

Appendix D: Progress against 2023/24 approved Savings as at 31 December 2023 (Quarter 3)

Directorate Savings of £14.1m for 2023/24 were approved by Council on 10 February 2023.

The status of the delivery of approved savings at 31 December 2023 (Quarter 3) is noted below:

| Directorate | Approved Savings | Delivered | Forecast | At Risk |
|--------------------------------------|------------------|--------------|--------------|--------------|
| | £'000 | £'000 | £'000 | £'000 |
| Community Wellbeing (S1 to S17) | 6,105 | 3,301 | 1,735 | 1,069 |
| Children & Young People (S18 to S19) | 4,500 | 0 | 300 | 4,200 |
| Economy & Environment (S20 to S28) | 2,200 | 1,236 | 65 | 899 |
| Corporate Services (S29 to S36) | 1,330 | 350 | 680 | 300 |
| Total Savings | 14,135 | 4,887 | 2,780 | 6,468 |
| | | 35% | 20% | 45% |

At 31 December 2023 (Quarter 3), £4.9 million (35%) of the £14.1 million savings for 2023/24 have been delivered with a further £2.8 million forecast to be delivered in year.

The status of individual Directorate savings as per Appendix B of the Council Report approved on 10 February 2023, is shown in Annex 1 below.

Annex 1: Status of delivery of approved savings at 31 December 2023 (Quarter 3)

| Directorate | Target £'000 | At Risk £'000 | In Progress £'000 | On Target £'000 | Delivered £'000 |
|--|-----------------|------------------|----------------------|--------------------|--------------------|
| Community & Wellbeing | | | | | |
| S1 Stable Engaged Workforce | 710 | | 500 | | 210 |
| S2 Edge of Care and Prevention | 300 | | | | 300 |
| S3 New Integrated Models of Care | 550 | | 550 | | |
| S4 Occupational Therapy Delivery Model | 100 | | | | 100 |
| S5 Digital and Technology | 500 | | 255 | | 245 |
| S6 Respite Provision | 300 | 300 | | | |
| S7 Process Efficiency - Block Bed Contracts | 300 | | 230 | | 70 |
| S8 Telecare Charges | 150 | | | 50 | 100 |
| S9 Process Efficiency - Business Support | 100 | | | 50 | 50 |
| S10 Process Efficiency - Income Collection & Debt Management | 600 | | | | 600 |
| S11 Process Efficiency - Repairs and Maintenance | 100 | | | | 100 |
| S12 Process Efficiency - Brokerage | 100 | 100 | | | |
| S13 All Age Commissioning | 600 | 300 | 100 | | 200 |
| S14 Social Care Delivery | 750 | | | | 750 |
| S15 Public Health | 326 | | | | 326 |
| S16 Supported Living | 369 | 369 | | | |
| S17 Care and Funding Pathway | 250 | | | | 250 |
| Total Community & Wellbeing | 6,105 | 1,069 | 1,635 | 100 | 3,301 |
| Children & Young People | | | | | |
| S18 Place Management balance | 466 | 466 | | | |
| S18 (i) UASC Expenditure Offset by Increased Claims | 108 | 108 | | | |
| S18 (ii) Reduction In Proportion Of Residential Placements | 624 | 324 | | 300 | |
| S18 (iii) Discharge of Placement with Parents Orders | 50 | 50 | | | |
| S18 (iv) Review of Staying-Put Payments and Allowances | TBC | TBC | | | |
| S18 (v) Edge of Care Re-unification | 234 | 234 | | | |
| S18 (vi) Targeted Cohort Step Downs Q1 | 768 | 768 | | | |
| S18 (vii) Increased Contributions for Complex Needs | 100 | 100 | | | |
| S18 (viii) Reduced Costs of Parent & Baby Placements | 150 | 150 | | | |
| S18 (ix) School Transport Savings | 0 | 0 | | | |
| S19 Recruitment and Retention | 2,000 | 2,000 | | | |
| Total Children & Young People | 4,500 | 4,200 | - | 300 | - |

| Directorate | Target £'000 | At Risk £'000 | In Progress £'000 | On Target £'000 | Delivered £'000 |
|---|-----------------|------------------|----------------------|--------------------|--------------------|
| Economy & Environment | | | | | |
| S20 BBLP Annual Plan Revision | 350 | | | | 350 |
| S21 Waste Collections | 80 | | | | 80 |
| S22 Parking Income | 450 | | | | 450 |
| S23 Fees & Charges | 300 | 79 | | 65 | 156 |
| S24 Fixed Penalty Notice Pilot | 50 | 50 | | | |
| S25 Transformation Planning & Regulatory Services | 350 | 350 | | | |
| S26 Economic Development: Vacancy Management | 50 | | | | 50 |
| S27 Enterprise Zone Running Costs | 150 | | | | 150 |
| S28 Directorate Transformation Programme: | | | | | |
| S28 (i) Demand Management | 150 | 150 | | | |
| S28 (ii) Partnership Opportunities | 225 | 225 | | | |
| S28 (iii) Commercial Opportunities | 225 | 225 | | | |
| Public Realm FOM Project costs | (180) | (180) | | | |
| Total Economy & Environment | 2,200 | 899 | - | 65 | 1,236 |
| Corporate Services | | | | | |
| S29 Exit From Inefficient Properties | 300 | 300 | | | |
| S30 Increase in Rental Income | 170 | | 170 | | |
| S31 Financial Payment Process Efficiencies | 100 | | | 50 | 50 |
| S32 Mobile Phones | 20 | | | 20 | |
| S33 Herefordshire Now | 100 | | | | 100 |
| S34 Children's Services Legal Support | 200 | | | | 200 |
| S35 Transformation of Legal Support | 140 | | 140 | | |
| S36 Transformation of Programme Management (PMO) | 300 | | 300 | | |
| Total Corporate Services | 1,330 | 300 | 610 | 70 | 350 |
| TOTAL DIRECTORATE SAVINGS | 14,135 | 6,468 | 2,245 | 535 | 4,887 |

RAG Rating – to show confidence in delivery of savings

| | |
|--------------|--|
| Red | Delivery in 2023/24 at risk. Recovery action to identify mitigations required. |
| Amber | Activity to deliver savings in 2023/24 is in progress. |
| Green | Activity to deliver savings expected to be delivered in 2023/24 is on target. |
| Blue | Savings achieved in 2023/24. |