

### Appendix E: Delivery of Savings at 31 March 2024 (Quarter 4)

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 March 2024 (Quarter 4) is noted below:

| Directorate                          | Approved Savings<br>£'000 | Delivered recurrently/<br>mitigated<br>£'000 | Not delivered/<br>mitigated<br>£'000 |
|--------------------------------------|---------------------------|--|--------------------------------------|
| Community Wellbeing (S1 to S17)      | 6,105                     | 6,105  | -                                    |
| Children & Young People (S18 to S19) | 4,500                     | 300  | 4,200                                |
| Economy & Environment (S20 to S28)   | 2,200                     | 2,200  | -                                    |
| Corporate Services (S29 to S36)      | 1,330                     | 1,330  | -                                    |
| <b>Total Savings</b>                 | <b>14,135</b>             | <b>9,935</b>                                 | <b>4,200</b>                         |
|                                      |                           |  |                                      |

At 31 March 2024 (Quarter 4), £9.9 million (70%) of the £14.1 million Directorate savings for 2023/24 have been delivered recurrently or mitigated in year. £4.2 million (30%) have not been delivered in 2023/24.

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: Delivery of approved savings at 31 March 2024 (Quarter 4)

| Directorate  | Target<br>£'000 | Delivered<br>(Recurrent)<br>£'000 | Delivered (Non-<br>Recurrent)<br>£'000 | Not delivered<br>£'000 |
|--|-----------------|-----------------------------------|--|------------------------|
| <b>Community &amp; Wellbeing</b>                             |                 |                                   |  |                        |
| S1 Stable Engaged Workforce                                  | 710             | 210                               | 500                                    |                        |
| S2 Edge of Care and Prevention                               | 300             | 300                               |  |                        |
| S3 New Integrated Models of Care                             | 550             | 70                                | 480                                    |                        |
| S4 Occupational Therapy Delivery Model                       | 100             | 100                               |  |                        |
| S5 Digital and Technology                                    | 500             | 245                               | 255                                    |                        |
| S6 Respite Provision   | 300             |                                   | 300                                    |                        |
| S7 Process Efficiency - Block Bed Contracts                  | 300             | 200                               | 100                                    |                        |
| S8 Telecare Charges  | 150             | 100                               | 50                                     |                        |
| S9 Process Efficiency - Business Support                     | 100             | 100                               |  |                        |
| 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             | 200                               | 400                                    |                        |
| S14 Social Care Delivery                                     | 750             | 750                               |  |                        |
| S15 Public Health  | 326             | 326                               |  |                        |
| S16 Supported Living   | 369             |                                   | 369                                    |                        |
| S17 Care and Funding Pathway                                 | 250             | 250                               |  |                        |
| <b>Total Community &amp; Wellbeing</b>                       | <b>6,105</b>    | <b>3,551</b>                      | <b>2,554</b>                           | <b>-</b>               |
| <b>Children &amp; Young People</b>                           |                 |                                   |  |                        |
| 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             | 300                               |  | 324                    |
| S18 (iii) Discharge of Placement with Parents Orders         | 50              |                                   |  | 50                     |
| S18 (iv) Review of Staying-Put Payments and Allowances       | 0               |                                   |  | 0                      |
| 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                  |
| <b>Total Children &amp; Young People</b>                     | <b>4,500</b>    | <b>300</b>                        | <b>-</b>                               | <b>4,200</b>           |

| Directorate                                       | Target<br>£'000 | Delivered<br>(Recurrent)<br>£'000 | Delivered (Non-<br>Recurrent)<br>£'000 | Not delivered<br>£'000 |
|---|-----------------|-----------------------------------|--|------------------------|
| <b>Economy &amp; Environment</b>                  |                 |                                   |  |                        |
| S20 BBLP Annual Plan Revision                     | 350             | 350                               |  |                        |
| S21 Waste Collections                             | 80              | 80                                |  |                        |
| S22 Parking Income                                | 450             | 450                               |  |                        |
| S23 Fees & Charges                                | 300             | 228                               | 72                                     |                        |
| 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)                                  |                        |
| <b>Total Economy &amp; Environment</b>            | <b>2,200</b>    | <b>1,158</b>                      | <b>1,042</b>                           | <b>-</b>               |
| <b>Corporate Services</b>                         |                 |                                   |  |                        |
| S29 Exit From Inefficient Properties              | 300             |                                   | 300                                    |                        |
| S30 Increase in Rental Income                     | 170             | 170                               |  |                        |
| S31 Financial Payment Process Efficiencies        | 100             | 100                               |  |                        |
| 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                                    |                        |
| <b>Total Corporate Services</b>                   | <b>1,330</b>    | <b>430</b>                        | <b>900</b>                             | <b>-</b>               |
| <b>TOTAL DIRECTORATE SAVINGS</b>                  | <b>14,135</b>   |                                   |  |                        |