

Appendix G: Transformation Capitalisation Expenditure Progress and Plan

Directorate	24/25
Homes and Communities	219
Place	274
Finance	1,657
Childrens	2,271
Adults	807
Corporate Services	2,005
Subtotal	8,763
(DSG safety valve set aside)	4,000
Cross Cutting	1,529
Total	12,762

Breakdown of Expenditure (£000's)

Homes and Communities:

- Review of the library service (while in Place) (£132)
- Reducing Housing Demand (£65)
- Invest to save support for service savings projects (£22)

Place:

- Recycling and Food Waste: Work to divert food waste and recycling from the general waste stream to reduce disposal costs. (£217)
- Invest to save support for service savings projects (£56)

Finance

- Future Financial Systems: Oracle implementation costs (£609)
- Finance Review: (£1,048)

Children's

- DSG/SEND Improvement Plan: Support to deliver the DSG and SEND improvement programme to address escalating costs and significantly reduce

expenditure (saving £108m on DSG and £37m in linked GF interest costs)
(£2,271)

Adults

- Mental Health COVID-19 Recovery Strategy and Post Pandemic reablement (£141)
- Increasing in house Care home provision (£171)
- Early Years delivery model (£271)
- Streamlining assessments, commitments and placements (£162)
- Modernising telecare and diagnostic equipment services (£61)

Corporate Services

- Digital and Technology Innovation Projects: Implementation costs of providing digital, process and transformation support to the Council's savings initiatives (£714)
- Transformation Team, Consultancy and Agency support to services: (£1,018)
- Corporate Services Improvement Programme: HR and legal support to enable services to deliver savings (£273)

Cross Cutting

- Systems and Processes Review (£1,529)

Directorate	25/26	26/27
Homes and Communities	660	670
Place	880	1,640
Finance	1,000	600
Childrens	6,970	6,870
Adults	630	630
Corporate Services	3,050	2,670
Cross Cutting	3,810	2,670
Total	17,000	15,750

Breakdown of Expenditure (£000's)

Homes and Communities:

- Private Sector Housing Improvement Plan (£360): This will improve the supply of private sector housing to address the significant cost escalation on statutory accommodation costs (contributing to the £3.6m of savings in the MTFS)
- Housing Commissioning Improvement Plan: (£120) This is an integral part of addressing the temporary and statutory housing growth in demand and cost, by improving the targeting of our accommodation pipeline (contributing to the £3.6m of savings in the MTFS)
- Integrated Front Line: (£150) This will redesign and reskill our front line worker model across enforcement, tenancy and other services, allowing us to release capacity, improve enforcement and reduce costs (contributing to the £0.5m of savings in the MTFS)
- Community Services Improvement Plan: (£100) This programme will create a more integrated, resident-focussed offer across our cultural, leisure, libraries and advice services (savings in use of staff and premises)
- Civil contingencies improvement plan: (£30) Support in refreshing and improving our hub and spoke / embedded delivery approach (offsetting the need for significant capacity increases to meet statutory obligations)

Place:

- Environmental Services Delivery Model: (£450) In-depth reviews, options analysis and implementation plans for our key environmental services (targeting a reduction in general fund expenditure)
- Assets Review and Delivery Model: (£320) In-depth reviews, options analysis and implementation plans for our key asset services (acquisitions, disposals, capital programme, corporate estate management and maintenance, repairs services) to reduce costs
- Recycling and Food Waste: (£40) Work to divert food waste and recycling from the general waste stream to reduce disposal costs.
- Planning and Growth Reform: (£70) Capturing revenue and streamlining the planning and growth functions to increase income and reduce costs

Finance

- Finance Improvement Plan: (£500) CIPFA expertise to review and modernise end to end financial management systems in order to ensure that our resources are accurately accounted for and spent wisely in Hillingdon
- DSG and Education Finance: (£500) A focussed project to significantly improve the financial systems for the DSG and Education to streamline and better target funding

Children's

- DSG/SEND Improvement Plan: (£2400) Support to deliver the DSG and SEND improvement programme to address escalating costs and significantly reduce expenditure (saving £108m on DSG and £37m in linked GF interest costs. A further provision of (£4000) is being set aside to support the DSG safety valve.
- Integrated Care Offer: (£350) Implementation and administrative costs of the care home, fostering and related projects to significantly reduce placement expenditure
- Adult Education Review: (£70) Options analysis and preferred options to deliver the proposed Adult Education Service savings
- Social Care Offer: (150) Implementation of the social work provision reforms linked to the proposed savings target

Adults

- Sustained Support Service: (£300) Review and reform of placements and care provision to achieve demand management and budget savings (contributing to the £1m of savings in the MTFS)
- Immediate Response Service: (£250) This underpins the review and reform of casework and assessments to achieve demand management and budget savings (contributing to the £0.770m of savings in the MTFS)

- Commissioning Support: (£80) Review and reduce costs in commissioned care services (contributing to the £1.3m of savings in the MTFS)

Corporate Services

- Digital and Technology Innovation Projects: (£2600) Implementation costs of providing digital, process and transformation support to the Council's savings initiatives
- Corporate Services Improvement Programme: (£450) Implementation costs of providing more efficient technologies, streamline processes and enabling services to reduce council operating costs

Cross Cutting

- Financial Systems Improvement Programme: (£1500) Technology and digital components of the Finance Improvement Plan
- Target Operating Model: (£760) Supporting the redesign of the organisations systems, processes, people and policy frameworks (contributing to the £15m of savings in the MTFS)
- Commissioning and Procurement Improvement Project: (£250) Programme of work to streamline our procurement approach, reduce contract costs and identify more cost-effective options for service delivery (contributing to the £1.8m of savings in the MTFS)
- Integrated Front Door: (£300) Project to integrate access to services
- Service Innovation Fund: (£500) This fund will be used to develop and implement innovative savings opportunities
- Restructuring contingency: (£500) Support for costs associated with employment changes arising from implementing service reviews