

Appendix 1: Recovery Plan Performance by Service Area

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	Risks and Actions to Deliver Required Savings
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1. Change and Strategy Delivery

Operating model and MER – efficiencies and staff reduction	1500	1500	100%	100%	1125	Project on track to be in place for 1 st April 2023	Risk: - Overall staffing costs across AHSC need to match available budget. Staffing pressures identified as establishment reviewed and corrected. Risk Mitigation: - All AD to set plan for March Committee on how budgets will be delivered to envelope available
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.	Risk: Recruitment issues require that agency staff are still required to fulfil statutory duties. Risk Mitigation – Specialist recruitment to be undertaken to deliver stable workforce and reduce agency costs.
Total	1803	1500	83%	100%	1125		

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2. Living and Ageing Well

Review of new High-Cost Homecare arranged during Covid response	3470	2708	78%	89% (3.1m)	2628	£2708 planned to be delivered by 31 st March 2023 with a further £380k forecast by 1 st April 2024, making a total of £3088m.	Risk: Capacity issues due to priority of responding to new referrals. Risk Mitigation: - Options appraisal underway to build capacity for homecare reviews on a sustainable basis for noting at March Committee.
Right-sizing Home-Care packages increased during Covid response & Review of Direct Awards.	4408	1436	33%	88% (3.9m)	1243	£1,436 planned to be saved by 31 st March 2023. A further £1.5m is forecast to be delivered in 23/24 making a total of £2.9m by 1 st April 2024. This leaves £1.5m to be mitigated, of which £1m is planned via review of direct awards.	Risk: - 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. Risk Mitigation: - Options appraisal underway to build capacity for homecare reviews on a sustainable basis for noting at March Committee.

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Managing new demand for high-cost support through a new Enablement test for change	1281	1281	100%	100%	961	New starter costs for homecare have decreased for fourth month in a row (now £283pw compared to £380pw last year). No completion date as target is ongoing.	Risk: - Enablement funded on a temporary basis with funding ending on 1 st April 2023. Risk Mitigation: - Options appraisal to implement enablement as part of core service delivery.
Managing demand for Homecare through Equipment & Adaptations	380	380	100%	100%	285	Backlog decreased for fourth month in a row (now at 1,350 – returning to pre-covid level). Project due to be completed by June 2023.	Risk: - Ability to maintain focus on reducing backlog at same time as increased demand of 22% on the service. Risk Mitigation: - Project plan in place with clear milestones.
Reducing additional staff costs in provider services	812	812	100%	100%	0	Additional funding to meet these responsibilities has now been identified and is being pursued.	Risks: - Levels of absence have increased costs and use of overtime. Loss of Staff plan IT System has added to capacity issues. Risk Mitigation: - Retender for IT System and service development planned for 23/24.to mitigate costs.
Resetting the localities staffing budget	537	537	100%	100%	537	Delivered	n/a
Total	10,888	7,154	66%	92% (10m)	5,654	£888k remains to be mitigated through additional activity	

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3. Adults with a Disability

Direct Payment Reviews	2800	468	17%	100%	216	468k forecasted by 31/03/23. A further £991k is forecast to be delivered as FYE in 23/24. Full value £1.46m (£1.3m short of target). £3m saving from ongoing review activity will be required in 23/24 to cover shortfall and meet 23/24 budget plan.	Risks: Several recruitments attempt from permanent workforce were unsuccessful. Risks Mitigations: - 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.	Risks: - Recruitment to new team. Risk Mitigation: - 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.	Risks: - Recruitment to new team and responding to backlogs in a timely way – the team are managing transition of a 100+ young adults. Risk Mitigation: - Team now in place and plan in place to address backlogs and waits.
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.	Risks: - Growth in numbers of Adults with complex care needs but not corresponding provision of support to meet need. Risk Mitigation: - Review recovery programme implemented to review existing care. Recommission of supported living, extra care, day activities underway to increase provision. Specialist review to be implemented.
Efficiency through integration of Continuing Health Care Services	400	400	100%	100%	300	Joint Package spend has reduced from £51.3m in April to £50.6m. Assuming 75% paid by SCC, that's £490k less.	Risks: Understanding of CHC/ JPOC across AHSC, recording on systems and separate health and care systems. Risk Mitigation: Review of management of CHC/ JPOC decisions currently under review. Dedicated project and team implemented to review and develop better understanding of CHC.
Direct Payment Service Transformation	359	711	198%	274% (983k)	682	New costing £295 per week compared to £464; saves 682k in 22/23 to date and a further £272k FYE in 23/24	Risks: Recruitment to Team, Practice Development and increases to support are increasing costs overall Risk Mitigation: - Review plan to address outdated reviews in place Jan – Jan 23 and Direct Payments Strategy agreed at Committee.

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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.	Risk: Delays to agreement on second property delayed, incurring ongoing fixed costs. Risk Mitigation: - Management of void charges through regular reporting.
Vacancies and Voids costs	700	560	80%	80%	420	Void/Vacancy elements of contract arrangements under ongoing scrutiny.	Risk: Additional invoices have been received in the last month, reducing the forecast by 20% Risk Mitigation: Dedicated project management and oversight by AHSC Leadership from January 2023.
Supported Living TUPE contract ends	1000	400	40%	60%	300	A phased plan has been implemented to schedule reduction in TUPE payments by 1st April 2025.	Risk: Contractual requirements and provider sustainability required to meet Care Act duties. Risk Mitigation: - Ongoing payment of TUPE monies to be reduced on a phased agreement to maintain market sustainability.
Review of Befriending, Short Breaks and Day Activity Services	678	728	107%	107% (728k)	440	Work complete	Risk: New frameworks for Short Breaks and Day Services did not yield any savings. Risk Mitigation: - Use of in-house short breaks and development of a further in house short breaks service.
New Accommodation Strategy	111	100	90%	100%	96	Project due to be completed by March 2023.	Risks: Delays in finding suitable tenants that can share properties meant that vacant places were not taken up as quickly as desired. Risk Mitigation: Project management and to support delivery of project by March 2023 so that all savings can be realised in 2023.
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	Risk: In-house services were closed during covid, so staff costs were static. Since services reopened there has been increased over-time to facilitate cover, creating a cost pressure on staffing budget. Risk Mitigation: - Allocate underspends in other areas of the service to meet pressures.
Total	9,506	4,658	49%	92% (8.78m)	3,440	£726k remains to be mitigated by additional activity	

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4. Mental Health and Safeguarding

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. Notice has been served on the contract with end date of 31 st March 2023.	Risks: Vacancies in the service and staff departures indicated a reduced staff spend was achievable; however, service is over budget on staff. Risk Mitigation: risk now placed within purchasing budget as part of review programme and new practice.
Safeguarding, MH and Domestic Abuse delivery efficiencies and contractual review	300	100	33%	33%	50	To be discussed corporately whether this saving is now applicable to Adult Services.	Risks: The original project could not be delivered due to organisational changes. Risk Mitigation: Discuss through Corporate Boards how the risk will be mitigated.
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.	

5. Adult Commissioning and Partnerships

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

Income & Payments Programme	854	1383	150%	150%	854	Delivered (529k over delivery forecast)	n/a
Financial assessment review fast track	200	200	100%	100%	200	Delivered	n/a
Supplies and Services	200	200	100%	100%	150	Metric is spend on supplies across the service; as such work is ongoing.	n/a
Total	1,254	1,783	142%	142%	£1,204	Delivered – No Mitigations Required	

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7 Overall Total

Saving Category by Portfolio	Target 31/03/23	Forecast 31/03/23 (£000s)	Forecast 31/03/24 (£000s)	Forecast % by 1 st April 2023	Forecast % by 1 st April 2024	Mitigations Required (£000's)
	(£000s)					
Change and Strategy Delivery	1,803	1,500	1,803	83%	100%	0
Living and Ageing Well	10,888	7,154	10,000	66%	92%	888
Adults with Disabilities	9,506	4,658	8,780	49%	92%	726
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	16,405	23,916	65%	95%	1,285