

	Transformation Reforms - New Proposed Reforms/Existing Reforms and Accounting Adjustments/Alternative Sources of Funding	DIR	2018-19					
			18/19 Projected Savings £'000s	Savings c/f 19/20 £'000s	18/19 Delivered £'000s	18/19 On Target £'000s	18/19 Amber £'000s	18/19 Red £'000s
1	Conversion of Highways Revenue Maintenance costs from the revenue to capital budget, no reduction in actual spend	E&I	5,000	0		5,000		
2	Capitalisation of Maintenance Revenue Costs - A full analysis of existing revenue property maintenance budgets will take place during 2017/18 to identify spend which can be capitalised. The work will also identify a programme of condition surveys and the associated costs. The information collected as part of this exercise will support the development of an updated maintenance programme which will cover a three to five year period	COaCH	100	0				100
3	Capitalisation - Along with other areas within the Council, use of capital funding is being investigated in order to release revenue budgets with the expectation that reductions of £300,000 could be made.	CFC	300	0		50	0	250
4	Reprioritisation Following confirmation of Public Health Ring Fenced Grant (PHRFG) - Existing plans are based on cautious estimates of assumed grant levels from 2018. Further reprioritisation of spend will follow confirmation of the grant at the end of 2017.	PH	500	0			500	
5	Optimising the use of specific grant income eg Better Care Fund	ACCT ADJ	4,200	0	4,200			
6	Review of the Minimum Revenue Provision Policy, to align the period over which long term borrowing is repaid with the asset lives that are being financed.	ACCT ADJ	4,800	0	4,800			
7	Pension Fund - Prepayment of the Employer Contributions	FIN	400	0	400			
8	Revolving Investment Fund (RIF) - Investing projects which will yield income.	FIN	125	0	125			
9	Review of the expenditure budgets within street lighting	E&I	500	0			300	200
10	Review of the expenditure within waste management	E&I	3,100	0	600	1,700		800
11	Libraries - Through a combination of property remodelling, looking at innovative ways to deliver the service, reduction in costs as well as generating income, efficiencies are expected to be made over the 3 years totalling £1m in future years, in consultation with the public, a new model for library services will be investigated.	CFC	200	0	188	8	4	
12	Income Generation - Review of income generation opportunities across the directorate. Feasibility studies will be necessary - the target is therefore set for future years.	CFC	0	0				
13	Education Services - A review of the internal and contracted services relating to provision of education and skills will be undertaken to reduce expenditure in the region of £280,000 over the 3 year period.	CFC	210	0	210	0		0
14	Staffing savings - Through a mix of reorganisation to ensure we have the most effective staffing structure in place to integrate work flow and contract efficiencies a budget reduction of approximately £155,000 is forecast over the medium term.	CFC	105	0	105	0		
15	Adoption - Adoption Services are currently moving towards a new model of delivery by transferring to the Adoption Central England (ACE) Regional Adoption Agency in February 2018. This, together with a reorganisation of the services and associated staff that are out of scope for the transfer could generate a saving of £346,000 over the 3 year period.	CFC	70	0	70	0		
16	Workforce Spend Review - Phase 1,2 and 3 The Council spends circa £90m per year on it's workforce. This spend aligns with three key overarching areas which are governance, management best practice and terms and conditions. It is therefore proposed that a review is carried out of all associated workforce spend around these three key areas, as identified above. The first step is to understand the workforce spend in each of these areas, followed by the identification of next steps which will then need to be negotiated with the relevant Unions. This will be completed early in 2018/19.	COaCH	600	0	600			
17	IT Technical Support to Worcestershire County Council - ICT Managed Service Contract was let in December 2014 with an operational start date of February 2018. The contract covered computers, mobile phones, telephony servers, storage, wireless access points and audio visual equipment and equipment support (eg council chamber webcast). As the contract has progressed it is becoming increasing clear that the IT landscape around which the contract was awarded has changed and it is expected that this will continue to evolve. The proposal is for the support to the items outline above is delivered through a WCC based team. This would enable the Council to have greater control and increased responsiveness to emerging IT demand, whilst being able to access specialist IT expertise when required. This work stream would be delivered during 2018	COaCH	250	0		50	75	125
18	Supporting service users to move to extra care residencies	DAS	140		140			
19	Review of Learning Disabilities Day Services / 12 week Connect Service	DAS	100		100			

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20	Supporting service users to move to supported living	DAS	297	0	297			
21	Minor adaptations funding	DAS	375	0		180		195
22	Commissioning In House Residential Care	DAS	120	0	90	30		
23	Case management approach for CHC funding	DAS	1,000	0	1,000			
24	Roll out of 3 conversation model	DAS	649	0	332	197	120	
25	Operational Budget Review - Efficiency savings through staffing, non-pay reviews and debt restructuring	FIN	125	0	125			
26	Treasury Management - Further iterations on the Treasury Management Strategy will be considered - the incorporation of property funds and other investment vehicles	FIN	50	0	50			
27	Contract Reviews - There are a number of contracts where strictly the statutory duties sit with housing, police and NHS, and the County Council has a duty to cooperate. We would be looking to have strategic discussions with relevant partners and authorities with a view to developing proposals for redesign and potential joint commissioning by October 2018.	PH	0	0				
28	Housing Extra Care - The current Service consists of lower level health and well-being support, but this is not a strongly evidence based service. Savings should be made by practice change and developing effective partnerships with VCS and local communities, with limited risk to residents. Working with extra care settings, to support the development of health promoting environments could be more productive and at a reduced cost to WCC.	PH	0	0				
29	Board have established a work stream to identify improvements in systems operating between Housing, Health and Adult Social Care and to review services that assist people to live independently at home and reduce pressures on hospital services and social care. This will include considering opportunities to improve joint commissioning of relevant services between the key agencies and where service contracts could be more joined up. IN that context this would include a review of the Home Improvement Agency contract, which is jointly commissioned by the six District Councils and WCC and delivers a range of services to maintain people's independence at home, including the provision of Disabled Facilities Grant. The current contract will operate until March 2019.	PH	0	0				
30	Lifestyle Services - We shall review the provision and design of available lifestyles services	PH	0	0				
31	Review of Mandated Areas - All of mandated services have been reshaped to include a renewed focus on prevention. It is anticipated that by 19/20 this may result in reduction in activity releasing £150k (1%) and enabling further service redesign to recommission at that level.	PH	0	0				
32	Technology enabled care	DAS	115	0	115			
33	Care package review project	DAS	820	0	521	299		
34	Application of Choice Policy	DAS	379	0	285	94		
35	Review and Manage Provider Fees	DAS	1,500	0	1,500			
36	Advocacy Joint Commissioning	DAS	50	0	50			
37	Public Health: Use of Public Health Ring Fenced Grant	PH	500	0			500	
38	Commercial and Performance: Develop a corporate approach to commissioning that delivers best outcomes for the Council and service areas including negotiation of best deals with current and new suppliers.	PH	40	0			40	
39	Better Use of Property: Potential acquisition of sites and associated Property Savings - UPDATE £100k achieved though active management of back funding budget	COaCH	150	0	100			50
40	COaCH Operating Model	COaCH	0	0				0
41	Libraries Remodelling (16/17 & 17/18 cfd)	CFC	281	0	281	0		
42	Communities Gap (16/17)	CFC	56	0	56	0		
43	Self Sufficient Council: Optimising income generation including traded services to other organisations and fees and charges - UPDATE - savings delivered through lower back funding costs	FIN	300	0	300			
44	Self Sufficient Council: This programmed will increase the Council's ability to be self-sufficient, moving further away from reliance on Central Government funding. This will include a range of outcomes: Optimising Council Tax and Business Rate income, Optimising Sales, Introducing a Revolving Door Capital Investment Fund and Maximising Value from Investment of the Council's Asset Base.	FIN	575	0	575			
45	Housing Support Mental Health	DAS	288	0	288			
46	External Provider Training - full cost recovery	DAS	90	0	90			
47	Maximising Benefits Income for Service Users	DAS	171	0	171			

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48	Non-statutory support for LD clients	DAS	10	0	10			
49	Rationalise support for people with sensory impairment	DAS	0	0				
50	Introduce charging for brokerage for self funders	DAS	10	0		10		
51	Robust spend control measures	DAS	465	0		100	365	
52	Capitalise finance transformational spend	DAS	250	0	250			
53	Commissioning and quality assurance review	DAS	106	0	106			
54	Social work capacity in hospitals	DAS	60	0	60			
55	Remove 50% rapid response / OOH resource in localities	DAS	0	0				
56	Review current charging mechanisms, policies and procedures	DAS	0	0				
57	Resetting the relationship with Worcestershire Health and Care Trust	DAS	0	0				
58	Revisit £1m of £2m iBCF funding allocated to CCGs	DAS	0	0				
59	Close the Grange	DAS	0	0				
60			0	0				
			29,532	0	18,190	7,718	1,904	1,720

29,532

29,532