

Appendix 1: Recovery Plan Performance by Service Area

1. Change and Strategy Delivery

Project Title	Target 31/03/23 (£000s)	Forecast 31/03/23 (£000s)	% By 31/03/23	% By 31/03/24	Achieved to Date (£000s)	Timeline for completion	Challenges
Operating model and MER – efficiencies and staff reduction	1500	1500	100%	100%	925	Project on track to be in place for 1 st April 2023	n/a
Reduced Agency Spend	303	0	0%	100%	0	Reduction in agency staff planned by 1 st April 2024 related to workforce strategy and new future design of social care.	Recruitment issues require that agency staff are still required to fulfil statutory duties.

2. Living and Ageing Well

Project Title	Target 31/03/23 (£000s)	Forecast 31/03/23 (£000s)	% By 31/03/23	% By 31/03/24	Achieved to Date (£000s)	Timeline for completion	Challenges
Review of new High-Cost Homecare arranged during Covid response	3470	2628	76%	87% (3.017m)	2.628	£2628 planned to be delivered by 31 st March 2023 with a further £389k forecast by 1 st April 2024, making a total of £3017m.	Capacity issues due to priority of responding to new referrals.
Right-sizing Home-Care packages increased during Covid response & Review of Direct Awards.	4408	1356	31%	96% (4.2m)	1072	£1,356 planned to be saved by 31 st March 2023. A further £1.87m is forecast to be delivered in 23/24 making a total of £3.2m by 1 st April 2024. This leaves £1.2m saving to be mitigated, of which £1m is planned via review of direct awards.	Agency staff have been required to complete this work, as initial attempts to incorporate work into current workload was unsuccessful due to responding to new demand.
Managing new demand for high-cost support through a new Enablement test for change	1281	1281	100%	100%	747	Metric is average new starter costs for homecare (now £288pw compared to £380pw last year). No completion date as target is ongoing.	The Enablement Team have not been deployed as intended due to a priority of supporting homecare sector to deliver new support.
Managing demand for Homecare through Equipment & Adaptations	380	380	100%	100%	222	Project due to be completed by June 2023.	Reducing backlog at same time as increased demand of 22% on the service.
Reducing additional staff costs in STIT	812	812	100%	100%	0	Additional funding to meet these responsibilities has now been secured.	Levels of absence and long-term absence have increased costs and use of overtime. Loss of Staffplan IT System has added to capacity issues.
Resetting the localities staffing budget	537	537	100%	100%	537	Delivered	n/a
Total	10,888	6994	64%	94% (10.23m)	5206	£661k remains to be mitigated through additional activity	

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3. Adults with a Disability

Project Title	Target 31/03/23 (£000s)	Forecast 31/03/23 (£000s)	% By 31/03/23	% By 31/03/24	Achieved to Date (£000s)	Timeline for completion	Challenges
Direct Payment Reviews	2800	334	12%	100%	216	334k forecasted by 31/03/23. A further £820k is forecast to be delivered as FYE in 23/24. Full value £1.2m (£1.6m short of target). £3m saving from ongoing review activity will be required in 23/24 to cover shortfall and meet 23/24 budget plan.	Several recruitments attempt from permanent workforce were unsuccessful. Agency team put in place in September to complete project.
Complex Care Review Team	1000	600	60%	130% (£1.3m)	437	Work to be completed by April 2023. £700k delivered as full year effect in 23/24 will exceed target.	Reviews have been picked up as business-as-usual. Dedicated resource to review started in October 22.
Improved Transitions Planning	252	130	52%	100%	130	Work is ongoing. Team will be able to review support for young adults methodically from 23/24 onwards and it's planned to meet the target in 23/24 due to this.	Transitions Team are newly established and have prioritised managing the transition of 100+ young adults who have not had an adults assessment.
Improved Social Work Practice through Strengths-Based Reviews	1157	0	0	0	-	Increases to existing packages are forecast to exceed target, making this saving unachievable. Saving cannot be recovered in 23/24 because it relates to growth rather than a specific task.	A small number of high-cost placements related to provider closures or providers withdrawing support have increased costs for existing customers.
Efficiency through integration of Continuing Health Care Services	400	400	100%	100%	266.4	Metric is Joint Package spend. This has reduced from £51.3m in April to £50.6m. Assuming 75% paid by SCC, that's £490k less	System data quality needs to improve to fully assess impact of joint reviews and CHC specialism.
Direct Payment Service Transformation	359	385	107%	214% (770k)	230	New costing £261 compared to £464; saves 385k in 22/23 and a further £385k FYE in 23/24	New Direct Payments are coming in at a lower cost (£261pw compared to £464pw) but increases to existing support are driving costs.
Reduced liability for contract void charges	549	271	49%	100%	271	One project completed and second project due to be completed by March 2023. Saving from second project will be realised in 23/24.	Transfer from one property completed to schedule but delays to agreement on second property delayed, incurring ongoing fixed costs.
Vacancies and Voids costs	700	700	100%	100%	433	On course for full delivery of saving in year.	n/a
Supported Living TUPE contract ends	1000	400	40%	600k	314	A phased plan has been implemented to schedule reduction in TUPE payments by 1st April 2025.	Contractual requirements and provider sustainability required ongoing payment of TUPE monies on a phased agreement.

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Review of Befriending, Short Breaks and Day Activity Services	678	728	107%	107% (728k)	440	Work complete	New frameworks for Short Breaks and Day Services did not yield any savings. This was mitigated by use of in-house short breaks.
New Accommodation Strategy	111	100	90%	100%	96	Project due to be completed by March 2023.	Delays in finding suitable tenants that can share properties meant that vacant places were not taken up as quickly as desired.
Provider Services staffing budget adjustment	500	290	58%	100%	-	Budget is overspent, but there are underspends in other areas of the service. Staffing budgets will be in balance by 1 st April 2024	In-house services were closed during covid, so staff costs were static. Since services reopened there has been increased overtime to facilitate cover, creating a cost pressure on staffing budget.
Total	9,506	4,312	45%	92% (8.71m)	2,833	£796k remains to be mitigated by additional activity	

4. Mental Health and Safeguarding

Project Title	Target 31/03/23 (£000s)	Forecast 31/03/23 (£000s)	% By 31/03/23	% By 31/03/24	Achieved to Date (£000s)	Timeline for completion	Challenges
Care Trust – Remodelling of social work mental health provision.	1000	760	76%	100%	477	This project will be completed by 1 st April 2024 aligned to a wider review of health and care. Mitigation is planned via mental health reviews as indicated in the Committee reports.	Vacancies in the service and staff departures indicated a reduced staff spend was achievable; however, service is over budget on staff.
Safeguarding, MH and Domestic Abuse delivery efficiencies and contractual review	300	100	33%	33%	50	Mitigation of this saving is now required in 23/24.	The original project could not be delivered due to organisational changes.
Domestic Abuse Refuge funding	350	350	100%	100%	350	Delivered	n/a
Total	1,650	1,210	73%	88%	877	200k remains to be mitigated.	

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5. Adult Commissioning and Partnerships

Project Title	Target 31/03/23 (£000s)	Forecast 31/03/23 (£000s)	% By 31/03/23	% By 31/03/24	Achieved to Date (£000s)	Timeline for completion	Challenges
Vulnerable People: Commissioning staff saving	100	100	100%	100%	100	Delivered	n/a
Total	100	100	100%	100%	100	Delivered – No Mitigations Required	

6. Governance and Inclusion

Project Title	Target 31/03/23 (£000s)	Forecast 31/03/23 (£000s)	% By 31/03/23	% By 31/03/24	Achieved to Date (£000s)	Timeline for completion	Challenges
Income & Payments Programme	854	1383	150%	150%	854	Delivered (529k over delivery forecast)	n/a
Income and Payments financial assessment review fast track	200	200	100%	100%	200	Delivered	n/a
Supplies and Services	200	200	100%	100%	133	Metric is spend on supplies across the service; as such work is ongoing.	n/a
Total	1,254	1,783	142%	142%	£1,187	Delivered – No Mitigations Required	

7 Overall Total

Saving Category by Portfolio	Target 31/03/23	Forecast 31/03/23	Forecast 31/03/24	Forecast % by 1 st April 2023	Forecast % by 1 st April 2024	Mitigations Required (£000's)
	(£000s)	(£000s)	(£000s)			
Change and Strategy Delivery	1,803	1,500	1,803	83%	100%	0
Living and Ageing Well	10,888	6,994	10,227	64%	94%	661
Adults with Disabilities	9,506	4,312	8,710	45%	92%	796

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Mental Health and Wellbeing	1,650	1,210	1,450	73%	88%	200
Care Governance and Inclusion	1,254	1,783	1,783	142%	142%	-529
Commissioning and Partnerships	100	100	100	100%	100%	0
Chief Social Work Officer	0	-	-	-	-	0
Total	25,201	15,899	24,073	63%	96%	1,128

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