost to partnership to facilitate customer interactions.

Timescales:

Milestone	Completed By Date:
Approval to progress to Business Case from Joint Committee	June 2014
Detailed Business Case – first draft	End of July 2014
Consultation with key service areas and members	End of Aug 2014
Progress through governance for shared service authorities	End of Sept 2014
Implementation (pending approvals)	October 2014 to March 2015
Go Live	April 2015
Reduce payments to Worcestershire Hub Partnership	April 2015

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Adverse/negative perception created by Partner Councils including WCC entering into a commercial arrangement for provision of direct customer contact	Plan the stakeholder engagement and decision making framework carefully
2. Implementation may be delayed due to complexities of four layers of governance involving WCC, Malvern Hills DC and Worcester City.	Plan the stakeholder engagement and decision making framework carefully
3. Current (£200K) and new savings identified may not be achievable once the full cost and detail of un-winding commercial and legal frameworks with District Partners is understood, particularly with uncertainty on Pensions position	Work through detail of business case
4. Ongoing required level of savings from year 3 may not be achieved	Monitor contract accordingly
5. Some client service areas may choose to pull customer demand back into service before commissioning of the Hub takes place affecting the automated development of those services.	Not allow this; clear governance and leadership support; HoS engagement to explain issues
6. Performance levels (e.g. response times) and accessibility may be compromised.	Build KPI's and service credits into the contract and monitor performance
7. Moving to a commercial model could see some changes in opening times as well as targets for response times.	As volumes decrease over a period of time this will mitigate the impact of these changes.
<i>A set of risks associated with retaining the service in-house also exists.</i>	

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	1,400			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target	133		133
	Amber	200	121	321
	Red	50		50
Total	383	121	504	
Current FTE	65 FTE			
2FTE Impact	Potential Reduction of FTE (TBD)			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target		100			100
		Amber		10	30	90	130
		Red					
		Total		110	30	90	230
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			110	30	90	230
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings	Savings have been modelled over a 5 year term and assume there will be: A guaranteed element (early suggestions this may be 200K) over 5 years and a non-guaranteed element based on volume reductions of £150K over 5 years						

Agreed By:

Job Title and Name	Date
Head of Service: Peter Bishop	23.07.14
Director: Patrick Birch	23.07.14
Finance Managers: Nick Hughes	23.07.14
DLT: Resources	23.07.14
FFSG:	24.07.14
SLT:	19.08.14

Future Fit Project Title: Modernising Legal and Democratic Services

Type of Saving:	Please tick one box
FURTHER	✓
FASTER	
NEW	

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	✓

CMR Lead: John Campion
SLT Lead: John Hobbs
Head of Service Lead: Simon Mallinson
CMR Challenge: Anthony Blagg, Sheila Blagg, John Smith

Brief Project Description:

The streamlining of the future delivery of Legal and Democratic Services will enable potential further savings through reductions in staffing/administrative costs and service provision.

This will include a review of Scrutiny structures and ways of working to ensure members can lead Scrutiny in the most effective way for a Commissioning Council. It will also include continuing the journey towards digital working and self-service, redefining the way members work as well as officers.

Further consideration will also be given to commissioning opportunities to improve resilience in relation to legal services particularly with regard to commercial and child protection work.

Purpose:

Delivery of savings from reduced staffing/administrative costs through:

- Increasing self-service and digital working
- Some reduction in legal support
- A review of Scrutiny structure and operation within a Commissioning Council, facilitated by the Centre for Public Scrutiny.

Outcomes of the project:

- Further savings of £100k
- Increased implementation of the Digital Strategy
- A Scrutiny model which complements a Commissioning Council.

Timescales:

Milestone	Completed By Date:
Calculate hourly costs of legal provision on a business basis and consider commissioning review to strengthen legal resilience	March 2015
Bid to Centre for Public Scrutiny for no cost facilitation of Scrutiny review	August 2014
Undertake Scrutiny review	November 2014

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Service demands are unlikely to decline significantly as a result of the Council's FOM and reductions in staffing could impact on level and quality of service provided thus impacting on the ability to meet service directorate, user and member expectations.	Joint working with service directorates, users and members to prioritise work and ensure precedence for priority activity.
2. Costs of redundancy	Possibility to off-set one of costs to future year on year savings
3. Reduction in staff performance levels and increase in stress due to reduced staffing levels at times of increased demand	Rigorous management of user expectations in light of reduced resource and support given to staff to prioritise and say "no".

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£1,300			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber	72	72	144
	Red			
Total				
Current FTE	(30.3) FTE			
FTE Impact	Potential Reduction of FTE (2)			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red			50	50	100
		Total			50	50	100
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			50	50	100	
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered		<i>Work complete – actual savings delivered</i>				
	Green On Target		<i>Savings on track and forecast to be achieved before the end of the current financial year</i>				
	Amber		<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>				
	Red		<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>				
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Simon Mallinson	24.09.14
Director: Patrick Birch	
Finance Managers: Nick Hughes	
DLT: Resources	
FFSG:	
SLT:	

Future Fit Project Title: Accelerating the Digital Council and Customer Access	
Type of Saving:	Please tick one box
FURTHER	
FASTER	✓
NEW	

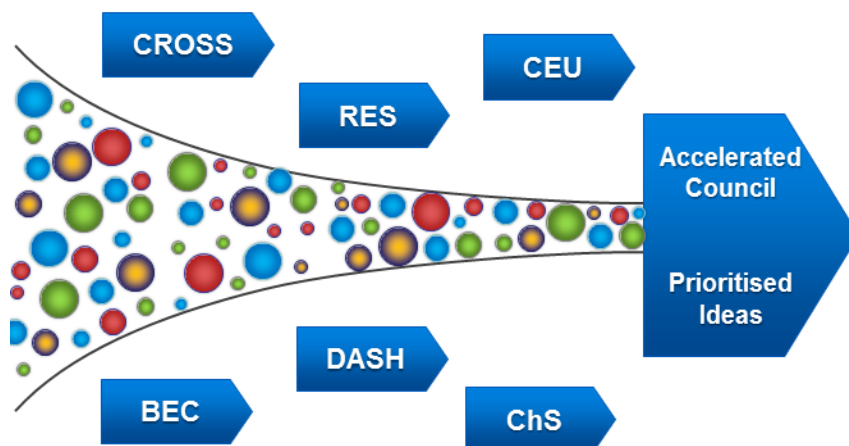
Corporate Plan Area:	
	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	✓

CMR Lead: John Campion
SLT Lead: John Hobbs
Head of Service Lead: Peter Bishop
CMR Challenge: Anthony Blagg, Sheila Blagg, John Smith

Brief Project Description:

Accelerating Digital Council (ADC): Having set the strategic direction of the 'Digital Council', we are now setting the challenge of asking ourselves what else will help deliver benefits and efficiencies to Worcestershire County Council with the better use of technology AND new attitudes, behaviours and ways of working. We already have a substantial plan of activity within our Digital strategy (latest transformational plan). This initiative is badged 'Accelerating the Digital Council', i.e. what can we bring forward from the current plan or what more can we do to achieve the ambitions articulated in the digital strategy?

Rather than rely on a top down approach to idea generation for 'accelerating the digital council', we have engaged a bottom up approach to generate the ideas. This mixture of face-to-face and online engagement of the whole of our Worcestershire County Council staff has led to 78 ideas.



The 78 ideas have been currently distilled down to 14 and themed under the following criteria:

- Alignment to our future direction / operating model
- Return on investment
- Helping staff do their job
- Helping customers access services
- Culture Change
- Joining up with partners

Some provide cost savings. Some provide cultural change and promote improved engagement with our customers. The 14 ideas are broken down by directorate as follows:

12 – ALL Directorates

1 – BEC

1 – DASH

1 – DASH / ChS

Each idea will be taken through our normal process of analysis and design. This will confirm the business case and benefits, be that cashable or otherwise. In which directorate budget this will land will also be confirmed which will be validated with each Directorate and Finance. A synopsis of these ideas is as follows: Prioritised Early Wins are highlighted in yellow.

Area	Theme	Idea	Expected Benefit	Process Affected
ALL	Return on Investment	Spend Analysis review	Review current spend and analyse saving opportunities	All WCC spend
DASH / ChS	Helping Staff Do Their Job / Culture Change	Mobile app for social workers	More up-to date information, more time spent supporting vulnerable people etc.	Safeguarding vulnerable people
ALL	Helping Customers Access Services	Streamline freedom of information act by providing 'open data' for transparency	Cost of delivering freedom of information acts is reduced (administration, workflow)	All freedom of information act requests
ALL	Helping Staff Do Their Job	Replace SID including improved search functionality	Less time spent navigating SID for info, more direct & quicker service	All staff requiring info
ALL	Helping Staff Do Their Job	Online travel and expense claims for non-employees (note: TA2 forms are paper forms)	No creation of vendor or punched payment but need to cover risk of misuse/fraud/authorisation issues	Vendor creation and payment
DASH/ChS	Helping Staff Do Their Job / Helping Customers Access	Could we use Lync video calling to complete supervision as	petrol and traveling time	Video or voice. Out of county clients.

	Services	this would save on petrol and traveling time		
ALL	Return on Investment / Culture Change	Advertising	Opportunity to generate income from advertising on WCC website with potential to increase revenue gains through maximising digital choice through Channel shift. Opportunity to support local charities, community initiatives, energy efficiency related products and Health & Well being suppliers.	Increased Revenue.
ALL	Helping Customers Access Services / Culture Change	Video Production Service	Create a capability to make and deliver quality video broadcasts via intranet and internet to better engage and support our customers	All customer facing services
ALL	Helping Staff Do Their Job	Enabling Members	Reduction in Democratic services for supporting members. Printing cost reductions (agendas, papers, etc) and enabling members to self-serve for expenses claims.	Member related processes
ALL	Return on Investment	Printer Rationalisation	Reduce the amount and type of printers	All WCC spend
ALL	Return on Investment	ICT Category Management	Use category management to reduce spend on ICT, e.g. mobile phones	All WCC spend
ALL	Helping Staff Do Their Job	People Data Process	Up-to date staff information available, opportunity to support virtual switchboard, enabling self-serve for staff, timely and accurate information available, less time spend navigating SID for information. End to end automated process, eliminating current manual processes.	<ul style="list-style-type: none"> • Employees • Applications team • HR • Systems • Reception staff • Security staff
ALL	Return on Investment	PO Streamlining & Approval	Reduce manual processes for the creation and approval of POs	All WCC Spend

ALL	Joining up with partners	Collaboration	Enable WCC to share information with partners and eliminate manual and efficient processes	All partner engaging processes
ALL	Helping staff to do their jobs	Reduction in mobile phone charges	Bring efficiency through better and more coordinated management of mobile telephone contracts and usage	Mobile phone contracts

Project Description: Customer Access Programme (CA): By 2017 the Council will become an organisation that can be accessed 24 hours a day, 7 days a week enabling customers to access what they need to, when they need to, wherever they are. A clear underlying assumption to this theme will be that every citizen – tax payer, business, social care user, family, child – can and will meaningfully integrate the internet into their daily lives. For a number of customer groups and services, the internet will become the default channel that is used to access Council services. Demographic, social, accessibility (e.g. access to high quality broadband) and technological trends support this direction of travel.

A range of projects will be delivered which will shape the external and internal customer service model for Worcestershire County Council based on simplified processes that take the customer from first point of contact through to resolution quickly and efficiently. Through the application of methods that help us to understand demand, processes and intelligence relating to a range of self service channels will be developed so that customers will be able to use them for accessing Council services in the same way that they do for every day personal or business needs. Assisted contact will remain in place for vulnerable customers or customers with highly complex needs.

The customer access theme links into the Digital Strategy and is a key enabler to achieving the scale of development to channel change that is required.

Purpose:

Accelerating Digital Council (ADC): The reason for this 'accelerating digital council' initiative is to promote and deliver culture change in our Worcestershire County Council organisation so that we use technology to make ourselves more efficient and effective in the way we go about our business.

Our focus will be all our customers internal and external. This will include playing a key role in Customer Centric Pilots (e.g. joining Stronger Families, Property, FAME and Partnership Working as a locality based project)

Customer Access Programme (CA): The Customer Access Programme helps the Council to balance both the needs of the customer and the organisation. The way in which customer demand presents has changed noticeably in recent years. This is driven relentlessly by increasing customer preference for electronic self-service and the rapid evolution of enabling technology such as smart phones. Demand for service delivery face to face and on the telephone has been declining as customers increasingly switch to self-service channels. Similarly, individual services within the Council are under continuing pressure to deliver savings through more efficient ways of working. This programme therefore helps to meet a number of requirements that are very real, today.

Outcomes of the project:**Accelerating Digital Council (ADC):** Will deliver the following benefits:

- New cost savings
- Helping front line workers become more productive using digital tools
- Transform our organisation through the better use of technology as we deliver on our mission of 100% services online
- Enable better ways of working with our partners
- Streamlined, automated processes and therefore a massive reduction in manual processes and our paper mountain
- Support the commissioning process and challenge new providers to make us more productive

Customer Access Programme (CA): Will deliver the following benefits:

- Reduce the level of "assisted" contact year on year;
- Key design principles for delivering channel change are defined and tracked;
- Customer service model for the County Council is reviewed and more efficient access points for enquiries and service users are marketed;
- A current and consolidated website offer is developed that is continuously updated and revised to a set of consistent principles appropriate to a primary access channel for all accessible groups;
- Reduce the overall cost for delivering services directly to internal and external customers across the County Council

Timescales:**Accelerating Digital Council (ADC)**

Milestone	Completed By Date:
Review new ideas (including benefits, savings and enablement)	October 2014
Prioritise and deliver new work packages and plan start of implementation concept and design.	Tbc – 2014 / 2015
Champion the new processes and ways of working	Tbc – 2014 / 2015

Customer Access Programme (CA):

Milestone	Completed By Date:
Delivery of 'Fundamentally Enabling' projects completed inc. Digital by Choice – Customer Access Platform and Digital Inclusion	March 2015
Delivery of first 'directorate specific' projects inc. E-marketplace - information and advice (DASH) Libraries & Learning: Channel shift & review of web content (BEC) Registration: Channel shift and review of web content (BEC) E-marketplace to have adopted principles of Customer Access-managed as part of the Future Lives programme (DASH)	March 2015
Delivery of further 'directorate specific' projects Edulink, Early Help Hub and Safeguarding (Chs)	June 2015
Children's Services: Wider Channel shift and review of web content (Chs)	September 2015
Health: Wider Channel shift (DASH)	September 2015
Digital by Choice – Review of web content (DASH)	September 2015

<p>Delivery of Wider Channel Shift and review of web content across:</p> <ul style="list-style-type: none"> -Adult Social Care (DASH) -Legal & Democratic Services (Res) -Chief Executive's Unit (CEU) -Integrated Education Transport (BEC) -Highways (BEC) -Archaeology and Cultural Services (BEC) <p>Delivery of E-marketplace - transactional services</p>	<p>December 2015</p> <p>March 2016</p>
<p>Delivery of 'other enabling systems and projects'</p> <p>Electronic Signatures and Certificates Access to Secure email system Elimination of Faxes Universal access to e-learning Mobile working/ remote use of LYNC Online timesheets and projects re-charge</p> <p>Electronic Document and Record Management System Universal Payment System and Front-end Storefront PUSH Technology Online "dropbox"</p>	<p>December 2016</p> <p>March 2017</p>
<p>Delivery of Long Term projects</p> <p>SID Replacement EDRMS Phase 2 (replace U:Drive)</p>	<p>TBC 2017</p>

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description: Accelerating Digital Council	Mitigation: Accelerating Digital Council
1. Transformation / Change Management	Use of change management methodologies by business analysts in the delivery elements of the projects
2. Buy-in and commitment from Heads of Services to deliver the cost savings	Engage Heads of Services early in the concept and solution design of the individual accelerating digital council ideas
Risk description: Customer Access	Mitigation: Customer Access
1. Whilst demand for assisted methods of contact is reducing there is a need to influence a change in customer behaviour at a faster pace in order to deliver the required transformation by 2017.	<ul style="list-style-type: none"> • Development of a change management strategy that incorporates the need for stronger and more aggressive marketing campaigns; • Utilisation of change management methodologies in targeting specific customer groups
2. Organisational culture needs to align to thinking about how we deliver things differently. Risk that some services cannot see beyond processes and practices that already exist.	<ul style="list-style-type: none"> • Change management strategy to encompass the need for organisational change and apply methods such as constant communication and consultation; • Robust governance in place for each project area so that any issues around the risk can be escalated.

<p>3. Risk that the programme "generalises" channel shift for all customer groups without understanding those that can't, won't, don't, aren't able to access alternative channels.</p>	<ul style="list-style-type: none">• Digital Inclusion work stream to underpin the development of this programme that seeks to understand all of our customer groups;• Continuing the use of and refining customer persona's so that we are clear all customer groups are represented in change activity and are included in accessibility options;• Digital Inclusion work stream to be launched as a cross cutting initiative so that all services embed this within their individual plans for change.• Carry out further equality impact analysis where relevant.
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Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	Accelerating Digital Council (ADC): (TBD) Customer Access: N/A. Investment for programme already identified as part of CSW 2013/14.			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber	168	50	218
	Red	50		50
	Total	218	50	268
Current FTE	ADC: (TBD) FTE Customer Access: Cross Cutting Programme. Each project scope will address this as we work with individual service areas.			
FTE Impact	ADC: Potential Reduction of FTE (TBD) Customer Access: Cross Cutting Programme. Each project scope will address any reduction in FTE			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target		ADC: 50	ADC: 50		242
		Amber		ADC: 40	ADC: 50	ADC: 50	140
		Red		ADC: 35	ADC: 35		70
		Total		267	135	50	452
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's		267	135	50	452	
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key		Green Delivered	<i>Work complete – actual savings delivered</i>				
		Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>				
		Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>				

	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>
Comments on RAG Ratings	<p>CA: £142k of "new" savings have been identified as part of this programme. It is expected that this can be delivered through 15/16 although we have yet to scope these areas of work.</p> <p>This programme is also seen as a key enabler for delivering against savings targets across the organisation. Potentially, the projects could enable up to £2.8 million (subject to further scoping).</p>	

Agreed By:

Job Title and Name	Date
Head of Service: Peter Bishop	23.07.14
Director: Patrick Birch	23.07.14
Finance Managers: Nick Hughes	23.07.14
DLT: Resources	23.07.14
FFSG:	24.07.14
SLT:	19.08.14

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Future Fit Project Title: Systems and Customer Access Operating Model

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	✓

CMR Lead: John Campion
SLT Lead: John Hobbs
Head of Service Lead: Peter Bishop
CMR Challenge: Anthony Blagg, Sheila Blagg and John Smith

Brief Project Description:

Rationalisation of staffing levels in line with the Council's 40% smaller future operating model; reduction in directly provided services and forecast reduction in customer complaints and ICT enabled change; commissioning of ICT, Customer Services and other service directorate and support services functions.

Purpose:

Deliver savings through reduced staffing in the following areas:

- Reduction in business analyst support
- Reduction in project management support
- Reduction in consumer relations support

Outcomes of the project:

- Savings of £235K
- Less complaints and need for complaint management resource due to downsized organisation
- Reduction in the need for business analyst and project management support staff in line with smaller organisation and more third party provision of services.
- Reduction in ICT enabled change.

Timescales:

Milestone	Completed By Date:
Develop consultation plan	October 2016
Start of Consultation	December 2016
End of Consultation	February 2016
First staff exits	March 2017
Complete work	March 2017

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Customer complaints may not decline as anticipated	Work with e-marketplace and children's teams to mitigate the risk by better signposting and information
2. The anticipated decline in ICT enabled change/customer needs is less than forecast. This is a volumetric led approach.	Purchase additional skills on a contract or project by project basis.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	(TBD)			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total				
Current FTE	(TBD) FTE			
FTE Impact	Potential Reduction of FTE (7)			

PROPOSED SAVINGS		2014/15	2015/16	2016/17	2017/18	Total	
New Savings (Further and New)	£00 0's	Green Delivered					
		Green On Target					
		Amber					
		Red				235	235
		Total				235	235
Existing Savings (Faster)	£00 0's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's				235	235	
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Peter Bishop	23.07.14
Director: Patrick Birch	23.07.14
Finance Managers: Nick Hughes	23.07.14
DLT: Resources	23.07.14
FFSG:	24.07.14
SLT:	19.08.14

Future Fit Project Title: Reducing SAP Support Costs

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	✓

CMR Lead: John Campion
SLT Lead: John Hobbs
Head of Service Lead: Peter Bishop
CMR Challenge: Sheila Blagg, Anthony Blagg, John Smith

Brief Project Description:

To reduce the Council's ERP (SAP) support costs through the re-provision of the ERP solution in line with the council's smaller future operating model and forecast reduction in number of staff employed.

Purpose:

To deliver savings through re-provision of ERP (SAP) support costs via third party provision and to mitigate, if possible, investment costs through Commissioning of HR/Finance and SAP bundle to market.

Outcomes of the project:

- Savings of £110K on system support costs (*nb: this will either be delivered through re-provision of ERP or commissioning HR/Finance/SAP bundle to market*)
- Flexible support costs through flexible contract pricing in line with smaller future operating model of council.
- Potential to deliver additional savings on ERP (SAP) maintenance costs.
- Broader cost benefits likely to be assumed by major replacement and rationalisation of ERP through commissioning.
- Increase in quality and effectiveness of service delivery due to proactive nature of alternative provider compared with SAP.

Timescales:

Milestone	Completed By Date:
Issue ITT	October 2014
Identify Preferred Supplier	March 2015
Contract Award	July 2015
Commence transition to new system	October 2015
Go live with new system	April 2016

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Savings could be double counted if these savings are also included in the HR/Finance/Payroll/SAP commissioning activity	Savings proposed are consistent with the financial modelling for the commissioning of HR/Finance/SAP and will need to be reviewed during procurement process
2. Delays in the commissioning process	Robust project management, external support and internal and external challenge
3. Implementation costs are not absorbed within HR/Finance/SAP contract as a per financial model assumptions	Included in assessment of value for money of contract

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	818			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total	0	0	0	0
Current FTE	(TBD) FTE			
FTE Impact	Potential Reduction of FTE (TBD)			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red		6	110		116
		Total		6	110		116
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's		6	110			116
ANY INVESTMENT REQUIRED?	£000's	Estimated costs of £0.5m to £1.0m assumed to be absorbed by third party provider					
Is investment recurrent?	Y/N	N					
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

Agreed By:

Job Title and Name	Date
Head of Service: Peter Bishop	23.07.14
Director: Patrick Birch	23.07.14
Finance Managers: Nick Hughes	23.07.14
DLT: Resources	23.07.14
FFSG:	24.07.14
SLT:	19.08.14

Future Fit Project Title: Resources – Other Services Efficiencies

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	✓

CMR Lead: John Campion
SLT Lead: John Hobbs
Head of Service Lead: Sean Pearce and Peter Bishop
CMR Challenge: Anthony Blagg, Sheila Blagg, John Smith

Brief Project Description:

To deliver further efficiency savings across the Resources Directorate including management and procurement functions.

To include a review of admin provision across Resources.

Purpose:

To reduce organisational overheads through delivery of savings to revenue budgets across the Resources Directorate including administration costs.

Outcomes of the project:

- Total Savings of £69K
- Deletion of Policy Officer post (£37k)
- Further efficiencies across administration and support (£32k)

Timescales:

Milestone	Completed By Date:
Delete vacant post	31.3.15
Commence Administration Review	01.09.14
Complete Administration Review Business Case	30.11.14

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
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1. Administration Review does not identify savings opportunities	Business Case to be developed with focus on agreed outcomes
2.	
3.	
4.	
5.	
6.	
7.	

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	(TBD)			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total				
Current FTE	(TBD) FTE			
FTE Impact	Potential Reduction of FTE (TBD)			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red				69	69
		Total				69	69
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's					69	69
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						
RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>					
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>					
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>					
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>					
Comments on RAG Ratings							

***Example**

Agreed By:

Job Title and Name	Date
Head of Service:	22.07.14
Director: Patrick Birch	23.07.14
Finance Managers: Nick Hughes	23.07.14
DLT: Resources	23.07.14
FFSG:	24.07.14
SLT:	19.08.14

Future Fit Project Title: Future Operating Model Change

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	✓

CMR Lead: John Campion
SLT Lead: Clare Marchant
Service Lead: Katharine Clough
CMR Challenge: Anthony Blagg, Sheila Blagg, John Smith

Brief Project Description:

Streamline the Chief Executive's Unit in line with the council's smaller Future Operating Model and response to Service Directorates.

Purpose:

Deliver savings and ensure a more streamlined CEU through reduction in executive posts, salaries and revenue budgets in communications, business support and performance management teams.

Outcomes of the project:

- Savings of £172K
- More streamlined CEU in line with Council's smaller FOM.
- Demonstrable response to service directorate requirements and budget savings.
- Less executive management posts
- More efficient communications, business support and performance teams.

Timescales:

Milestone	Completed By Date:
Delete ACEO Post	Completed
Appoint CEO on lower salary	Completed
Complete restructure within Research and Marketing Team	2015/16

Risks/Impacts (E.g. risks to delivery of project – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Streamlining activity may not realise savings identified.	Full business case approach to be developed.

2. Service directorates may not support potential cross subsidy from budgets	Full consultation to be completed.
3. Service directorates and external customers may not remain appropriately supported during and after downsizing activity.	Customer requirements and priorities to be identified.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	£1,400			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total	0	0	0	0
Current FTE	(TBD) FTE			
FTE Impact	Potential Reduction of FTE (TBD)			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered		52			52
		Green On Target					0
		Amber		65			65
		Red			30	25	55
		Total		117	30	25	172
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			117	30	25	172
ANY INVESTMENT REQUIRED?	£000's						
Is investment recurrent?	Y/N						

RAG Ratings Key	Green Delivered	<i>Work complete – actual savings delivered</i>
	Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>
	Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>
	Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>
Comments on RAG Ratings		

Agreed By:

Job Title and Name	Date
Service Lead:	Katharine Clough
Director:	N/A
Finance Managers:	Nick Hughes 20.08.14
DLT:	N/A
FFSG:	25.07.14
SLT:	19.08.14

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Future Fit Project Title: Operating Model – Support to Commissioners

Type of Saving:	Please tick one box
FURTHER	
FASTER	
NEW	✓

Corporate Plan Area:

	Please tick one box
Children and Families	
Environment	
Open for Business	
Health & Wellbeing	
Cross Council Priorities	✓

CMR Lead:	John Campion
SLT Lead:	Clare Marchant
Head of Service Lead:	Elaine Chandler
CMR Challenge:	Liz Eyre and Anthony Blagg

Brief Project Description and Purpose:

The purpose of this project is to implement effective Commissioning Support for Strategic Commissioners, in line with the May 2014 Council paper "FutureFit: Future Operating Model". This will be based on the key roles as defined in the Council paper, as follows:

- "Strategic commissioners will remain accountable for all outcomes delivered by commissioning including service outcomes, budget and value for money, regardless of provider....."
- "Commissioning Support: We will make sure staff who are commissioning and buying services on behalf of the Council get the right expert and specialist support from colleagues with expertise in commercial management, finance, legal services etc.....This is likely to require an element of structural change....."

The project will put in place new processes, systems and structures to enable effective and consistent support to commissioners across Worcestershire County Council.

Outcomes of the project:

- Standardised approach to commissioning and contracting across Worcestershire County Council
- Consistent professional standards, behaviours, competencies etc. for all staff identified as undertaking commissioning support roles
- Strategic commissioners know where to obtain quality advice, support and guidance and access the tools available to support excellent commissioning
- Consistent and proactive approach to market management, market engagement and development to promote the Council's Open for Business priority
- Commercial rigour applied to all WCC procurement, contracting and contract management so that value for money (linked to delivery of outcomes) can be evidenced across WCC's contracted expenditure

- Performance management and quality assurance of contracts is proactive, rigorous, proportionate and consistent with agreed professional standards across WCC

Scope of the project and project approach:

The project scope will be fully cross-directorate, incorporating all roles which are defined as providing "Commissioning Support" within the "Operating Model Roles and Functions Matrix" (agreed 8/7/14). In summary, these functions are as follows:

- **Contract management**, including specification and tender development, tender process management, contract preparation, contract administration and management of contract changes, payment approval and day-to-day provider relationship management
- **Contract quality assurance**, including quality assurance and performance management of contracts, monitoring visits, reporting to commissioners on results of monitoring and QA, risk management for individual contracts and ensuring provider compliance with safeguarding policies and procedures
- **Commercial commissioning**, including professional lead on commissioning support, commercials and procurement, commercial support and challenge to commissioners across the commissioning cycle, corporate lead on commissioning tools, due diligence, commissioning management information, market engagement and market management, corporate lead on quality and performance and risk management
- **Business partner roles**, including finance, legal, HR, technical and information, research, marketing, change, pensions, property etc.

For Contract Management and Contract Quality Assurance, the proposed model is that these functions will in the short term remain directorate-based, with directorate-based line management. However, the project will put in place strong professional "matrix" management from the central Commercial Commissioning function and will seek to build effective commercial commissioning support using a "bottom-up" approach to build the structures required to meet the operating model outcomes. This approach will then enable the direction of travel towards a centralised model for Commissioning Support to be in place by October 2015.

As a first step, an "as is" structure chart will be mapped to determine the exact roles in scope; following staff engagement a new structure will be built, including new standardised job descriptions and person specifications for the required commercial commissioning support roles across WCC. The appointment of a new Workforce Strategy Manager post will be a key enabler for this work.

The business partner roles will fall within the scope of this project to ensure that these functions are fully aligned with the operating model for Commissioning Support, in order to meet the outcomes set out above.

The proposed £400k saving is an approximate 15% reduction on current identified spend of £2.7m on Commissioning Support activities across the directorates. £300k of this saving would be reallocated from directorate savings related to Commissioning Support (including business partner functions) and used to fund the central commissioning support team from 2017/18, when the allocated transformational bid funding ceases for this central team. Therefore net revenue savings of £100k would be realised from the implementation of the consolidation of the commissioning support activities, initially with the standardisation of roles and processes, then the proposed centralisation of the commissioning support functions.

Timescales:

Milestone	Completed By Date:
Future Operating Model approvals complete	15/5/14
Operating Model Roles & Functions Matrix complete and agreed	8/7/14
Identify all roles within scope of the project	1/9/14
Workforce Strategy Manager appointed in post	1/9/14
Roles, definitions and language for Strategic Commissioning and Commissioning Support finalised following staff engagement	30/9/14
Systems and processes to support commissioning developed and in place (e.g. commissioning toolkit, commissioning management information, commercial team support etc.)	31/12/14
Mapping of new (draft) structures/roles/job descriptions etc. completed	31/12/14
Staff consultation complete	31/3/15
Detailed budgets for new services and detailed plans for savings finalised	31/3/15
Implementation of new Phase 1 structures complete	31/5/15
New operating model for Commissioning Support (including Phase 2 centralisation as appropriate) in place	31/10/15

Risks/Impacts (e.g. risks to project delivery – financial, political, reputational, legal, equality)

Risk description	Mitigation
1. Lack of staff engagement and buy-in to the new operating model	Stakeholder engagement plan developed; engagement with staff built into process at all key stages
2. Project does not realise proposed £100k "further, faster, new" savings due to need to cover investment required (see below) or double-counting with existing savings plans in directorates	Financial modelling of impact of planned changes will be carried out as early as possible in the programme; work with financial teams across directorates to eliminate double-counting risk
3. Risk that proposed model of funding the ongoing base budget investment in central commercial function (i.e. funded by savings from within this programme - commissioning staff restructures) will not deliver level of savings/investment required for a sustainable central function	Financial modelling of impact of planned changes will be carried out as early as possible in the programme; work with financial teams across directorates to eliminate double-counting risk
4. Systems and processes not in place to support structural change	Changes to systems and processes built into programme plan ahead of structural change to ensure adequate support in place
5. Pace of change across directorates means that restructures are currently in progress which may cut across/impact on this programme	Workforce Strategy Manager post will provide strategic oversight and track interdependencies
6. Proposed interdependent transformational changes across directorates (e.g. Future Lives transition to an online marketplace model rather than directly contracted services) may require a different type of commissioning support model for the future	New model for commissioning support needs to align to strategic direction of all directorates, and be sufficiently "future-proofed" to meet WCC's short, medium and long-term requirements.
7. Links with partners e.g. Health are not taken into account during development of the new model	Stakeholder engagement plan developed; interdependencies and links with partners to be a key consideration as the programme progresses.

Budget and Proposed Project Savings

2014-15 Base Budget excluding Recharges & Management Restructure (£000)	Staffing budget for Commissioning Support (all WCC) = £2.7m (draft t.b.c.) Staffing budget for Strategic Commissioning (all WCC) = £2.4m (draft t.b.c.)			
Current Savings Programme (£000) & RAG 2015-17		2015/16	2016/17	Total
	Green Delivered			
	Green On Target			
	Amber			
	Red			
Total				
Current FTE	Commissioning Support (all WCC) = 86 FTE (draft t.b.c.) Strategic Commissioning (all WCC) = 44 FTE (draft t.b.c.)			
FTE Impact	To be confirmed following structural planning			

PROPOSED SAVINGS			2014/15	2015/16	2016/17	2017/18	Total
New Savings (Further and New)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red		50	50	300	400
		Total		50	50	300	400
Existing Savings (Faster)	£000's	Green Delivered					
		Green On Target					
		Amber					
		Red					
		Total					
TOTAL SAVINGS	£000's			50	50	300	400
ANY INVESTMENT REQUIRED?	£000's					300*	300*
Is investment recurrent?	Y/N		YES				
RAG Ratings Key		Green Delivered	<i>Work complete – actual savings delivered</i>				
		Green On Target	<i>Savings on track and forecast to be achieved before the end of the current financial year</i>				
		Amber	<i>Some Risk of non-achievement. Some part of the financial savings plan is uncertain. A full savings plan exists, but there is a possibility that savings may be deferred to a future year.</i>				
		Red	<i>High Risk of non-achievement. There is no detailed savings plan as the project is at a 'concept' stage. Savings more likely than not to be deferred to a future year.</i>				

Comments on RAG Ratings	<p>This project is at "concept" stage, therefore the estimated savings of £400,000 in current Directorate based commissioning support are currently Red risk.</p> <p>The recently established core Commercial Team (£300,000) is to be funded from the Future Fit Transformation Fund until 2017/18, when the above savings are expected to be delivered.</p>
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Agreed By:

Job Title and Name	Date
Head of Service: Elaine Chandler	19.08.14
SLT lead: Clare Marchant	19.08.14
Finance Managers: Mark Sanders/Nick Hughes	19.08.14
DLT: N/a (cross-cutting)	19.08.14
FFSG	24.07.14
SLT	19.08.14

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DFE DOCUMENT 'FAIRER SCHOOLS FUNDING: ARRANGEMENTS FOR 2015 TO 2016'

SUMMARY OF THE KEY ISSUES

SUMMARY OF KEY ISSUES FOR THE SCHOOLS BLOCK DSG

1. The key issues for 2015-16 now confirmed by the DfE are as follows: -
 - Allocation of an **additional £390m** in 2015-16 to increase the per pupil budgets of the **'least fairly funded local areas'**.
 - The entitlement to any additional funding will be on the basis of DfE nationally set 'Minimum Funding Levels' (MFLs) for 8 of the local schools formula factors for **the Schools Block DSG only**.
 - These have been updated from the indicative MFLs published in March 2014 and are now based upon the **average amounts** all LAs have allocated to these characteristics in their local formulae **in 2014-15**.
 - These MFLs have been applied to the October 2013 data sets for each LA to derive an **Indicative MFL Schools Block DSG Per Pupil** amount for each LA.
 - LAs will receive a share of the additional £390m if their Indicative MFL Schools Block DSG Per Pupil amount **is greater than** the actual 2014-15 Schools Block DSG Per Pupil amount.
2. The DfE have now set the final 2015-16 Schools Block DSG Per Pupil rates for all LAs using their methodology and confirmed these will **not be amended** when the 2015-16 pupil numbers are available.
3. For WCC the **Schools Block DSG for 2015-16 has been set at £4,328.35 gross – £4,320.84 net after adjusting for the Carbon Reduction Commitment (CRC) national top slice of £7.51 per pupil**.
4. **The existing 2014-15 Schools Block DSG is £4,231.27, so this an increase of 2.3% gross (2.1% net)**.
5. The list of the potentially qualifying LAs and indicative amounts shown in the March 2014 DfE consultation document has been revised. DfE indications now show that **WCC could receive an estimated share of £6.2m** of the additional £390m after allowing for the CRC deduction.
6. The DfE will issue revised Schools Block DSG allocations for 2015-16 **using the October 2014 pupil numbers**. This amount will not be confirmed until late December 2014.
7. The DfE **expect LAs to pass on the any additional funding to schools** but LAs still have the flexibility to move funding between the 3 DSG blocks.
8. For any of the additional funding allocated into the Schools Block DSG, LAs will have to share this out to schools on a basis **prescribed within the School and Early Years Finance (England) Regulations**. Different formula methodologies are **not** permitted.
9. So, any additional funding will need to be added to the Schools Block DSG funding amount and will be subject to allocation through the local schools funding formula.

10. This will need to be agreed for the 2015-16 financial year and will follow the same consultation and approval process undertaken for the last 2 years: -

- Consideration of option(s) for potential change(s) to the local schools formula for 2015-16.
- School consultation on the option(s).
- Consideration of option(s) and outcome of consultation by the Worcestershire Schools Forum (WSF).
- Final approval of preferred option by Cabinet (16 October 2014).

11. The mandatory Minimum Funding Guarantee (MFG) has also been set **at -1.5% per pupil** as prescribed within the School and Early Years Finance (England) Regulations.

12. The **new capping restrictions** introduced in 2014-15 limiting this to the cash requirement needed to fund the MFG **will also remain**.

13. Any additional funding delegated to schools due to an increase in the Schools Block DSG in respect of the MFLs does **not** constitute new delegation and should **not be excluded from the MFG calculation**.

LOCAL SCHOOLS FORMULA 2015-16

1. In terms of the local schools formula for 2015-16 the DfE have confirmed: -

- There is no obligation on LAs to use all the formula factors covered by the MLFs.
- The only mandatory factors will remain as the current ones – the basic per pupil amount (AWPU) and the deprivation factor.
- LAs choosing to use any of the MFL factors are not required to weight that factor at or above the MFL.
- It will remain for the LA to decide how best to apply its local formulae to meet its circumstances.
- There will be no changes to the factors LAs are allowed to use in their local formula in 2015-16 **except minor changes to the optional sparsity factor**.

2. For **sparsity** in 2015-16 the following will apply: -

- The average size of year groups for school phases **not** pupil number thresholds, along with average sparsity distance, will determine sparsity funding eligibility.
- A school may attract sparsity funding if it satisfies the following thresholds: -

Phase	Average Pupils Per Year Group	Average Sparsity Distance
Primary	<21.4	> or = to 2 miles
Secondary	<120	> or = to 3 miles
Middle	<69.2	> or = to 2 miles
All Through	<62.5	> or = to 2 miles

- The pupil numbers included are from Reception to Year 11 only i.e. excluding nursery and post 16 pupils.
- Different sparsity amounts (up to £100,000 maximum) can be specified for the sectors, which can be applied as a tapered or a fixed lump sum.
- LAs can narrow the criteria (set a greater distance or smaller maximum size).
- In exceptional circumstances, LAs can apply to target up to an additional £50,000 of sparsity funding at very small secondary schools. This is where the total number on roll is 350 or less, the sparsity distance is 5 miles or more, and pupils in Years 10 and 11 are present.

3. The detailed consultation requirements on LAs for any proposed changes to the local schools funding formula remain along with the timescales set for submissions to the Education Funding Agency (EFA). **These are confirmed in the Table below.**

Consultation Timetable for 2015-16 Schools Block Funding September 2014 to February 2015

DETAIL	DATE
Meeting of the WSF to: - <ul style="list-style-type: none"> • Consider DfE current position • Discuss issues for consultation 	3 July
DfE issue results of consultation and the national policy direction for 2015-16 together with issue of MFLs, etc	17 July
DfE issue revised APT for 2015-16 modelling with current data sets and revised sparsity formula	1 August
SCHOOLS SUMMER BREAK	23 July to 1 September
Meeting of LA, Cabinet Member, WSF and school representatives to look at issues to include modelling work and development of consultation options	18 August
Meeting of the WSF to: - <ul style="list-style-type: none"> • Consider the outcomes of the modelling work • Discuss and agree consultation issues and options 	5 September
Formal consultation starts	10 September
District Area Meetings: - <ul style="list-style-type: none"> • Council Chamber County Hall, Worcester • RSA Academy Arrow Vale, Redditch 	22 September 25 September
Formal consultation ends	1 October
Further Meeting of the WSF to consider the results of the consultation and to formulate recommendations to Cabinet	6 October
Report to Cabinet making recommendations for changes (if any) to the existing local schools funding formula for 2015-16	16 October
Submission of local schools funding formula APT 2015-16 by the LA to the Education Funding Agency (EFA)	By 31 October
Confirmation by the EFA of: - <ul style="list-style-type: none"> • October 2014 census data • Revised APT for 2015-16 • Schools Block DSG 2015-16 including additional allocation 	Late December
LA to consider impact of the new October 2014 data sets on submitted October 2014 APT	Early January
Meeting of the WSF to: - <ul style="list-style-type: none"> • Consider impact of the new October 2014 data sets • Agree submission for the final APT 2015-16 to the EFA 	14 January
LA to submit final data for Schools Budget DSG pro forma for 2015-16	By 20 January
LA to confirm school budget shares 2015-16 for their maintained schools	By 27 February
EFA to confirm General Annual Grant (GAG) to academies	By 31 March

4. LAs are also required to **consult again** with schools for 2015-16 on decisions made in 2014-15 for **DSG Schools Block Centrally Retained Services** for: -

- Delegation and de-delegation for maintained schools.
- Central retention for maintained schools and academies.

OTHER ISSUES

1. Changes to **High Needs (HN) funding** are minimal with a longer term review programmed for after 2015-16. Places in Alternative Provision will attract £10,000 per place increased from £8,000 from September 2015. This will be cash neutral resourced by relevant reductions in top up funding.

2. Changes to **Early Years (EY) funding** relate to additional funding via an EY Pupil Premium for disadvantaged 3 and 4 year olds and participation funding for qualifying 2 year olds. There is likely to be consideration of a national EY funding formula in the longer term.

3. **Non recoupment academies** will be converted to recoupment academies which will include minor additions for elements of central expenditure.

4. After the first year **Free Schools** will be funded by the recoupment method based upon LA pupil number estimates.

5. There will be new **requirements on Schools Forums** to extend membership to representatives of AP academies/free schools and special academies/free schools together with an extension to the consultative role to include the commissioning of HN places.

FAIR FUNDING CONSULTATION RESPONSES OCTOBER 2014 - FUNDING FORMULA FOR MAINSTREAM SCHOOLS 2015-16

	Category of Provider/Responder	Maintained First/ Primary		Academy Nursery/ First/ Primary		Maintained Middle		Academy Middle		Maintained Secondary/ High		Academy Secondary/High		Other		Total	
		Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
	Number of All Providers	158		18		14		6		6		23		N/A			225
	Number of Responses	66		6		7		5		5		20					109
	% of Responses to Number of All Providers	42		33		50		83		83		87		N/A			48
		Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Q1	Indication of which options are supported as the mainstream schools local funding formula for 2015-16 (ranked 1st, 2nd and 3rd see attached analysis of preferences in Appendix 3).	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Q2	Do you agree that any additional schools block DSG is allocated via the AWPU using ratio of 1:1.27 for primary and secondary schools which is the figure that the DfE suggest for the whole of	39	20	3	2	7		4		5		15	1				73 23
Q3	Do you you support the proposal to slightly amend the existing split site formula qualifying criteria for any newly qualifying split	42	4	4		6	1	3		4		13	2				72 7
Q4	Do you support transferring funding from the Schools Block into the Early Years Block?	19	34	2	3	2	5	2	1	1	2	2	16				28 61
Q4	Do you support transferring funding from the Schools Block into the High Needs Block?	19	34		4	2	5	1	2	1	2	3	13				26 60
Q5	Do you support the arrangements for delegation and de-delegation, except for those areas part of the L&A review, as detailed in the consultation document for 2014-15 to continue in 2015-16? (For L&A review decisions see analysis in Appendix 3).	51	2			6	1			3							60 3
Q6	Do you support the arrangements for centrally retained services as detailed in the consultation document for 2014-15 to continue in 2015-16?	55	1	5		7		3		5		14	3				89 4

Note - Some schools did not respond to all the questions.

An analysis of the comments received from the consultation responses and area meetings is detailed at Appendix 4.

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**OPTIONS ANALYSIS
FUNDING FORMULA FOR MAINSTREAM SCHOOLS 2015-16**

APPENDIX 3

FORMULA OPTIONS - ALL MAINTAINED SCHOOLS AND ACADEMIES

Respondents were requested to rank 1st, 2nd and 3rd preferences with these being considered linked to size of school as in 2014-15. This is based upon a system to take account of the preference votes and pupil numbers.

	OPTION 1	OPTION 2	OPTION 3	OPTION 4	OPTION 5	OPTION 6
1st PREFERENCES						
No. of Schools	8	6	8	19	11	57
No. of Pupils	3,867	3,244	5,014	13,092	1,599	12,896
Weighting	3	3	3	3	3	3
Total Score	11,601	9,732	15,042	39,276	4,797	38,688
2nd PREFERENCES						
No. of Schools	15	11	4	4	42	14
No. of Pupils	7,057	6,964	2,625	1,923	11,521	2,943
Weighting	2	2	2	2	2	2
Total Score	14,114	13,928	5,250	3,846	23,042	5,886
3rd PREFERENCES						
No. of Schools	10	12	23	19	4	7
No. of Pupils	6,664	4,847	6,168	4,486	2,876	4,194
Weighting	1	1	1	1	1	1
Total Score	6,664	4,847	6,168	4,486	2,876	4,194
Grand Total	32,379	28,507	26,460	47,608	30,715	48,768

OPTIONS

1 No change from 2014-15 except data 2014 changes

2 As Option 1 plus Sparsity on MFL (fixed)

3 As Option 1 plus
↓ Primary AWPU
↑ Primary Lump Sum
↓ Secondary LPA
↑ Secondary AWPU

4 Use of DfE MFLs for 2014-15 WCC factors plus Sparsity (tapered) and IDACI 1-3 but lump sum adjusted

5 Use of DfE MFLs for 2014-15 WCC factors plus Sparsity (tapered) and IDACI 1-3 but AWPU's adjusted

6 Use of DfE MFLs for 2014-15 WCC factors plus Sparsity (tapered) and IDACI 1-3 all factors adjusted

OPTIONS FOR IMPACT OF L&A REVIEW ON DELEGATION/DE-DELEGATION - MAINTAINED SCHOOLS ONLY

		Number of Schools			Totals
		Maintained First/Primary	Maintained Middle	Maintained Secondary/High	
FSM Option 1	Delegate	14	2	1	17
FSM Option 2	De-delegate 3rd Party Provider	27	5	2	34
EAL Option 1	Delegate	20	2	2	24
EAL Option 2	De-delegate School Champion	15	4		19
EAL Option 3	De-delegate 3rd Party Provider	4		1	5
GRT Option 1	Delegate	17	2	2	21
GRT Option 2	De-delegate School Champion	15	3		18
GRT Option 3	De-delegate 3rd Party Provider	8	1	1	10

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SUMMARY OF THE MAIN ISSUES INCLUDED ON THE CONSULTATION RESPONSES
SEPTEMBER 2014

CONSULTATION QUESTION 1

Please indicate which options (please rank as 1st 2nd and 3rd) you would support as the mainstream schools local funding formula for 2015-16 and comment.

See Appendix 3 for the analysis of the formula options.

FIRST/PRIMARY MAINTAINED

Options 1, 2 and 3 would give our school a large decrease in funding. Given the school is running very close to a deficit budget currently with a minimum level of staffing any of these funding options would cause the school to stop being financially viable.

Under the existing base **Options 1, 2 and 3** only works for us in the short term because of MFG/Capping. Most of our gains under the new formula have been capped.

Given so much turbulent change for County with commissioning out, we firmly believe that things need to stay as they are until the County changes take place. We would like some stability and therefore our preferences are as above with **Options 1, 2 and 3** in that order.

Under the existing base **Options 1 to 3** small schools were hit hardest by the lack of an obvious replacement for significant small school protection in the previous funding system. Sparsity and larger lump sums will go some way to reducing the gap.

Options 2 and 3 help out small schools which were hit hardest by the new formula, but often only to reduce their MFGs. We gain more from the reduced cap than we lose by reduced AWPUs.

In **Option 3**, the LPA is already 3x the national average which cannot be justified. Reducing the factor to bring the overall factor funds back to the previous year seems appropriate.

Option 4 causes a significant move from small schools to larger ones, which benefits secondary rather than primary schools which inevitably does not suit us.

The MFL based **Options 4 to 5** are radically different from the current base. Looking through the lens of national averages at the current base it is difficult to see how Worcestershire can justify several factors that are 2 to 3 times the national average. Large schools like ours gained a lot through the new formula but at the expense of smaller schools. Surprisingly, the MFL options are closer to the old system than the one we use which is derived from it. We gain under all options but MFLs are best for Worcestershire as a whole.

Prefer **Options 4 to 6** on the new base using the 2014 factors. Have suffered from the removal of the small school protection measures in the previous funding formula. Surprisingly, the MFL options produce less turbulence than the base whose factors were apparently derived from the old system.

Higher fixed income **Options 4 to 6** does of course provide a certain level of protection against 'excessive falling roles' but these should be separately analysed via school performance and census data which will confirm whether the issues relate to poor school performance or local vagaries as above.

The larger lump sums mitigate the relatively small impact of the tapered Sparsity factor. Having most factors close to the MFL seems to favour our cluster schools. The AWPUs stated in the model are much higher than the MFLs and in **Option 5** have been reduced by equal amounts. We would like the published MFL AWPUs to be reduced proportionally to get within budget.

Options 4 to 6 are the fairest of all as more schools gain and a minority lose out. Impact on funding for individual pupils is minimised.

Our preferred options are all based on the DfE's MFLs on **Options 4 to 6**. Of these, **Option 6** causes least harm to the fewest number of schools in Worcestershire and is our top preference.

Options 4 to 6 are likely to most closely approximate the future NFFF, and therefore minimise future funding volatility.

Our ideal base is **Option 5** with lump sum sparsity (limited to current Sparsity funds in £6.2m until national formula is implemented) with MFL AWPUs reduced proportionally to come within budget.

Options 5 and 6 are the only ones where the school and like small schools would gain.

The majority of small primaries are best served by **Options 5 or 6**. The larger lump sums mitigate the poor performance of the tapered Sparsity factor.

We do not want **Options 5 and 6** as we would lose money which would be a very unfair situation given the tremendous difficulties we had last year with maintenance of 1950s/1960s buildings combined with the need not only to look after the children's education, but also the health and safety issues which remain on-going due to the constant demands and challenges of our old building and inadequate facilities.

Under the MFL base there is little to choose between **Options 5 and 6**. Leaving most factors at the MFL and reducing AWPUs to achieve budget balance seems most logical as a budget issue, although AWPUs must be reduced proportionally. Reducing all factors evenly seems more logical from overall fairness, merely scaling the MFL concept to fit.

Option 6 is the fairest for all schools giving the fewest number of losers and appears to be the fairest to the largest number of schools. This option looks towards a future national formula and makes a break from previous formulae.

Option 6 seems to create the smallest number of losers and would be fairer for small schools.

Purely, from a funding point of view, **Option 6** gives our school an additional £10k. The school has seen its budget reduce over the past few years, and with rising numbers of children with statements, needs any extra funding available. Our deficit has reduced over the past twelve months to near half of what it was, but it is difficult to operate the same level of service to our children within a tighter financial position.

Option 6 seems to best reflect the national picture. It is also one of the options that creates the fewest number of school 'losers' and a higher number of school 'gainers'.

Option 6 would mean more winners. It would also do more to protect smaller rural schools. However, although more small schools are effective as more of them are outstanding and the DfE are recognising rural issues by offering the sparsity factor, this will be ignored as votes will be on pupil numbers so large high schools will have by far the majority view. Our school offers good value for money; is outstanding, monitor our spending carefully and have raised an additional 17% on top of our budget in grants, fundraising etc.

Option 6 is the fairest for all schools giving the fewest number of losers. Although it is not the best option for our own school it is not the worst. We are particularly keen to see all 6 IDACI bands used as well as a sparsity factor. This option looks towards a future national formula and makes a break from previous formulae.

Option 6 based upon the MFLs represents a current national poll of all schools relating to funding formula values and as such is a hard body of evidence to overlook. Several Worcestershire factor values are 2x or even 3x the national average which is hard to justify. The MFL options actually produce less turbulence when compared with the previous funding formula.

We have significant EAL and LPA so **Option 6** with increased EAL and LPA (say MFL + 50%) would suit the needs of our pupils best.

Option 6 is the purest of the MFL options because all factors are reduced proportionally, preserving the relationship between them. This is the fairest for Worcestershire until a national formula is provided.

Under the MFL base **Option 6 then 5**. As a larger school, it suits us to have all factors a little lower and AWPU's a little higher. However AWPU's must be reduced proportionally in option 5 rather than at a flat rate because that seriously disadvantages primary schools.

MFLs

The publishing MFL AWPU's should be the start point and then be reduced proportionally to get within budget.

The change in funding strategies are clear when comparing the current with the MFL options. In many respects the benefits of fixed income applies to all schools especially now that there is an encouragement to consider MFLs as the way forward. Certainty of core funding is fundamental to all schools - in a small school this is particularly so.

National averages produce a one-size-fits-all solution that cannot be right for Worcestershire. We should investigate raising EAL and LPA above the MFL according to any past funding research still available or with reference to the needs of schools facing those challenges. No more than +50% for EAL and +25% for LPA initially. No increase for deprivation measures since already that is already doubled funded with Pupil Premium.

Whilst an MFL-base is better than the current base for Worcestershire, a one-size-fits-all national average system cannot reflect Worcestershire's specific needs.

The MFL-based options are fundamentally different from the current base. The existing base was derived from the old funding formula where 38 factors were mapped onto 12. A key thrust of recent funding initiatives has been to minimise turbulence. It's rather shocking then to find that when compared to funds/pupil from 2012-13, the national averages cause less turbulence than the funding base derived from our old factors. Assuming that the 2012-13 system developed over many years was fair, albeit too complicated, every year we stay with the current base we move further away from that fairness as the MFGs decline.

Sparsity/Small Schools

Our response to this question is made having considered the impact of all options to our school and to the other schools in the Upton cluster. Two of these schools are among the 25 schools in Worcestershire that lose under all six options. A third school qualifies for sparsity funding.

The Sparsity factor should be lump sums not tapered but with the overall fund limited to around £400k.

Small schools were hit hardest by the lack of an obvious replacement for significant small school protection in the previous funding system. Sparsity and larger lump sums will go some way to reducing the gap.

The Sparsity factor is even less fit for purpose than last year. Need to have a Worcestershire Working group, possibly in partnership with Herefordshire and Shropshire (1st and 3rd most sparse LAs in England), to finally make some sense of this factor.

A sparse school might argue for a lump sum sparsity factor rather than tapered.

The inevitable dilemma is that smaller schools require a greater proportion of fixed income to cope with the vagaries of pupil movement year on year. This will apply particularly in the next few years as many small villages will see new housing developments which will – again – have a greater pro rata impact on pupil numbers whilst attempting to maintain a stable staffing environment. The problem will always be the uncertainty of timing arising from new housing.

We wish to make the same point as we did last year. If the County Council is serious about protecting small schools, with their unique and family orientated ethos and reputation for high standards, then only options with a smaller AWPU and a larger lump sum will achieve this in the long run. Large schools have bigger voices and obviously got their way last year, but such schools are in a much stronger position to absorb any cut to their budget. Small schools have already been adversely affected by the previous change in the rules which resulted in every school being allocated the same lump sum. Any chosen funding option should compensate for this reduction in funding and we urge the inclusion of a 'sparsity' option.

All the options result in a loss to our school. As an identified 'sparsity' school, it seems unfair that the school loses funding elsewhere and therefore is unable to benefit from this additional funding – if our numbers continue to grow with proposed housing/parent choice, then this additional funding would help support building improvements.

Low Prior Attainment (LPA) and Deprivation

The LPA is already 3x the national average which cannot be justified. Reducing the factor to bring the overall factor funds back to the previous year seems best.

It would increase our school budget if the Deprivation factor was moved further up the priorities as this amount has been cut by MFLs.

Schools might comment on their willingness to support measures to increase factors that do not directly affect them. So for example, no sympathy for extended deprivation measures since already double funded with Pupil Premium; some sympathy for extending EAL given the sparse nature of the problem compared to larger cities.

An urban school might make the case for EAL, LPA or Deprivation being moved back up to some degree since all are significantly higher than the MFLs.

Implementing IDACI in full will support our mainly low level deprivation, but with Pupil Premium on top, that is enough. It would be more transparent if all deprivation funding was in one place; in the funding formula.

If WCC Funding weighting for Low Prior Attainment was reduced in line with National figures could this be added to the AWPU?

General

As finances have become tighter in recent years with less in reserves this is a more stressful environment in which to operate. These stresses not only impact on Headteachers and staff (e.g. future employment prospects) but also governors who are not only required to focus on school performance but also a 12 month budgeting process!

We have considered the Options with regard to our school as an individual school but also with regard to the wider County profile.

We have opted accordingly and for our community pyramid of schools.

The disparity between what a High School can gain through a low lump sum and higher AWPU compared with Primaries greatly influenced the ranking.

The rationale for our choice is the maximum increase to our budget. A national funding formula would help to make a fairer system.

We lose funding regardless of which model you use.

We support a move to a national funding formula as soon as possible.

We reiterate the need to keep up pressure for a move to a national funding formula as soon as possible

Must keep up pressure for a national fair funding formula as soon as possible

FIRST/PRIMARY ACADEMY

Option 6 based upon the MFLs represents a current national poll of all schools relating to funding formula values and as such is a hard body of evidence to overlook. Several Worcestershire factor values are 2x or even 3x the national average which is hard to justify. The MFL options actually produce less turbulence when compared with the previous funding formula and as such, until a national funding formula is agreed, this base seems the fairest for Worcestershire to proceed with.

MIDDLE MAINTAINED

Secondary schools lost out considerably in the 2014/15 budget which did contain some elements which created massive reductions in funding which affected many schools including ours. It is necessary now to correct these mistakes and ensure the implications of any changes are fully thought through before the budget is set. We have been campaigning along with High Schools in the Bromsgrove District and attended a meeting with our local MP on this very issue which has been taken up with the County Council.

The school lost during the 2013/14 financial year and do not feel it would be right or proper to lose again during this year, hence we have to vote for the best for our pupils, whilst also acknowledging that more schools/pupils will gain with the above 3 choices than they would for the 3 we have omitted.

SECONDARY/HIGH MAINTAINED

Under the existing base: **Options 1, 2 and 3** small schools were hit hardest by the lack of an obvious replacement for significant small school protection in the previous funding system. Sparsity and larger lump sums will go some way to reducing the gap.

Under the MFL base **Options 4, 5 and 6** there is little to choose between 5 and 6. Leaving most factors at the MFL and reducing AWPU to achieve budget balance seems most logical as a budget issue, although AWPU's would need to be reduced proportionally. Reducing all factors evenly seems fairer overall, merely scaling the MFL concept to fit.

The need is to keep up pressure for a move to a national funding formula as soon as possible.

SECONDARY/HIGH ACADEMY

Options 1 to 3, in our view, will just continue widen the gap between gainers and losers and will do nothing address fair funding issues.

Options 1 to 3 provide the greatest opportunities for disadvantaged students. This is critical given Worcestershire's failure to progress across the County in this key group of students.

Options 1, 4 and 5 best suit our school.

Option 2 provides the highest number of NOR gainers and the lowest number of NOR losers so is supported.

Option 2 is supported as the LPA is important. This Option shows the greatest number of gainers per NOR. We are not in support of the EAL, LPA or Deprivation reductions to the MFL levels.

Options 4 and 5 also support secondary schools, especially those with Sixth Forms, where further losses will be imminent.

Options 4, 5 and 6 are appropriate as a move to a new formula appears to be necessary soon to accommodate changing factors.

Options 4, 5 and 6 are the most preferable. All three factor in sparsity and the DfE MFLs IDACI 1 to 6 ensuring that smaller rural schools are supported and that **all** students with levels of deprivation benefit from appropriate support.

Options 4 to 6 does at least give some consideration of the IDACI 1-3 index which are overlooked by all other funding methods

Options 4 to 6 broadening the scope of IDACI bands from 4-6 to 1-6 is not supported.

Option 6 whilst we still lose a considerable amount from our budget, this model potentially eludes to some future scope for adjustment i.e. could not the weighting within the IDCAI band itself be looked at to avoid double funding higher needs students (who will already be receiving Pupil Premium and possibly SEN funding) and distributing the money fairly to all groups?

We support investment in higher IDACI band pupils. We are concerned about the change in policy direction which the consultation suggests is to divert funds away from the most vulnerable groups disadvantaged with LPA.

We are in favour of redressing the significant imbalance in funding created last year by diverting funds away from the secondary AWPU to fund the increased LPA in other schools. This had a severely detrimental impact on our funding which will be exacerbated in 2015/16 unless addressed.

For a small rural academy with low pupil numbers and a large site, the above options provide a greater benefit. The sparsity factor is important to us as a means of sustainability due to lack of budget protection (in the current formula) for small isolated schools with no access to collaborative learning.

As one of 20 schools that see funding reduced on every Option and as this is for one year only rather than a longer term plan, we feel we have no choice but to 'vote' for those which impacts us least in financial terms

CONSULTATION QUESTION 2

Do you agree with the methodology that any additional schools block DSG is allocated via the AWPU using the ratio of 1:1.27 for primary and secondary schools which is the figure that the DfE suggest for the whole of the school block funding?

FIRST/PRIMARY MAINTAINED

Yes –

The existing model is skewed too far in favour of secondary schools in relation to national norms, and allocating funds at 1:1.27 brings our system back from these extremes.

No –

A flat rate across all primary and secondary would be fairer.

There is already an imbalance between primary and secondary funding per pupil which is greater than the national ratio. Using a flat rate allocation will bring the Worcestershire in balance more into line with the national.

It always feels as if the funding for Primary school pupils plays second fiddle to that of Secondary aged pupils, as proposed here. There may well be a perfectly reasonable argument for this. However in the light of the long term gains provided by getting the basics firmly in place would question the fundamental assumption this funding imbalance implies. To allocate this money evenly across ALL pupils would seem more equitable.

The funding should be used to smooth out turbulence in funding by way of a grant or lump sum.

The funding should be allocated using a flat rate across primary and secondary schools. There is already an imbalance between primary and secondary funding per pupil which is greater than the national ratio of 1:1.27. Using a flat rate allocation will bring the Worcestershire imbalance more into line with the national. Using the methodology suggested will widen the imbalance further which seems an illogical and indefensible position.

All pupils should get the same additional funding whether in primary or secondary schools.

Close the gap between primary and secondary funding. Also why not use the additional resource to help all the losers in the model?

Many county councils such as Shropshire have produced a formula, which is more sympathetic to the needs of small rural primary schools, why cannot Worcestershire adopt a similar model?

There needs to be more money for primary schools.

Equal funding is required due to the increased social and emotional development needs in primary schools

FIRST/PRIMARY ACADEMY

No –

If primary age children receive the strongest start the secondary it would be much easier therefore the weighting should be towards the primary age range not secondary to enable support and nurture of the youngest most vulnerable pupils.

SECONDARY/HIGH ACADEMY

Yes –

It is essential that secondary schools receive a fair proportion of the additional funding to support the additional costs e.g. specialist KS4 provision and the cost of external examination fees.

We would like to see any additional funding being allocated to schools that are losing in the first instance. However, we appreciate that the LA may not be allowed to do this.

We cannot see any other fairer alternative – the fact remains that secondary schools do have higher costs (e.g. exam fees, broader curriculum coverage, etc).

We agree with this for one year only and any such additional monies in future years to be reviewed, possibly allocated via High Needs.

CONSULTATION QUESTION 3

Do you support the proposal to slightly amend the existing split site formula qualifying criteria for any newly qualifying split site schools as detailed?

FIRST/PRIMARY MAINTAINED

Yes but subject to the qualification that the outcome would be revenue neutral on any school currently in receipt of lump sum funding that wishes to federate in the future, i.e. that the change would not result in a school that merges/federates with other schools receiving less funding than at present.

SECONDARY/HIGH MAINTAINED

Yes as there is potentially scope for additional split sites schools to be established in the future with partnerships and mergers and this could put significant pressure on the DSG budget if care is not taken.

SECONDARY/HIGH ACADEMY

Yes –

It is important to implement safeguards to ensure that existing of new split site schools do not receive unfairly advantageous levels of funding which will reduce the resource available to all other organisations.

If schools choose to expand and this results in a split site the cost of that expansion should be borne directly by the school.

Schools may decide (via mergers and partnerships) to declare themselves as a 'split site' - caution needs to be applied to ensure this does not become an incentive to gain additional funding

We believe this is fair given the likely impact from the possible increase in school federations.

No –

The severity of the existing spit site funding has hit our school unfairly we have no voice on this and are severely disadvantaged. As a school that was guaranteed funding it is impossible to run a school effectively without considerable higher funding.

CONSULTATION QUESTION 4

Do you support transferring funding from the Schools Block into the Early Years (EY) Block or the High Needs (HN) Block?

FIRST/PRIMARY MAINTAINED

Yes to EY –

We are increasingly taking younger children onto school sites due to national policy.

This funding is even worse than for schools. Better EY provision means fewer issues for Primary Transfer to EY, particularly the new money such as the £6.2m.

When the individual funds per pupil for the Schools Block and EY were devised from historical norms with in the DSG in 2013-14, there was a slight shift from EY to the Schools Block. Worcestershire is 5th worst funded LA in terms of EY. Some of the £6.2m could be used to change this. The best option is to push for a National Formula (NFFF) in EY to inform the much harder move to NFFF for the schools block.

Yes to HN –

Should be funding all HN pupils from the HN block by moving funds across. If we move to MFLs the 'proxy factors' will fall even shorter of the nominal £10k than they do today.

As long as HLN is means tested, then we do support transferring funding from the Schools Block into the High Needs Block.

No to HN –

Until the new system pans out, how the pot to make bids for works for Primary schools with the re-grading of SEN children under the new SEN support system needs to be finalised. Serious concerns over who will fund what between Health and Education e.g. severe diabetics.

No to both –

But what are the implications for First/Primary Schools? In theory we support proper funding of both the early years and high needs but exactly what proper funding looks like is difficult for us to determine. Happy to consider this in future with additional information but at the moment are unable to agree.

We recognise the challenges faced by Worcestershire to implement new government policies to increase the level of Early Years provision. However, we believe that funding for this change in government policy should come directly from the DfE rather than top-slicing schools' budgets.

SECONDARY/HIGH ACADEMY

No to both –

The funding for the Schools Block is intended for just that purpose to fund all young people in schools. It would therefore be inappropriate to redirect and restrict it to a narrower group of students.

There is barely enough funding in the Schools Block anyway.

There is insufficient information presented to justify moving funds between blocks. A rationale to amend allocation needs to be presented and an assessment needs to be presented for our support for this.

With the one year funding methodology we would stand only to lose. We would re-consider this position if the transfer of funding were a longer term strategy with accountability for its impact.

As the High Needs (HN) and Early Years (EY) blocks will be subject to national review after 2015-16, we agree with County's opinion that it is not considered appropriate to allocate further resources at present.

CONSULTATION QUESTION 5

Do you support the arrangements for delegation and de-delegation, except for those areas part of the L&A review, as detailed for 2014-15 to continue for 2015-16.

For the areas covered by the L&A review (not ranked in 1st 2nd or 3rd order) please indicate your preference and comment.

See Appendix 3 for the analysis of the options.

FIRST/PRIMARY MAINTAINED

FSM works well under the current system.

GRT impacts other areas more than us and is important. A central Champion who can look after the best interests of all is required.

Agree with schools being the best place to champion the training and support necessary for these groups of learners but feel that a third party to be able to structure it better in the first instance. Schools will need breathing space to get a handle on how this could look in their setting.

CONSULTATION QUESTION 6

Do you support the arrangements for centrally retained services as detailed for 2014-15 to continue for 2015-16?

FIRST/PRIMARY MAINTAINED

Yes –

However it is difficult to see how this will work with key elements being contracted out. For instance, how can accommodation function efficiently with admissions contracted out? There will need to be consultants at a greater cost than if they remained under one body.

Provided the cost of services is the same between maintained schools and academies.

The schools has received huge benefit from our LA School Improvement Adviser. As a small school access occasionally to someone with a high level of professional expertise is of enormous value. A fully qualified critical friend is essential.

The finance services and Family Support Worker functions are also invaluable.

We are concerned about cost inflation in this area and we regard outsourcing as a retrograde step.

FIRST/PRIMARY ACADEMY

Yes – particularly in relation to the Early Intervention Family Support Service as this is an excellent service.

SECONDARY/HIGH ACADEMY

Yes support the central retention of admissions, schools forum, capital expenditure supported by revenue and the Early Intervention Family Support Service. However, further information is required on other services.

Yes but with reservation. Some areas are clear (e.g. Schools' Forum) but others appear to us to need greater clarity over the use of the funds. Why, for example, should schools be contributing to other school's infant class size requirements? As a secondary academy we are not unsympathetic to their need, but the cost to us is unquantified. The 2014/15 arrangements however appear to work well, so a continuation to 2015/16 on the same basis is sensible.

In the main we agree with this proposal, although we would query why resources are retained centrally that reduce the funding available to Academy Schools that Academy schools cannot then access i.e. Capital Expenditure Funded from Revenue (CERA) and 'Termination of employment/Redundancy Costs'

There are two areas where academy schools do not benefit from the funding that has been top sliced from the schools block. These are CERA and funding of redundancies. It appears unfair that academies are subsidising these expenses in maintained schools.

Very concerned as academies we lose on some of the centrally retained areas e.g. CERA. As a WCC school we received nothing on this and for redundancies.

PLEASE DETAIL ANY FURTHER COMMENTS YOU WISH TO MAKE ON THE CONSULTATION ISSUES: -

FIRST/PRIMARY

This consultation has been conducted in an open and transparent way where schools have been informed of all decisions and have had ample opportunity to respond and be represented. Many thanks for all your hard work in preparing and presenting this so concisely to schools.

First, we would like to thank colleagues for such a comprehensive explanation of the funding changes and the logic behind each of the funding Options. We look forward to hearing which option has been selected so that we can plan for the 2015-16 year. Second, we were somewhat surprised to find that one of the schools in our cluster does not qualify for sparsity funding as by our calculations it should.

It is wrong that there continues to be the inequality of funding nationally – we still don't have a level playing field!

SECONDARY/HIGH

Support for MFLs

The Government has sensibly published MFL's for each of the formula factors which it allows LAs. The publication of MLFs is part of the move towards the need for national Fair Funding Formula and does allow all LAs to ensure that its formula is fair to all children across the area. The concept of Every Child Matters is vitally important to all aspects of education not least the Funding Formula.

WCC has for a long time argued that the national education funding should be reviewed to ensure that all LAs have fair funding. How can the LA therefore accept a local formula that ignores the fairness of the MFLs?

The 2014-15 formula in Worcestershire has clearly not taken account of the MFLs. It is recognised that WCC could not afford to allocate the MFL for all factors as it does not receive sufficient funding but it clearly should use these as a guide to securing the fairest allocation of its budget. A review of the 2014-15 formula and percentage of MFLs allocated is shown below: -

Funding Formula Factor	Percentage of Minimum Funding Level
Primary AWPU	100.4%
KS3 AWPU	87.5%
KS4 AWPU	91.4%
FSM Primary	97.3%
FSM Secondary	69.0%
IDACI Category 1	0%
IDACI Category 2	0%
IDACI Category 3	0%
IDACI Category 4 Primary	211.8%

IDACI Category 4 Secondary	225.8%
IDACI Category 5 Primary	234.4%
IDACI Category 5 Secondary	249.3%
IDACI Category 6 Primary	117.9%
IDACI Category 6 Secondary	204.2%
LAC	0%
Low Prior Attainment Primary	184.9%
Low Prior Attainment Secondary	254.5%
EAL Primary	199.4%
EAL Secondary	201.2%
Lump Sum Primary	36.3%
Lump Sum Secondary	33.6%
Sparsity	0%

This table clearly demonstrates that the LA has developed a formula that supports a cohort of children with LA schools i.e. children with a high IDACI category, with Low Prior Attainment and EAL students. However, significant groups of other students are not supported and the Options 1 and 2 in the new consultation paper would maintain this unfairness and allow some schools to receive what can only be described as a disproportionate allocation. Further, the schools that benefitted from the formula in 2014-15 will benefit once again and drive a significantly wider discrepancy between the schools within the LA. The County have a duty to ensure that 'Every Child Matters' and if they adopt either Options 1 or 2 there would be a gross disservice to many children in this LA.

Further, if the LA maintains its current strategy there could be massive turbulence if and when a national Fairer Funding Formula is introduced - possibly as early as 2017/18. The adoption of **Option 6** is the fairest model available now and is logical and strategically sound.

Support for Current LPA Funding

The addition of an estimated £6.2m of funding into Worcestershire under the DfE's Fair Funding initiative is a welcome move as recognised in our local MPs letter of April this year that quotes gains per pupil of £71. Indeed it would be reasonable to expect each pupil in each school to benefit from the increase. The reality for some Worcestershire schools may be very different. They could see a reduction in overall funding. There are 2 main factors that will result in 'losers': -

- The mechanics of the minimum funding guarantee (MFG) which ensures gains or losses per pupil as a result of funding changes are within agreed limits; and, more worryingly
- The potential change in allocation methodology towards lower funding for deprived children (particularly as defined by lower prior attainment (LPA))

It is this second point that causes huge concern amongst Head Teachers and Governors in the most challenging areas of the County, including Redditch.

WCC have presented 6 options for consultation, 4 of which relating to the MFLs reduce LPA by up to 48% for Primary schools and 69% for Secondary schools. The LPA for secondary schools could reduce from £2,875 per pupil to £901. The lower levels are based on the national minimum funding level (MFL). Inclusion of the one option to reduce LPA is incidentally directly against the view of Worcestershire Schools Forum, where it was agreed that the Forum would not support the proposal.

The potential impact in monetary terms is illustrated by the following estimated losses – Arrow Vale £-36,000, North Bromsgrove £-43,000, Trinity High £-54,000 Woodrow First £-16,000.

Even some schools that would gain under all options presented would see lower gains under the options that reduce LPA.

The argument for offering an option to reduce LPA is that Worcestershire currently pays higher than the national MFL for this element of funding. However, adopting the MFL would assume that this low national average is appropriate to Worcestershire. It is our belief that it certainly is not appropriate for the majority of Redditch! In better funded LAs, during times of budget reduction, schools in urban areas such as Birmingham and Coventry are able to divert funds that may have been used elsewhere, to prop up the needs of the LPA students, given they cost more to educate, and that standards will take a rapid fall if this work does not continue. In Worcestershire, where you are aware funding is much lower, the staffing of our schools has a much higher percentage against total budget for obvious reasons (our staffing is austere, but takes most of the funding.) There simply are no funds to divert to meet the needs of these children. As a result of this, if the LPA MFL is applied, we truly believe it will lead to a significant number of schools heading into an Ofsted category. The impact of the MFL implementation of LPA has simply not been thought through – the application of MFL is not a logical step, but has been argued as such by schools in affluent areas, with already high headline result figures, that do not have to bear the additional costs of teaching LPA students. If reduction of the LPA rate is to happen, then we would strongly urge a mid-way reduction, perhaps to around the £2,000 mark, rather than the misguided and misunderstood full implementation of the MFL.

The LA, as part of the area meeting presentations at the Arrow Vale, acknowledged the attainment gap of Worcestershire's lowest performing children. The correlation with deprivation is obvious and a reduction in LPA would exacerbate this and cause some schools in Worcestershire to yet again face financial decisions that will impact on the learning of all children.

I would urge the Cabinet to adopt an option that protects current levels of deprivation funding in the County, or at least to set them far higher than the MFL, if not at the current levels.

Other Issues

It is important to be mindful that schools with large Sixth Forms will take an additional hit outside of this Funding Formula arrangement in 2015-16.

We feel it is vitally important that Worcestershire continues to lobby Government on the issues of Fair Funding. We also feel that there needs to be some joined up thinking about schools with Sixth Forms who have also had to deal with three consecutive years of funding reduction along with Academies who have increased running costs but whose ESG monies continues to be cut year on year.

The consultation issues were not given enough time for adequate discussion and information was received too late for consideration.

We are asking that schools have enough money to function – to pay running costs, afford basic resources and to be able to afford enough staff on its payroll to undertake its core function. For many schools, including ours, this is now an issue and with the current proposals will become significantly worse which we fear will affect outcomes.

SUMMARY OF THE MAIN ISSUES RAISED AT THE AREA CONSULTATION MEETINGS 22 AND 25 SEPTEMBER 2014

BACKGROUND

As part of the statutory consultation and given the scope and importance of the proposed options for change for mainstream schools 2 Area briefing meetings were arranged. These detailed a number of current issues and in particular gave Headteachers, Chairs of Governors and School Business Managers the opportunity to discuss and comment on the formula options.

These took place on from 6.00pm to 8.00pm on: -

- Monday 22 September 2014 at County Hall, Worcester.
- Thursday 25 September 2014 at RSA Academy Arrow Vale, Redditch.

Over the two sessions there were 125 Headteachers, Governors, and Business Managers in attendance. The LA was represented by the Cabinet Member for Children and Families, the Director of Children's Services, the Head of Finance and Resources and Children's Services Finance Officers.

FORMAT OF THE BRIEFINGS

- Welcome by Cabinet Member Children and Families Worcestershire County Council.
- Introduction by the Director of Children's Services.
- Updates on IBS Schools, Commissioning of Support Services, Learning and Achievement Review and High Needs by LA Officers.
- Summary of the Schools Block Current Position and Options for Change by the Head of Finance and Resources, Directorate of Children's Services, Worcestershire County Council.
- Questions and Answers throughout the sessions.

PAPERS PREVIOUSLY CIRCULATED TO ALL SCHOOLS AND OTHER CONSULTEES AT THE START OF THE CONSULTATION PROCESS ON 10 SEPTEMBER

- Consultation document and questionnaire including statutory questions required by DfE and details on the 6 formula options.
- Consultation questionnaire: - (6 questions)
 - Options preferred – ranked 1st 2nd 3rd.
 - Treatment of any additional Schools Block DSG in the AWPU.
 - Minor amendment to split site formula criteria for newly qualifying schools.
 - Delegation/de-delegation of central services.
 - Impact of L&A review on central services delegation.
 - Other centrally retained services.
- Formula modelling based on Oct 2013 data for each of the 6 options for consideration for the Worcestershire formula for 2015-16 including: -
 - Summary of the formula factors.
 - School by school analysis.
 - Pyramid analysis.
 - Phase Summary

FURTHER PAPERS CIRCULATED AFTER THE AREA MEETINGS ON 26 SEPTEMBER

- Copy of Area Meetings Presentation detailing the current position and proposals for change.
- A summary by school of the variations in the options detailing pupil numbers and indicative Pupil Premium allocations where available.
- Table showing the how the options in summary vary with respect to pupil numbers.

ISSUES RAISED

These are summarised as follows as Frequently Asked Questions (FAQ's) under the following key headings.

Formula Factors and Data Sets

Q. If the sparsity factor is added in 2015-16 would it have an effect on the rates of other factors?

A. There is a finite Schools Block DSG funding allocation and so using all the Minimum Funding Levels (MFLs) factors will not be affordable. So, with this and potentially adding further factors such as sparsity from those used in 2014-15 will put pressure on the funding available and could affect the value of other factors.

Q. Why is the value of WCC lump sum so low when comparing it with the MFLs?

A. The calculation of the £42,000 lump sum for 2013-14 was part of the change to the new funding formula requirements for 2013-14 which significantly restricted LAs on the number and types of factors permitted. The historic fixed and variable lump sum allocations for 2012-13 totalled £9.5m which gave £42,000 per school as there was no scope to differentiate between size and/or phase of school. Also, given the low funded level in Worcestershire adding any further DSG into this element of the formula would have meant a reduction in pupil led factors. However, the DfE now allows a differential lump sum by phase only but the inclusion of a higher lump sum was not the favoured option from the results of the consultation for 2014-15 which concluded that the majority of schools who offered a preference wanted no change from the 2013-14.

Q. The change in the data qualification for Low Prior Attainment (LPA) in 2014-15 caused a significant impact so is this being reconsidered?

A. The impact of the significant increase in the LPA data sets for both primary and secondary has been explained and documented previously. In particular for secondary pupils the qualification being changed to English or Maths at Level 4 at KS2 impacted significantly on the secondary AWPUs. The consultation options provide for this to be re-considered on either the current model or through the MFLs. There is also the option for no change.

Q. Pupils with LPA and from deprived backgrounds cost more in terms of educational resource and there seems to be a lobby from a small number of schools to re-consider this issue. As the WSF resolved not consult on this aspect why is still included in the consultation options?

A. The WSF draft minutes of the September 2014 meeting reflect the decisions made by the WSF. In particular the WSF agreed not to include a change to the secondary LPA in respect of the one consultation option relating to the existing formula. The WSF is a consultative group whose opinion is considered by the LA who may or may not concur. In this case the LA as the decision making body decided to continue with consultation to include the proposed change for the secondary LPA element in

the options relating to the existing formula. The consultation options using the MFLs including the reduced LPA rates for primary and secondary were agreed by the WSF.

Q. Has there has been an opportunity missed to look more closely at deprivation and why has not the need of such pupils been a factor in the formula options?

A. Deprivation funding has been targeted in the past e.g. pockets of deprivation and the national pupil premium has increased funding significantly over the last 3-4 years. Also, some of the options provide for using all of the IDACI bands 1 to 6. The underlying issue is the extremely low level of funding in Worcestershire and the need to provide a base funding level for all pupils. Some schools have argued the base is already skewed towards deprivation at the expense of all schools.

Q. How are middle school profiles and data sets recognised in the funding?

A. The DfE framework provides for primary and secondary and they view middle schools in their deemed phases primary or secondary. However the data sets recognise the different year groups in all schools including middle schools and the AWPU funding is linked to the Key Stages – primary, KS3 and KS4.

Q. Will there be a need to rebase the funding rates after the October 2014 census?

A. The approved formula has to be initially submitted to the DfE by 31 October 2014 on the current 2013 data sets. Subsequently all aspects of the approved formula would need to be reworked using the October 2014 census and other revised 2014 data. This will be provided by the DfE in late December 2014 together with the DSG settlement for 2015-16. The LA then has until 20 January 2015 to make any resubmission if there are significant changes to the data sets and funding level. The submitted formula factors cannot be altered but the units of resource can change.

Any changes to data sets for 2015-16 could have an effect on the units of resource used, if they are not affordable. **So the formula models and allocations to schools provided are a guide only and will change due to the 2014 data sets, the DSG 2015-16 available together with the effect of the statutory MFG and operation of the cap.**

The DfE have decided that any additional DSG **cannot be excluded from the MFG/Capping** as it is not 'new' delegation so the impact for individual schools will vary significantly e.g. some schools will see increases whereas other will see no increases but merely a reduced MFG requirement

Consultation Models and Decisions

Q. How were the consultation models developed?

A. Given the late DfE policy notification on 17 July 2014 and the even later issue by them of the national LA modelling tool the Worcestershire Schools Forum (WSF) Formula Group were only able to meet on 18 August 2014. Thanks go to that group for putting forward options for consideration by the WSF on 5 September. Following this the LA agreed the final consultation options which were circulated on 10 September.

Q. How will the formula options be scored?

A. This will be the same system as for 2014-15 by weighting the preferences 1st 2nd and 3rd linked to size of school by pupil numbers. Overall there was a very good overall response to the consultation last year of 40%. However this varied significantly by sector and a greater response is required from primary and middle schools.

Q. The definition of school's preferences is noted but it is felt the consultation responses will not readily influence the County Council's decision?

A. The methodology was changed in 2014-15 from previous years, which was a single indication of preference per school. This as a consequence of the challenge that it was sector driven only and did not reflect sector size. On the decision making ultimately it is the LA responsibility to agree and approve the funding factors and formula. However the LA does take into account the responses, the outcome of the consultation with schools and the views of schools and the WSF in coming to its final decision.

Q. Is this a genuine consultation or a case of the loudest takes priority?

A. The final report to Cabinet will contain all of the consultation feedback to inform the decision that Cabinet makes. It is extremely important that schools respond.

Q. Will the final decision be one of the 6 options?

A. Cabinet will be given all of the consultation feedback on the options in order to make its decision.

Other Funding Streams

Q. Can reductions in Post 16 funding be taken into account in the pre-16 formula?

A. The LA acknowledges that there are still issues with the level of post 16 funding. However, this is outside of the control of the LA. There is no scope to account for the effect of this in the local pre-16 formula. This issue affects both maintained schools and academies.

Q. Is there the ability to reflect the reductions in Education Service Grant (ESG) for academies?

A. The ESG is being reduced nationally and both the LA and academies are experiencing reductions. The EFA are reducing the per pupil rate for academies to come in line with those paid to LAs and there is some transitional protection available. As with Post 16 the ESG rates are set nationally so the LA has no scope to vary these or account for the effect in the local pre-16 funding formula.

Q. Is the Pupil Premium to be discontinued after 2015-16?

A. There is no indication of this.

General Issues

Q. Where is the link between the educational improvement strategy and the funding consultation options?

A. This is an extremely complex and difficult area. The funding is just one aspect and there may not necessarily be a correlation between the two, which can readily be addressed through the formula. There are multi complex issues – 2 and 3 tier, urban/rural, large/small – so whatever the formula there will be impact. The fundamental issue is the overall low resource level allocated to Worcestershire. No school would ever agree they were overfunded.

Essentially, there is not a simple linear relationship between resource levels and standards. The County Council's education strategy is to promote educational outcomes for all children and young people. In

recent years there has been substantial progress in educational outcomes as evidenced by examination results and Ofsted inspection judgements, but there remain significant gaps in performance between some vulnerable groups of learners and their peers. Further reducing these gaps is a key educational priority for the Council, and is a focus for the work of officers in schools and settings throughout the County.

As mentioned there is financial support for targeted pupils through the Pupil Premium and the use of the grant is now a key focus in Ofsted inspections. Within this context, discussions regarding funding allocations to schools and settings need to consider the potential impact of funding changes on the quality of educational provision. The relationship is complex; in recent years, for example, some of the largest gaps between vulnerable groups of learners and their peers have been in areas of deprivation, involving small number of learners. During this time, the performance of many schools has improved, despite reductions already seen in funding.

Q. Is this a formula for 2015-16 only and what happens after then can the model be revisited?

A. As in the two previous years this is a consultation for one year 2015-16 and will be reviewed again as required. Cabinet will only approve the formula for one year. The extent of any future changes will depend upon the DfE policy direction which has not yet been confirmed as it depends upon the next Comprehensive Spending Review (CSR) and the intended move towards a National Funding Formula (NFFF) in the next parliament.

Q. Is the anticipated new Schools Block DSG £6.2m guaranteed post 2015-16?

A. As this is an interim position there is no firm indication on this but it is hoped as it is a step towards fairer funding and a new NFFF then it will part of the future position.

Q. Can the LA continue to take up the funding issues with the DfE and EFA as although the restrictions of the new formula funding factors are understood it is believed by some schools that the formula was 'broken'?

A. The LA through the Cabinet, WSF, its MPs, the F40 group are and will be continuing to lobby government on all matters related to school and early years funding. This is crucial given the commitment to a new National Fair Funding Formula (NFFF) in the next parliament.

FAIR FUNDING CONSULTATION OUTCOMES 2015-16

**OUTCOMES AND RECOMMENDATIONS FROM THE
SEPTEMBER 2014 CONSULTATION**

	QUESTION	SUMMARY OF RESPONSES
Q1	Indication of which options are supported as the mainstream schools local funding formula for 2015-16 (ranked 1st, 2nd and 3 rd).	See Analysis in Appendix 3, with Option 6 being the overall preferred option
Q2	Do you agree with the methodology that any additional schools block DSG is allocated via the AWPU using the ratio of 1:1.27 for primary and secondary schools which is the figure that the DfE suggest for the whole of the school block funding?	Supported overall by all schools and in each sector
Q3	Do you support the proposal to slightly amend the existing split site formula qualifying criteria for any newly qualifying split site schools.	Supported overall by all schools and in each sector
Q4	Do you support transferring funding from the Schools Block into the: - Early Years Block? High Needs Block?	Not Supported overall by all schools and in each sectors except for Academy Middle Not Supported overall by all sectors and in each sector
Q5	Do you support the arrangements for delegation and de-delegation, except for those areas part of the L&A review, as detailed in the consultation document for 2014-15 to continue in 2015-16? Indication for the areas covered by the L&A review the option supported for 2015-16.	Supported by maintained schools overall and in each sector See Analysis in Appendix 3, but in summary approved by WSF for FSM, with additional work being required for EAL and GRT
Q6	Do you support the arrangements for centrally retained services as detailed in the consultation document for 2014-15 to continue in 2015-16?	Supported overall by all schools and in each sector

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FAIR FUNDING CONSULTATION OUTCOMES 2015-16
WORCESTERSHIRE SCHOOLS FORUM (WSF) ISSUES

As the statutory consultation body for schools funding issues and local schools formula development, the WSF met to receive and discuss the national Fair Funding Policy Direction and Consultation Issues as follows:

- On 5 September 2014 for the outcomes of the DfE policy direction and for consideration of potential local consultation issues for 2015-16 arising from the Formula Group on 18 August 2014; and
- On 6 October for the outcomes of the local consultation issues launched on 10 September 2014.

The main areas discussed are detailed in the following sections.

SEPTEMBER 2014 CONSULTATION OUTCOMES CONSIDERED AT THE WSF ON 6 OCTOBER 2014

The WSF considered the consultation outcomes for each of the 6 consultation questions together with the recommended actions as detailed in Appendices 2 and 3 of this report.

The WSF were encouraged by the overall level of response (48%) noting the variations between the sectors.

Consultation Question 1 – Options for the Mainstream Schools Local Funding Formula for 2015-16

In debating the outcomes the WSF noted the methodology for counting of the option preferences being the same basis as for 2014-15.

Schools were asked to rank 1st 2nd and 3rd preferences and the WSF supported the voting system taking account of this then linked to the size of school based upon pupil numbers.

The WSF then discussed the options analysis by 1st 2nd and 3rd preference linked to pupil numbers. It was noted by the EFA representative who attended the meeting that he was encouraged by the extensive, full and open consultation processes including the Area Meetings as well as the electronic communication.

Taking account of the above issues, the consultation responses, the submissions by schools on the consultation issues and the results of the options analysis *the WSF resolved to approve the recommendation that Option 6 be the agreed local schools funding formula from April 2015 for 2015-16.*

Consultation Question 2 – Proposal for any Additional Schools Block DSG 2015-16 to be allocated into the AWPU on the DfE suggested Primary to Secondary Schools Block Funding Ratio of 1:1.27

The WSF concurred with the consultation outcomes and *resolved to agree that any additional Schools Block DSG into the AWPU be allocated via the AWPU using the ratio of 1:1.27 for primary and secondary schools.*

Consultation Question 3 – Minor Change to Split Site Formula Criteria

The WSF concurred with the consultation outcomes and *resolved to agree the recommendation for the minor change to the split site formula criteria as detailed.*

Consultation Question 4 - Transferring funding from the Schools Block into the Early Years Block or the High Needs Block

The WSF concurred with the consultation outcomes and *resolved that Schools Block Funding be retained in that block and that none is transferred to the Early Years or High Needs Blocks.*

Consultation Question 5 – Delegation and De-delegation of Centrally Retained DSG Services for Maintained Schools including the impact of the L&A review areas

The WSF considered its statutory responsibilities in making decisions on the delegation or de-delegation of services currently centrally retained in the DSG. In line with the Schools Forum (England) Regulations 2012, the WSF maintained school members by phase considered these areas and *resolved to approve to either delegate or de-delegate these areas as detailed in Appendix 3 together with the method of delegation or de-delegation proposed.*

As far as the impact of the L&A review the WSF *resolved to approve to either delegate or de-delegate the services for FSM eligibility only and to undertake further work to determine the treatment of Support for Minority Ethnic Groups for EMAG and Traveller Children to conclude with a discussion at its meeting on 14 January 2015, as detailed in Appendix 3.*

Consultation Question 6 – Centrally Retained DSG Services

The WSF also considered its statutory responsibilities in making decisions on other centrally retained DSG services. The WSF *resolved to approve the continued central retention of the centrally retained services in 2015-16 as detailed in Appendix 3 to the same as those retained in 2014-15 limited to the 2013-14 budget level or further DfE prescription (indicative budgets are shown) for: -*

- Funding for significant pre-16 pupil growth to meet basic need and to enable all schools to meet the infant class size requirement i.e. pupil growth fund – £0.2m.
- Funding to support falling rolls on the basis that the qualifying criteria already agreed – £0.185m.

- Copyright Licensing Agency (CLA) and Music Publishers Association (MPA) licences – subject to DfE prescription.
- Contributions to Combined Services – the Early Intervention Family Support (EIFS) service budget – £1.5m.
- Capital Expenditure Funded from Revenue (CERA) – £1.030m.
- Termination of Employment/Redundancy Costs – £0.2m.
- Co-ordinated admissions scheme – £0.846m.
- Servicing of the Schools Forum – £0.055m.
- Carbon Reduction Commitment – subject to DfE top slice from DSG.

In terms of the final decision the WSF *resolved that these decisions be communicated to the County Council Cabinet* as required.

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