

BIRMINGHAM CITY COUNCIL

ECONOMY, SKILLS AND CULTURE OVERVIEW AND SCRUTINY COMMITTEE

WEDNESDAY, 08 JANUARY 2025 AT 10:00 HOURS
IN COMMITTEE ROOM 6, COUNCIL HOUSE, VICTORIA SQUARE,
BIRMINGHAM, B1 1BB

A G E N D A

1 NOTICE OF RECORDING/WEBCAST

The Chair to advise/meeting to note that this meeting will be webcast for live or subsequent broadcast via the Council's Public-I microsite ([please click this link](#)) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

2 APOLOGIES

To receive any apologies.

3 DECLARATIONS OF INTERESTS

Members are reminded they must declare all relevant pecuniary and other registerable interests arising from any business to be discussed at this meeting.

If a disclosable pecuniary interest is declared a Member must not participate in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation.

If other registerable interests are declared a Member may speak on the matter only if members of the public are allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation.

If it is a 'sensitive interest', Members do not have to disclose the nature of the interest, just that they have an interest.

Information on the Local Government Association's Model Councillor Code of Conduct is set out via <http://bit.ly/3WtGQnN>. This includes, at Appendix

1, an interests flowchart which provides a simple guide to declaring interests at meetings.

- 3 - 10**
- 4 **MINUTES**
- To confirm the minutes from the meeting held on 27th November 2024.
- 11 - 14**
- 5 **ECONOMY, SKILLS & CULTURE OVERVIEW AND SCRUTINY COMMITTEE ACTION TRACKER**
- To review and note the actions from previous Economy, Skills & Culture Overview and Scrutiny Committee meeting(s).
- 15 - 86**
- 6 **IRP AND SAVINGS PROGRESS REPORT SEPTEMBER DATA**
- This report provides the committee with an update on progress to date (September 2024) with delivering savings agreed for 2024/25 and Improvement & Recovery Plan (IRP) Priority Programmes. In attendance: Philip Nell, Executive Director, Place, Prosperity and Sustainability; David Harris, Assistant Director, Corporate Landlord; Chris Jordan, Assistant Director, Neighbourhoods and Rita Bacheta, Finance Manager
- 87 - 90**
- 7 **ASSET DISPOSAL PROGRAMME UPDATE**
- This report provides a Quarter two update to the Economy, Skills & Culture Overview and Scrutiny Committee, in the Exempt Appendix, on the current progress of the Asset Disposals Programme.
In attendance: David Harris, Assistant Director, Corporate Landlord.
- 91 - 110**
- 8 **WORK PROGRAMME**
- To note and agree issues for the Committee's work programme
- 9 **DATE AND TIME OF NEXT MEETING**
- To note that the next meeting is scheduled for 12th February 2025.
- 10 **REQUEST(S) FOR CALL IN/COUNCILLOR CALL FOR ACTION/PETITIONS RECEIVED (IF ANY)**
- To consider any request for call in/councillor call for action/petitions (if received).
- 11 **OTHER URGENT BUSINESS**
- To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chair are matters of urgency.

BIRMINGHAM CITY COUNCIL**ECONOMY, SKILLS AND CULTURE O&S COMMITTEE**

Minutes of the meeting held on Wednesday 27 November 2024 at 1000 hours in Committee Room 6, Council House, Victoria Square, Birmingham

Present:

Councillor Katherine Iroh (Chair)

Councillors Jon Hunt, Meirion Jenkins, Simon Morrall, Esther Rai and Shafique Shah

Also Present:

James Fuggle, Assistant Director, People Services

David Harris, Assistant Director, Corporate Landlord

Sadie Thomas, Head of Resourcing, People Services

Louise Ward, Head of Talent, Learning and Early Careers

Spencer Wilson, Head of Post-16, Employability and Skills (online)

Amelia Wiltshire, Overview and Scrutiny Manager

Baseema Begum, Scrutiny Officer

NOTICE OF RECORDING/WEBCAST

46. The Chair advised those present that the meeting would be webcast for live and subsequent broadcast and that Members of the press/public may record and take photographs except where there are confidential or exempt items.

APOLOGIES

47. Apologies were received from Councillors Gurdial Singh Atwal and Lisa Trickett. An apology for lateness was received from Councillor Hunt.

DECLARATIONS OF INTEREST

48. There were no declarations of interest.

MINUTES

49. **RESOLVED:** -

- i) That the public Minutes of the meeting held on 16th October 2024 be approved as a correct record and signed by the Chair.
- ii) That the private Minutes of the meeting held on 16th October 2024 be approved as a correct record and signed by the Chair.

ECONOMY, SKILLS & CULTURE OVERVIEW AND SCRUTINY COMMITTEE ACTION TRACKER

50. RESOLVED:-

- i) That the action tracker be noted.

ECONOMY, SKILLS & CULTURE OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2024/25 AND TERMS OF REFERENCE

- 51. The Chair outlined the Terms of Reference (TOR) for the Young People working at the Council Inquiry and explained that these had been agreed by members of the Task & Finish Group set up to take this piece of work forward. The Chair added that the Task & Finish Group would be meeting on 11 December to discuss next steps.

Items for future meetings were also highlighted as part of the work programme discussion.

RESOLVED: -

- i) The report be noted.
- ii) The Committee agreed the TOR of the Young People working at the Council Inquiry.
- iii) The Task & Finish Group to discuss next steps for the Young People working at the Council Inquiry on 11 December at 11.30am.

EVIDENCE GATHERING - COUNCIL AS EMPLOYER OF YOUNG PEOPLE

- 52. The Chair welcomed James Fuggle, Interim Assistant Director, Louise Ward, Head of Talent and Early Careers, Sadie Thomas, Head of Resourcing and Spencer Wilson, Head of Post-16, Employability and Skills (online) to the meeting.

The Chair explained that officers had put together a report based on the questions posed in the Terms of Reference and requested that officers give an overview of the responses with the opportunity for Members to ask further questions.

Louise Ward, Head of Talent and Early Careers took Members through the responses and during the discussion the following were among the points made: -

Recruitment and Workforce Planning

Members raised concerns about the use of WMJobs as the main way to advertise jobs. It was felt that it was old fashioned and likely that young people would not be aware

of it and therefore less likely to consider it to look for jobs. Equally identifying who the Council was working with to recruit was highlighted. It was felt imperative that the Council widens its reach to tackle those young people who have little or no qualifications such as school leavers.

Officers confirmed that the Council was currently using Hays as the service provider for recruitment to temporary roles. It was acknowledged that WMJobs was not the best platform for attracting young people however this service is due to be brought back in-house. There was no timescale on when the use of other platforms for advertising jobs would take place. The Council did not use social media channels for recruitment.

The proportion of young people under the age of 25 in Birmingham is approximately 40% and it was noted that the number of young people employed by the Council was highly disproportionate to this with 1.74% of those up to the age of 24 making up the workforce. There was a need to make this more representative and a reflection of the city.

There was also concern on the high number of young people leaving the Council within a year of being employed. Out of 138 leavers over the past 2 years 109 had left within a year and 66 of these young people had resigned. Officers were clear that young people needed support, so they do not leave in the first year and Members were keen to identify the issues as to why this was the case.

In some service areas the Council struggles to recruit young people as the right offer is not there. The emphasis has historically been starting in manual jobs in areas such as Adults and Waste services and building from there.

Members acknowledged the fiercely competitive environment that young people face in applying for jobs and enquired on the recruitment process that the Council undertook in comparison to the private sector.

Officers confirmed that the recruitment process for jobs was dependent on the role and the recruiting manager and so was different for each case. Applicants were required to provide a statement as well as filling in a form online. Members felt that this was antiquated and would discourage young people to apply as the standard approach was to provide a CV. Reaching all young people through one easy and accessible platform was emphasised. Additionally, Members felt that the Council could do more to highlight what it has to offer in terms of stability and reliability that were key factors in attracting staff. This coupled with working with schools to engage young people with more information on careers and breaking down what jobs entail and the impact of certain roles was equally important. Officers highlighted that social impact was a key factor for young people in taking up opportunities and this was something that the Council could emphasise in its recruitment process.

Due to the competitive nature of jobs, there was concern that graduates may be applying for and getting jobs that did not require a degree and the impact that this had on those job opportunities that would be better suited to young people without or with fewer qualifications. Equally the opportunity for the Council to offer young people apprenticeships could attract a lot of untapped talent where the cost of a university degree is prohibitive to those from disadvantaged backgrounds. The opportunity to 'learn and earn' could be seen as very attractive.

Officers emphasised that senior council officers and Commissioners were supportive of a centralised programme to employ graduates, apprentices and offer traineeships as currently the offer differentiated between directorates. However, work was required to identify the positions available and there was a high risk that these opportunities were being identified as savings by service areas and this was a concern.

Officers explained that there was a high percentage of young people not in education, employment or training (NEET) in the city and the Council was collaborating with partners including DWP and St Basils amongst others on this agenda.

Although there may be people who were older, may have the right skills and qualifications and who may not necessarily be local to Birmingham and be able to fill vacancies; employing local people was seen as key in improving poverty and youth employment in the city. A local person with family and friends in the city was seen to have a vested interest as a resident and therefore more likely to provide a better quality of service.

Members were of the opinion that employing young people with enthusiasm to learn and take on new skills and knowledge was imperative as there was a serious risk to the organisation where 50% of the workforce were due to retire in the next 10 years. It was also felt that due to its size the Council should be investing in and training its workforce. An Early Careers Strategy along with workforce planning is required for the next 12 months to 3 years to ensure that capability is built internally, and investment is made in 'growing our own' talent.

A new system known as 'RoleMapper' is being used to evaluate jobs. This software flags if a qualification is actually needed for a role. 'Educationalism' was seen as a barrier. Making job specifications applicable for a broader group of people was also noted (men applying with only 60% of skills vs women applying with 80% or more of skills in a job advert) .

Apprenticeships

Over the last 2 years 30 apprentices have been recruited. 14 apprentices were hired in 2023/24. Work is taking place with schools to increase this number; albeit limited due to current resources.

There was concern that apprenticeships were targeted at graduate level young people and there did not seem to be an offer for those who did not meet this criteria.

Members highlighted their concern in ensuring that the process was changed so that pathways for apprenticeships and graduates were clear and that applicants could see a distinct progression route to a full-time role. There was acknowledgement that the Council was in difficult financial circumstances however any work to increase the number of young people being taken on by the Council through an apprenticeship or other route was welcomed. Using the apprenticeship levy to create more opportunities was highlighted and to use this to help solve capacity issues due to staff leaving.

It was emphasised that any placements offered to young people should be available to all and not based on 'who you know' and that opportunities for work shadowing for example had been ad-hoc.

Officers acknowledged the points raised and explained that due to the current financial situation the Council's focus has been on reducing costs primarily through reducing staffing. It was noted that emphasis on the recruitment of young people had not been driven as a key agenda priority, therefore any change to this would need both senior officer support and a clear business need. Safeguards were also being put in place to ensure cronyism and nepotism does not happen in the future. Widening the advertising so that anyone can or is able to apply was also being done.

People Services were working with individual directorates on workforce planning. The intention was for each directorate to have a plan once the Council is in a position to afford to do so.

29,000 employers have been impacted by the Apprenticeship Levy with employers using on average of 55% of their apprenticeship levy. As a business Birmingham City Council are using 24.4%. It was explained that taking on an apprentice was time consuming, and it took a significant amount of investment for businesses before an individual becomes fully qualified. Due to the financial issues and state of the Council to deliver the Improvement and Recovery Plan, skilled individuals were needed to get a grip. The Council has made significant progression for using the maximum capacity of its Apprenticeship Levy transfer allocation by supporting SMEs to take on more young people within the city. Officers stated that this was being co-ordinated by Council colleagues and the West Midlands Combined Authority.

RESOLVED: -

- i) The report be noted.
- ii) Clarity was sought on whether the 8 employees in the 16-18 age group were training positions.
- iii) Data to be provided on the number of applicants per job specifically where recruitment is for young people.
- iv) A breakdown to be provided on jobs filled by graduates where a degree was not required.
- v) That research is undertaken looking at the age profiles of employees at similar sized organisations to the Council (those with 9-10k employees). This should also include other councils including those in the West Midlands as a comparison.
- vi) It was agreed that the impact of a high number of employees due to leave the organisation within the next 5-10 years be added to the Corporate Risk Register.

53. PROGRESS REPORT ON IMPLEMENTATION OF RECOMMENDATIONS SCRUTINY INQUIRY COUNCIL OWNED ASSETS

The Chair welcomed David Harris, Assistant Director, Corporate Landlord who explained the background and the changing landscape impact on the outstanding recommendations.

The update in relation to the outstanding recommendations was as follows: -

Recommendations R01 and R02: it was outlined that these were no longer achievable as originally set out in the report and should be discharged. The section 114 notice had a significant impact on the Council's asset base. The main drivers of both R01 and R02 were largely now captured under the activity being undertaken by the Corporate Landlord as part of its Improvement and Recovery (IRP) programme and functional and strategic redesign.

Recommendation R04 had been achieved with the website having gone live in December 2023.

During a discussion with Members the following points were made: -

- Councillors are being made aware of community assets being sold in their wards unless the asset has already been categorised as surplus. If it is surplus, then further contact is not required.
- Members were keen to ensure that social value was being achieved through the sale of community assets.
- The Assistant Director, Corporate Landlord confirmed that issues raised would be covered as part of a report back on the Corporate Landlord programme.

RESOLVED: -

- i) The report be noted.
- ii) A breakdown of statistics on Community Asset Transfers to be provided alongside the Quarterly Update Report on Asset Disposals to the January meeting. This should include how many assets have been allocated to those doing community work and how often this has happened.
- iii) Members agreed to sign off the report and for the issues raised to be covered under the Corporate Landlord programme item to be scheduled onto the work programme.

DATE OF NEXT MEETING

54. The next meeting will be held on 8 January 2025.

REQUEST(S) FOR CALL IN/COUNCILLOR CALL FOR ACTION/PETITIONS RECEIVED (IF ANY)

55. None were received.

OTHER URGENT BUSINESS

56. There were no items of urgent business to consider.

The meeting ended at 12:07 hours.

Chair's signature:

ECONOMY, SKILLS & CULTURE O&S COMMITTEE
ACTION TRACKER

Minute No. / Date	Agenda Item	Outstanding Actions	Comments
10 July Minute No: 19	Asset Disposal Quarterly Update	Philip Nell to provide a briefing note covering the following: - (i) Land values per acre in the city for industrial land with reference to the sums highlighted in independent reports to ensure that the city is getting best value for the assets sold. (ii) What are the costs to date for the consultants that have been engaged to help with disposals process. (iii) Clarify the net return being received by the Council following the disposals of assets that have any outstanding debt or borrowing attached to them.	In progress. Information received circulated to Members 19/12.
16 October Minute No: 38	Asset Disposal Programme Update	That further information on the total debt repayments linked to the asset sales programme and by individual sale to seek assurances that the programme was delivering best value.	In progress. To be reported on at the Committee meeting on 8 January.
27 November Minute No: 51	Work Programme	The Task & Finish Group to discuss next steps for the Young People working at the Council Inquiry on 11 December at 11.30am.	Complete.
27 November	Council as Employer of Young People	Clarity was sought on whether the 8 employees in the 16-18 age group were training positions.	Officers confirmed that these jobs were entry routes roles including Caretaker, Catering Assistants, Transport Planner

ECONOMY, SKILLS & CULTURE O&S COMMITTEE
ACTION TRACKER

Minute No. / Date	Agenda Item	Outstanding Actions	Comments
Minute No: 52			apprentice and a Technical Investigator (both grade 2 – two in total).
27 November Minute No: 52	Council as Employer of Young People	Data to be provided on the number of applicants per job specifically where recruitment is for young people	This data is unavailable until it can be tracked fully via Oracle, expected in 2026.
27 November Minute No: 52	Council as Employer of Young People	A breakdown to be provided on jobs filled by graduates where a degree was not required.	This data is unavailable as the Council does not ask applicants about their prior attainments. This data is unavailable until it can be tracked fully via Oracle, expected in 2026.
27 November Minute No: 52	Council as Employer of Young People	That research is undertaken looking at the age profiles of employees at similar sized organisations to the Council (those with 9-10k employees). This should also include other councils including those in the West Midlands as a comparison.	<p>Local government sector age profile nationally LGA Earnings Survey, 2019/20 found that: -</p> <ul style="list-style-type: none"> • Most council staff are aged between 40 and 64 • Those under 25 equate to 4.6% <p>*Please note the data reports on under 25 as education is now up to 18 years old.</p> <p>This would mean the Council would need around 450 24-year-olds and under. This</p>

ECONOMY, SKILLS & CULTURE O&S COMMITTEE
ACTION TRACKER

Minute No. / Date	Agenda Item	Outstanding Actions	Comments
			equates to a further 283 individuals to compare with other local government.
27 November Minute No: 52	Council as Employer of Young People	It was agreed that the impact of a high number of employees due to leave the organisation within the next 5-10 years be added to the Corporate Risk Register.	Complete
27 November Minute No: 53	Progress Report on Implementation of Recommendations – Scrutiny Inquiry Council Owned Assets	A breakdown of statistics on Community Asset Transfers to be provided alongside the Quarterly Update Report on Asset Disposals to the January meeting. This should include how many assets have been allocated to those doing community work and how often this has happened.	In progress. To be reported on at the Committee meeting on 8 January.
27 November Minute No: 53	Progress Report on Implementation of Recommendations – Scrutiny Inquiry Council Owned Assets	Members agreed to sign off the report and for the issues raised to be covered under the Corporate Landlord programme item to be scheduled onto the work programme.	Complete. Added to the work programme.

Birmingham City Council

Report to Economy, Skills and Culture Overview and Scrutiny Committee

8th January 2025



Title:	IRP AND SAVINGS PROGRESS REPORT SEPTEMBER DATA
Lead Member:	Councillor John Cotton, Leader & Councillor Karen McCarthy, Cabinet Member for Finance. Councillor Robert Pocock, Cabinet Member for Transformation, Governance & HR
Relevant Overview and Scrutiny Committee:	Economy, Skills & Culture Overview and Scrutiny Committee
Has this report been shared with the relevant Overview and Scrutiny Committee Chair?	Not Applicable
Report Author:	Ekbal Hussain – Corporate Finance Business Partner Finance Directorate Gemma Malhi – Head of CPMO Deputy Chief Executive Directorate
Authorised by:	Steve Muldoon – Interim Business Partnering Lead, Deputy S151 Finance Directorate Rishi Shori – Deputy Chief Executive
Is this a Key Decision?	Not Applicable
Reason(s) why not included on the Forward Plan and confirm who has authorised it to be considered:	Not Applicable
Is this a Late Report?	No
Reason(s) why Late and confirm who has authorised it to be considered:	Not Applicable
Is this decision eligible for ‘call in?’	Not Applicable Not Applicable

**If ‘call-in’ has been dis-applied,
please provide reason(s) and confirm
who has authorised:**

Wards:

All

**Does this report contain exempt or confidential
information?**

No

**Has this decision been included on the
Notification of Intention to consider
Matters in Private?**

Not Applicable

**Reasons why not included on the
Notification and confirm who has
authorised it to be considered:**

Not Applicable

1 EXECUTIVE SUMMARY

- 1.1 This report provides the committee with an update on progress to date with delivering savings agreed for 2024/25 and Improvement & Recovery Plan (IRP) Priority Programmes.
- 1.2 The information is based on the position as at the end of September 2024 and is as reported to Cabinet Members in early November as part of the assurance process conducted in October 2024.

2 COMMISSIONERS' REVIEW

- 2.1 Commissioners note that the data provided is up to the end of September 24 and therefore not reflective of the current position as at the end of December 2024.

3 RECOMMENDATIONS

That the Committee:

- 3.1 Notes the contents of the appendices to this report and the progress to date with delivering Savings and IRP Priority Programmes for 2024/25.

4 KEY INFORMATION

Context

- 4.1 The Council has approved 166 specific savings projects that were projected to deliver £149.8m in 24/25 and a further £76.3m 25/26.
- 4.2 This report provides an update on progress to date, as at the end of September 2024, with delivering these savings. Appendix 1 contains a summary of the overall position and includes summary information on all 166 savings projects with the latest RAG rating.
- 4.3 There are 14 specific savings totalling £10.248m in 2024/25 that fall under the remit of the Economy & Skills Scrutiny Committee. There are no savings currently RAG'd red or amber. There are 8 classified as green and on track to be delivered (£8.621m) and 6 blue and fully delivered (£1.627m). The key movement since the last report is that one additional saving, ref.57 – Generate increased income from commercial events, is now reported as delivered.
- 4.4 This information was presented to EMT (Cabinet Members and CLT) in November as part of the Council's assurance and governance process.
- 4.5 Currently across the Council wide portfolio there are approximately £10.609m worth of savings that will not deliver fully during 2024/25.
- 4.6 £7.872m of this has been mitigated through additional savings from other approved projects within the relevant directorates, vacancy management or early delivery of savings from 2025/26, leaving £2.737m that is being mitigated through wider directorate underspends.

- 4.7 Slide 8-9 of Appendix 1 sets out the areas that have been flagged as not able to deliver the full target and comments on the status of mitigating actions.

IRP Priority Programmes

- 4.8 Following approval of the Improvement and Recovery Plan (IRP) at Full Council on 16th April 2024, work was mobilised on the IRP priority programmes that weren't already in flight and progress continues to be made on those already established across all three aims: A Financially Sustainable Council; A Well-Run Council; and Delivering Good Services.
- 4.9 There are now 19 IRP priority programmes reporting this month, of those 1 is red (Review of Companies and Traded Services), there are 13 amber programmes and 5 green programmes. Appendix 2 includes further information on each of these programmes.
- 4.10 Of the total activities/ milestones within the IRP, 67% are either completed or on track. 2% are currently off track this month.
- 4.11 Resources are continually monitored across delivery of the IRP programmes with 48% reporting as red or amber – high level themes relate to recruitment, scoping and identification of appropriate resources.

5 RISK MANAGEMENT

- 5.1 This report is for noting. There are no specific implications arising from this report.

6 CONSULTATION

- 6.1 Not Applicable

7 MEMBER ENGAGEMENT

Ward Councillor(s)

- 7.1 Not Applicable

Overview and Scrutiny

- 7.2 Not Applicable

8 IMPACT AND IMPLICATIONS

Finance and Best Value

- 8.1 This report provides an update on the progress of the delivery of savings agreed for 2024/25. The non-delivery of any savings agreed for 2024/25 leads to a budgetary pressure and must be mitigated in year to avoid depleting Council reserves.

- 8.2 There are no specific financial implications arising from the recommendations of this report, but the appendices to this report clearly set out those savings initiatives which are perceived as presenting potential risk in delivering the Council's 2024/25 budget. This position is under regular review with monthly assurance meetings on those 'Priority 1' savings which are perceived to be of greatest risk and/or materiality, and the priority levels of savings are kept under constant review and revised as necessary.

Legal

- 8.3 There are no specific legal implications arising from the recommendations of this report. Some delay in delivery may be due to legal compliance duties. Individual savings initiatives may require public consultation, where the Council is subject to a duty to consult. If it is decided to not proceed with a particular savings initiative, or the extent of the initiative changes (for example following conclusion of consultation), then the Directorate concerned will need to identify suitable alternatives. There is sufficient flexibility for the location of savings to change in the final decision.

Equalities

- 8.4 The equalities impact of specific savings proposals were considered as part of the budget approval process. This is a noting report and thus there are no specific equalities impact arising from this report.

Procurement

- 8.5 There are no procurement implications arising from this report.

People Services

- 8.6 This is a noting report and thus there are no specific people service implications.

Climate Change, Nature and Net Zero

- 8.7 There are no specific implications.

Corporate Parenting

- 8.8 There are no specific implications.

9 APPENDICES

- 9.1 Appendix 1 – Savings Delivery 2024/25 - Progress Report
Appendix 2 – IRP Priority Programmes Update 2024/25

10 BACKGROUND PAPERS

- 10.1 No background papers.

Appendix 1

Savings Delivery 2024/25

Progress Report

Summary Position

Data as at 30th September 2024



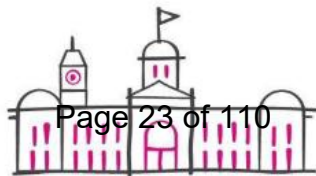
Savings 24/25 Summary Financial Position – Month 6

- The total savings target for 24/25 is £149.765m.
- This month the value of savings that will not deliver in full in 24/25 has increased to £10.609m. However, £7.872m of this is planned to be mitigated primarily through directorate underspends, leaving a gap of £2.737m that will need to be met from wider Council underspends.
- The £7.872m mitigation is being achieved through directorate underspends currently being reported as part of the month 6 budget monitoring report. However, these need further verification and ongoing monitoring.
- The key movement since last month is in Street Scene within the City Operations directorate (£2.032m adverse movement). Slide 7 includes more detail on the reasons for this.
- The following savings remain undelivered and depend on underspends from across the Council to mitigate as set out in the month 6 forecast outturn – these are Procurement (£1m), Libraries (£1.260m) & Recycling Rounds (£0.5m).
- **Slides 8 & 9 provide an analysis of the areas that have been flagged as not able to deliver the full target in 24/25 and comments on the status of mitigating actions.**



Summary of Savings within the Committee Portfolio – Month 6

- There are 14 specific savings totalling £10.248m in 2024/25 that fall under the remit of the Economy & Skills Scrutiny Committee.
- There are no savings currently RAG'd Red or Amber.
- There are 8 Green and on track to be delivered (£8.621m) and 6 Blue and fully delivered (£1.627m).
- The key change from the previous report is that saving ref.57 – increased income from commercial events has now been categorised as Blue indicating that the additional income has been realised.



Savings within Economy & Skills Scrutiny Committee Portfolio - GREEN

Ref	Title	Directorate	Finance RAG 2024/25	Overall RAG	2024/25 Target (£m)	2024/25 Forecast (£m)	2025/26 Target (£m)	2025/26 Forecast (£m)	Page/ Slide
60	Review Film Birmingham	City Operations	Green		0.089	0.089	0.089	0.089	39
70	Changes to Business Improvement District Service	City Operations	Green		0.167	0.150	0.190	0.154	41
106	Service re-design and restructure	PPS	Green		4.365	4.365	5.325	5.325	45
107	Reduction in Central Administrative Buildings (CAB) Premises (Saving from operating costs when the buildings are decommissioned)	PPS	Green		1.000	1.000	2.325	2.325	45
108	European Affairs and Business Enterprise Teams to be self-financing and funded from external grant	PPS	Green		0.800	0.800	0.800	0.800	45
109	Income generation - lease and rent reviews for commercial portfolio	PPS	Green		0.500	0.500	1.000	1.000	45
110	Reduction in supplies	PPS	Green		0.700	0.700	0.700	0.700	45
109	Income generation - increase in planning fee income	PPS	Green		1.000	1.000	1.000	1.000	45
					8.621	8.604	11.429	11.393	

Savings within Economy & Skills Scrutiny Committee Portfolio – Delivered (BLUE)

Ref	Title	Directorate	Finance RAG 2024/25	Overall RAG	2024/25 Target (£m)	2024/25 Forecast (£m)	2025/26 Target (£m)	2025/26 Forecast (£m)	Page/ Slide
57	Increase income from commercial events	City Operations	Blue		0.095	0.150	0.075	0.075	
61	Cultural Organisation Grant reductions	City Operations	Blue		0.630	0.630	1.261	1.261	
62	Cease funding for cultural projects	City Operations	Blue		0.452	0.452	0.487	0.487	
63	Restructure culture delivery team	City Operations	Blue		0.025	0.040	0.050	0.054	
76	Align Events & City Centre Teams – Refocus on contracted and commercial events	City Operations	Blue		0.400	0.441	0.400	0.417	
158	Reduce tourism budget	City Operations	Blue		0.025	0.025	0.025	0.025	
					1.627	1.738	2.298	2.319	

Summary of Forecast Savings Delivery

Directorate	2024/25 Target (£m)	2024/25 Forecast (£m)	Variance September (£m)	Variance August (£m)	2025/26 Target (£m)	2025/26 Forecast (£m)	2025/26 Variance (£m)
Adults Social Care	22.449	23.044	(0.595)	0.011	48.576	45.865	2.711
Early Intervention & Prevention	1.260	0.000	1.260	1.260	4.285	2.285	2.000
Children & Families	52.228	46.062	6.166	6.000*	63.231	62.615	0.616
City Housing	6.236	6.236	0.000	0.000	9.536	9.536	0.000
City Operations	39.268	37.236	2.032	0.082	57.111	57.609	(0.498)
Corporate	18.959	18.213	0.746	0.602	26.992	26.100	0.892
Cross-cutting	1.000	0.000	1.000	1.000	5.207	1.000	4.207
PPS	8.365	8.365	0.000	0.000	11.150	11.150	0.000
Total	149.765	139.156	10.609	8.955	226.088	216.16	9.928
Mitigation		7.872	(7.872)	(6.525)			
Total	149.765	147.028	2.737	2.430	226.088	216.16	9.928

*C&F August variance netted mitigation of £6.0m, now restated/grossed up for greater transparency

Savings 24/25 Summary Financial Position (1) – Month 6

Saving/Directorate	2024/25 Target (£m)	2024/25 Forecast (£m)	Value at Risk (£m)	Mitigated (£m)	Not Mitigated (£m)	RAG	Risk Type	Comments
Review of the Enablement Service (ASC - #131)	1.755	0.725	1.030	(1.030)			Slippage	This continues to be rated overall red. The rating reflects ongoing complexities and significant risks specifically around the Home Care Enablement element.
Adults Social Care - Various	9.638	11.263	(1.625)	1.625	0.000			Green/Blue items delivering early to mitigate in year pressures
Transformation of NAIS and Community libraries (EIP - #193)	1.260	0.000	1.260		1.260		Slippage	The project continues to forecast nil savings in 24/25 due to ongoing consultation requirements and subsequent delays in decision making/implementation. There is also a risk of slippage in 25/26 savings. A list of 25/26 savings has been identified to bring forward savings to cover this and any other shortfall in 24/25.
Procurement Contract Savings (Cross-cutting; #188)	1.000	0.000	1.000	0.000	1.000		non-delivery	There is no further progress on this saving. This is a cross saving that will impact all directorates. The new permanent director of commercial and procurement services will be reviewing options for delivery. Currently there are no specific activities that will deliver the saving in 24/25 and urgent action is required to agree in year mitigation and agree a way forward for 25/26.
Review of non-statutory transport packages (Post 16) (C&F - #150)	7.066	4.256	2.810	(2.810)	0.000		Slippage	Current shortfall in 24/25 is £2.8m which is £0.3m better than previous month. The appeals process continues, this is having an impact on the latest forecasts. This shortfall has been mitigated by the C&F directorate underspends.
Passenger Assistance service re-design (C&F - #151)	1.050	0.263	0.787	(0.787)	0.000		Slippage	Savings RAG is Amber to reflect the fact that there is forecast slippage in the current year due to the delay but the full target is expected by 25/26. This is also being mitigated through C&F directorate underspends as reported in month 6 budget monitoring.

Savings 24/25 Summary Financial Position (2) – Month 6

Saving/Directorate	2024/25 Target (£m)	2024/25 Forecast (£m)	Value at Risk (£m)	Mitigated (£m)	Not Mitigated (£m)	RAG	Risk Type	Comments
Children's Travel Transport Contracts Reprocurement C&F - #148)	13.700	12.050	1.650	(1.650)	0.000		Slippage	Validation of the expenditure reductions to date has resulted in a revised estimate of delivery across Transport savings #93,148,151 & 152 in 24/25. The slippage is being mitigated through directorate underspends currently reported as part of the Q2 budget monitoring report - This is also undergoing further review and will continue to be monitored.
Establishment of Permanent Children's Travel Service Structure (C&F - #152)	1.066	0.980	0.086	(0.086)	0.000		Slippage	See above - slippage is being mitigated via directorate underspends currently being reported as part of the Q2 budget monitoring report - This is undergoing further review and will continue to be monitored.
Reviewing transport packages for compulsory school age pupils (C&F - #152)	1.963	1.130	0.833	(0.833)	0.000		Slippage	See above - slippage is being mitigated via directorate underspends currently being reported as part of the Q2 budget monitoring report - This is undergoing further review and will continue to be monitored.
City Operations - Various	6.267	3.886	2.381	(1.904)	0.477		Slippage	Slippage of £0.477m on #240 - Redesign Recycling Rounds due to impact of equal pay issues and review of grade 3 posts; Further mitigation being explored
City Operations - Various	5.067	5.416	(0.349)	0.349	0.000			Green/Blue items delivering early to mitigate in year pressures
Corporate - Various	2.420	1.224	1.196	(1.196)	0.000		Slippage	Previously reported risk on #175 now being mitigated by early delivery of contract efficiency savings within DTS
Corporate - Various	0.000	0.450	(0.450)	0.450	0.000			Green/Blue items delivering early to mitigate in year pressures
52.252 41.643 10.609 (7.872) 2.737								

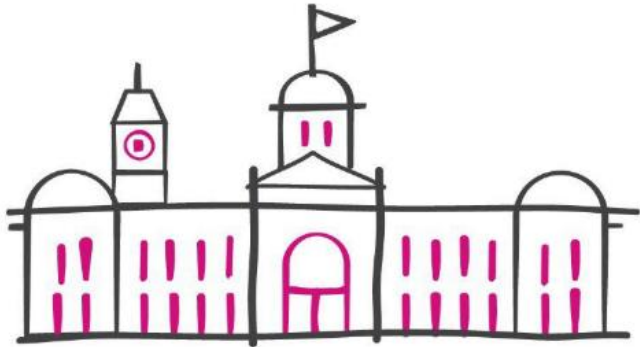
Savings at Risk in 25/26 – Month 6

Below is the list of projects that are at risk of non-delivery/slippage in 2025/26.

- **£1.600m** risk of slippage being reported on #126 (Review of Care Centre Model) – Plans for this require a Cabinet decision in January 2025 with an implementation date of April 2025. This is an extremely tight deadline, and a 3-month delay has been built into the project reducing the forecast saving by £1.6m in 2025/26.
- **£1.111m** (down from £1.5m last month) risk of slippage is being reported on #131 (Review of Enablement Service) – Options for a new service model/structure has had to be revised and this will require further consultation with Corporate Trade Unions over a 12-week period. As a result, savings are now likely to be further delayed.
- **£2.000m** risk against #221 (EIP Placed Based Saving), while the strategy and timeline for delivery is being reviewed. Currently there is no agreed delivery plan and there is a risk that this target may no longer be deliverable.
- The following cross cutting projects; **£3.000m** for procurement (#188) and **£0.400m** associated with the Foundry Project (#190 – Automation & #191 – Greater use of digital tools) will need to be written off and alternative proposals put forward by individual directorates.
- **£0.807m** associated with ITU (#218 – Integrated Transport Unit). A Fleet Advisor now in post and is progressing discovery work. An initial Deep Dive was delivered at the City Ops Board 17th October with feedback provided on early indicative findings. This is a cross cutting saving that will affect all directorates that manage vehicles. The deliverability of this target can only be confirmed once this review has been concluded.
- The deliverability of the £20m through reducing spend on Highways Maintenance PFI (#18) is subject to a government decision. Timeframe for a decision on this is still to be confirmed.

Children & Families Directorate

RED & AMBER SAVINGS



Children & Families - Red Priority 1

150 : Review of non-statutory transport packages (Post 16)

Priority 1

Overall RAG

This Month



Responsible Delivery Lead: Adrian Weissenbruch

Cabinet Member: Cllr Mick Brown

Data as at: 30.09.2024

Overall Summary

Work continues to cleanse data and rationalise September contract spend figures, outcome confirmation once all Post-16 appeals and applications have been processed.

Eligibility criteria in place from September 2024. The appeals process remains operational, to date there have been 130 appeals and requests for reviews based on the young people's individual needs. We currently estimate 40% of the young people who were invited to reapply due to the policy change will receive transport support, this to include Direct Payments Personal Travel Budgets.

Savings Finance Update

Savings Profile	24/25	25/26
Savings Target	7.066	7.066
Forecast	4.256	6.450
Variance (Slippage)	2.810	0.616
Non-Deliverable	0	0

Finance Commentary

Current estimated saving in 24/25 is £4.256m. The appeals process continues; therefore some caution has been applied to the estimated numbers. Any shortfall will be mitigated by underspends across other BCC C&F budgets.

Children & Families - Red Priority 1

151 : Passenger Assistance service re-design

Priority 1

Overall RAG

This Month

Responsible Delivery Lead: Adrian Weissenbruch

Cabinet Member: Cllr Mick Brown

Data as at: 30.09.2024

Overall Summary

The overall RAG rating is RED resulting from the Passenger Assistant Service redesign delayed implementation, pending required further development of the associated Business Case

A review of the forecast now indicates a saving will be made because the total number of pupil guides for this academic year has reduced, due to policy change this year, implementation of the agency framework, route optimisation and a comparison of actual -v- forecast spend.

Discussions are now focused on exploring possible alternative options for delivery of savings. As a result of the delays, the full projected savings from this redesign may not be realised during 2024/25.

Savings Finance Update

Savings Profile	24/25	25/26
Savings Target	1.050	1.050
Forecast	0.263	1.050
Variance (Slippage)	0.787	0
Non-Deliverable	0	0

Finance Commentary

The estimated saving achieved in 24/25 is based on the profiled reduction in overall staffing expenditure.

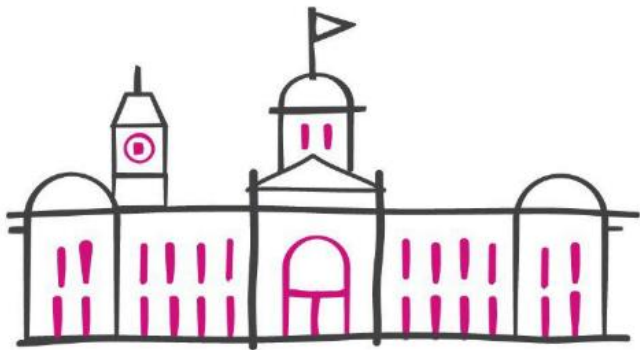
Some efficiencies have been made. Any shortfall in 2024/25 can be mitigated by underspends across other BCC C&F budgets.

Children & Families – Amber Priority 1 & 3

219 : Further efficiencies in 25/26				Cabinet Member: Cllr Mick Brown	Priority 1	Overall RAG	
Programme Update: The contract for the Improvement Partner contract is in process. Once awarded the delivery plan will be developed that focuses on high demand areas.							
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0	9.300	The Children and Families Directorate and Birmingham Children's Trust commit to deliver further transformational efficiencies from 2025/26 with the help of a contracted improvement partner with funding agreed from the IRP budget. This work will concentrate on the high demand/high-cost areas already identified. This work is in the planning stages.				
Forecast	0	9.300					
93 : Children's Travel Transport Contracts Reprocurement				Cabinet Member: Cllr Mick Brown	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	13.700	13.700	Validation of the expenditure reductions to date has resulted in a revised estimate of delivery in 24/25 of £12.050m. New contracts are in place, resulting in significant savings. However, there is some cross over between savings being achieved against this target and against the SEN Travel Service reviews savings targets, which are also achieving reductions in the number of journeys, and some routes have changed from September 2024. Although this has led to some slippage in 2024/25 this saving is on track for full delivery in 25/26, and any shortfall in 2024/25 can be mitigated against budget underspends being reported across other BCC C&F budgets.				
Forecast	12.050	13.700					
148 : Establishment of Permanent Children's Travel Service Structure				Cabinet Member: Cllr Mick Brown	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	1.066	1.066	Based on overall 2023/24 staffing expenditure of £14.250m, compared to £13.270m now forecast in 2024/25, delivered savings are presently estimated to be £0.980m in 24/25, and fully deliver in 25/26. Any slippage in 24/25 will be mitigated by underspends across other BCC C&F budgets.				
Forecast	0.980	1.066					

Early Intervention & Prevention

RED & AMBER SAVINGS



EIP - Red Priority 1

193 : Transformation of NAIS and Community libraries

Priority 1

Overall RAG

This Month

Responsible Delivery Lead: Kalvinder Kohli

Cabinet Member: Cllr Saima Suleman

Data as at: 30.09.2024

Overall Summary

Programme is rated red due to savings risk. In year savings of £1.26m are at risk after consultation timelines have slipped. The final phase of statutory consultation commenced on 23rd August and will run until 27th September. Following this consultation, changes to the model have to be communicated to the public so this has impacted the cabinet report which will now go in January not December. This will push the staffing consultation on by 14 days and will mean revised staffing not in place until May 25 resulting in 11 months savings in 25/26. Mitigations of 1 month's savings are being worked on. Other risks are around lack of capital made available for any estate retained - currently working through a place based approach with children and families. Timeline also at risk as waiting for all new jobs to be scored through new P&G system.

Savings Finance Update

Savings Profile	24/25	25/26
Savings Target	1.260	2.285
Forecast	0	2.285
Variance (Slippage)	0	0
Non-Deliverable	1.260	0

Finance Commentary

Delays to Autumn for decisions will remove the 24/25 saving, and there is a risk of any further delay impacting 25/26 amount due to timing of VR. Mitigation options are being explored.

EIP - Red Priority 1

221 : More efficient use of BCC Operational Estate - Resident Facing Community Assets

Priority 1

Overall RAG

This Month

Responsible Delivery Lead: Kalvinder Kohli / David Harris

Cabinet Member: Cllr Rob Pocock

Data as at: 30.09.2024

Programme Summary

Delivery responsibility for all operational asset disposals has moved to PPS directorate which is already responsible for investment portfolio asset disposals, but significant further work needs to be carried out to mobilise a detailed delivery plan which is aligned to the proposed centralisation of all operational property related activity.

As a result of this change in approach, there is a lack of clarity or plan as to how the specific savings related to the community facing assets originally associated with the EI&P Programme will be generated, their timing and profiling thereof.

Savings Finance Update

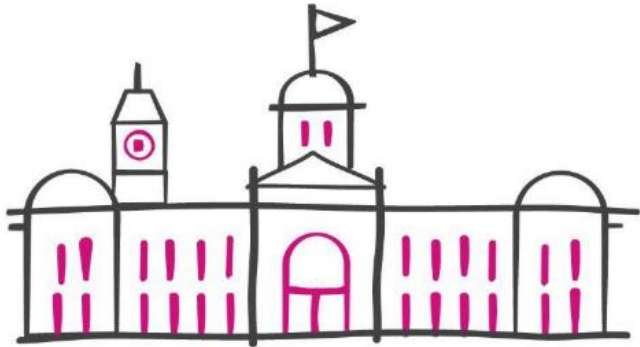
Savings Profile	24/25	25/26
Savings Target	0	2.000
Forecast	0	0
Variance (Slippage)	0	0
Non-Deliverable	0	2.000

Finance Commentary

Delivery responsibility for all operational asset disposals has moved to PPS directorate under the corporate landlord service. Further work needs to be carried out to implement a detailed delivery plan. As a result of this change in approach, there is currently no definitive programme, timing or profile of delivery in relation to the resident facing assets referenced in the EI&P work undertaken to date, hence saving is at Risk.

Adult Social Care Directorate

RED & AMBER SAVINGS



Adult Social Care – Red Priority 1

131 : Review of the Enablement Service

Priority 1

Responsible Delivery Lead: Julie Davidson

Cabinet Member: Cllr Rob Pocock

Overall Summary

Overall RAG Rating of RED reflects ongoing complexities and significant risks specifically around the HCE element..

Home Care Enablement (Part 1): There has been political approval to proceed with a hybrid option (option 2c and option 5). A joint working group with management and trade unions will commence a 12-week negotiation on what option will be proceeded with. A new project group is covering the 3 following workstreams which are:

- 1) Re-provisioning packages of care within community areas (by Dec);
- 2) Developing a delivery model for ECSH for 72 staff? (by Dec);
- 3) Negotiations with TU colleagues on custom and practice for ECSH based on recommendation from Joint Working Group (by Dec)

We have devised a schedule to begin mid-October to look at the reprovision for packages of care (66 in total) and letters for citizens have been signed off by the oversight group. Letters will be sent out early October.

HCE have had 85 expressions of interest for VR, with 52 applications agreed in principle, consultation and 1:1's to begin with these staff. The remaining 33 applications will be revisited once the Joint Working Group has reviewed what option to proceed with which has a deadline of 9th December. The commissioner has said that this must keep to the strict deadlines indicated.

Finance are calculating the financial envelope in early October to establish any savings or mitigation required should the decision be that to go with option 2c.

Savings Finance Update

Savings Profile	24/25	25/26
Savings Target	1.755	5.229
Forecast	0.725	4.118
Variance (Slippage)	1.030	1.111
Non-Deliverable	0	0

Overall RAG

This Month

Data as at: 30.09.2024

Finance Commentary

The savings delivery target for 2024/25 is a part year effect from December 2024.

From the Phase 1 VR Process 50 staff have taken VR and left in early September, which has generated an in year saving of £425k towards the target. A political request to review a workable structure for the Extra Care Sheltered Housing schemes has been worked through and costed. Negotiations with Corporate and Directorate Trade Unions will be held over a 12-week period ending 9th December. A recent VR process has received 85 applications of which 52 have been agreed in principle with the remaining 33 to be revisited after negotiations with TU colleagues is concluded in December.

Due to these VR applications, it is anticipated that a further £0.3m of saving will be achieved reducing the slippage in 2024/25 to £1.030m (including Homecare and Specialist Enablement). This VR will also impact 2025/26 and a further £0.350m of savings are expected to be achieved totalling £4.118.

Mitigations for 2024/25 will come from the anticipated over delivery of both the Day Centre and Social Work Efficiencies savings. However, this over delivery is one off for 2024/25 so options for mitigations are being explored for 2025/26.

Adult Social Care – Amber Priority 1

126 : Review of Care Centre Model

Cabinet Member: Cllr Rob Pocock

Priority 1

Overall RAG

Programme Update: Overall RAG Rating of Amber reflects the complexity of this project and the time available to deliver the required level of saving. However, the focus of the project in the last month has been to conclude the review, develop the options and prepare for consultation. Consultation is planned to commence 14 October and run until 20 December and all documents are now with ASCMT for final comment with Legal for formal review and also with a trusted group of citizens to test due to the complex options. The review has now identified 12 options and a preferred option. The preferred option is for the Council to cease operations of the Care Centres and lease the buildings to the NHS to support wider discharge from hospital services. The progress this month now puts the saving back on track to deliver a 10-week consultation, for February 2025 decision by Cabinet and a 30 June 2025 delivery of the savings (with the agreed slippage and mitigation).

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	0.346	6.400	An operational decision to dispose of the Norman Power Care Centre has been confirmed and the property disposal process is scheduled for October 2024. An options paper was presented to ASCMT in September 2024 which identified 12 options and a preferred option. The preferred option is for the Council to cease operations of the Care Centres and lease the buildings to the NHS to support wider discharge from hospital services. A 10-week consultation is planned from 14th October to 20th December, for February 2025 decision by Cabinet and a 30 June 2025 delivery of the savings. For 2024/25 savings are anticipated to be delivered through efficiencies across the Care Centres, and this is on track to be delivered. For 2025/26 savings are anticipated to be delivered from July 25, and a three-month slippage (£1.6m) has been included to recognise the extremely tight deadlines from a Cabinet decision in February 2025. Options for mitigations are being explored.
Forecast	0.346	4.800	

130 : Review of Day Centre Model

Cabinet Member: Cllr Rob Pocock

Priority 1

Overall RAG

Programme Update: Overall RAG Rating of Amber reflects:

Cashable Benefits RAG; Green - The required saving for 2024/25 will be made from the removal of vacant posts within the existing Internal Day Centre Service. This will not impact on the delivery of the existing or proposed future delivery model. Savings for 2025/26 will come from the rationalisation of the existing Internal Day Centre Service, which is dependent on the Public Consultation and a Staff Consultation which may commence following the October Cabinet meeting, dependent on the decision made. The Directorate will seek a decision from Cabinet at the full Cabinet meeting on 15th October 2024.

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	1.950	3.350	Delivery of the saving is dependent on the Cabinet Decision on 13th October 2024. A public consultation concluded on 9th July 2024 with feedback analysed and final recommendations included in the Cabinet Report. Projected savings for 2024/25 of £1.95m will be achieved through the loss of non-essential vacant posts. At Q1 an overachievement of saving is anticipated due to increased vacancies of £0.550m, this will be reviewed at Q2 and reported at the end of October.
Forecast	2.500	3.350	

Once agreement on the proposals has passed through Cabinet, these posts can be reviewed and deleted from the staffing assignments and savings realised.

Adult Social Care – Amber Priority 2

134 : Review Learning & Development Team external training offer

Cabinet Member: Cllr Rob Pocock

Priority 1

Overall RAG

Programme Update: The Project is rated Amber overall. Phase 1 and the review of the Service has been completed and at this stage the Project reported as Green. The rag rating is now reporting as Amber at the start of Phase 2 to reflect the transitioning of the model to its operational implementation and associated changes to delivery leads. At the start of Phase 2 there is 1 remaining member of the TLDS Team. Advice has been sought corporately in relation to next steps. Business Support has now been provided to support the administration of the Project Group. The focus from October to the end of March 2025 is Phase 2. The accountable officer for Phase 2 has been changed to account for the exit of the previous AD. The TOR for the Project Group for Phase 2 has been revised with a change of chair to the PSW and a programme management resource has been approved. A Communication Plan for all key stakeholders has been finalised and now requires implementation. The financial modelling of the training activity budget is underway in preparation for allocation to respective Heads of Service. A review of the EIA has been completed.

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	0.315	0.567	All staff within the TLDS team have either accepted Voluntary Redundancy and left BCC or have secured roles in other teams with BCC. Therefore, it is anticipated that this saving will achieve in full for both 2024/25 and 2025/26. Once final costs of recent leavers and transfer dates have been confirmed the saving will be classed as delivered in both financial years.
Forecast	0.315	0.567	

139 : Review of Shared Lives Care Packages

Cabinet Member: Cllr Rob Pocock

Priority 2

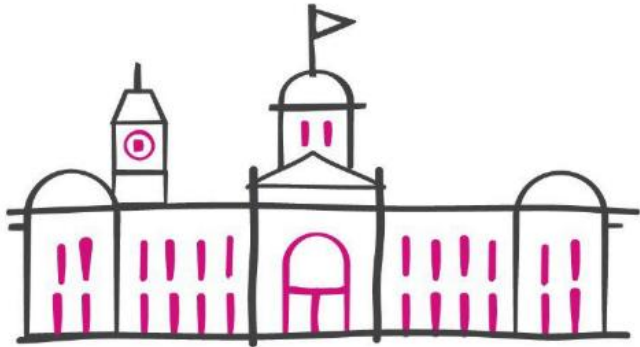
Overall RAG

Programme Update: Overall RAG Rating of Amber reflects:

The Shared Lives Service aims to recruit 59 Shared Lives Carers by March 2025, including 5 carers through a Shared Lives Partnership and joint funding with Solihull Council. As of October 1st, 2024, they have placed 15 new Shared Lives carers out of the required 59. To track progress, a forensic monitoring tracker has been implemented, along with improved matching between Citizens and Carers. A financial tracker supports savings reporting. Communication with Social Work colleagues has strengthened, with monthly joint meetings held with the Transitions Team and the identification of a Shared Lives SW champion on the Project Group. The Workforce Review Board approved the recruitment to new posts within the Shared Lives Team, funded by the ARF Bid. Interviews are ongoing throughout September/October. Shared Lives Plus (SLP) have been training over 30 social workers on behalf of Birmingham, with 5 sessions in September and final one early in October. SLP are also promoting SL services and is engaging with numerous key internal and external stakeholders.

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	0.500	1.900	There have been 11 new shared lives placements this year and 8 new shared lives carers approved. The placement process has started to match these new carers with citizens. Annualised anticipated savings from the 11 placements has been calculated at £669k for 2024/25, however this can change should citizens not remain in these placements until the end of this financial year. The 25/26 full year effect of these placements is £699k should they continue until the end of March 2026, however the saving steps up by a further £1.4m to £1.9m. Shared Lives plus have been training Social Workers who will be pivotal to the ongoing successful placement of citizens. At the current pace 25 new SL placements should be achievable and savings realised by March 2025. This steps up to 50 placements in 2025/26.
Forecast	0.669	1.900	

City Operations Directorate RED & AMBER SAVINGS



City Operations - Red Priority 1

218 : Integrated Transport Unit (ITU) – CROSS CUTTING

Priority 1

Overall RAG

This Month

Responsible Delivery Lead: Craig Cooper

Cabinet Member: Cllr Rob Pocock

Data as at: 07.10.2024

Overall Summary

ITU / Fleet Advisor started on 12/09/24 and is currently working on key initial tasks within a Month 1 plan. These comprise reviewing the Discovery work source material, initial and follow-up deep dive discussions with stakeholder colleagues across the Council (Insurance, Procurement, Finance, Operational staff in Directorates and others) to capture additional information and data to determine our whole fleet baseline, including the extent of hire vehicle use and, where available, associated costings. Work is also underway to identify and engage with other local authorities with experience of the ITU structure (Coventry, Liverpool...) and those with recent implementation of a core centralised fleet management function (Oxfordshire...) to understand transferable learnings from structures, policies and processes - and benefits.

Information and data gathering, supported by stakeholder engagement, will then enable emerging thoughts to be developed, along with additional potential savings from an ITU structure to be determined.

Savings Finance Update

Savings Profile	24/25	25/26
Savings Target	0	0.807
Forecast	0	0
Variance (Slippage)	0	0
Non-Deliverable	0	0.807

Finance Commentary

It is acknowledged that the existing Street Scene savings in fleet management potentially limit the scope to deliver additional savings via the ITU. However, the delivery of these Street Scene Fleet savings will inform future direction of travel and lessons learned should be extended to the management of fleet across other parts of the Council.

In parallel, the revised ITU project will focus on key areas to identify cross-council efficiencies – including reviews of the current approaches to vehicle leasing and vehicle maintenance, statutory compliance, insurance, standards, procurement, etc. Previous Discovery work will be revisited to help inform the approach and pursue any quick wins available.

Resources have been allocated to take this work forward, and further clarity on the level of savings achievable will be incorporated into the future savings tracking.

City Operations – Amber Priority 1

18 : Reduce spend on Highways maintenance	Cabinet Member: Cllr Majid Mahmood	Priority 1	Overall RAG	
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Programme Update: Judicial Review ruling in favour of the Council means a decision is now awaited from Government on future PFI arrangements . The timeframe for a decision is still to be confirmed. The ability of the council to deliver the proposed savings (£12m in 24/25 rising to £20m in 25/26) remains contingent on Government choosing not to support the project moving forward. Plans for a corporate approach to cover the potential shortfall are to be developed. It is unlikely that further detail / progress on this will be known until after the Budget is announced in late October.

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	12.000	20.000	Judicial Review ruling in favour of the Council means a decision is now awaited from Government on future PFI arrangements . The timeframe for a decision is still to be confirmed. The ability of the council to deliver the proposed savings (£12m in 24/25 rising to £20m in 25/26) remains contingent on Government choosing not to support the project moving forward. Plans for a corporate approach to cover the potential shortfall are to be developed. It is unlikely that further detail / progress on this will be known until after the Budget is announced in late October.
Forecast	12.000	20.000	

29 : Move to fortnightly residual waste (non-recyclable) collection and amend early starts	Cabinet Member: Cllr Majid Mahmood	Priority 1	Overall RAG	
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Programme Update: The introduction of weekly food waste collections, fortnightly residual waste collections and additional recycling capacity is on track to be implemented in 2025/6, with the first depot (Perry Barr) due to go live 21 April 2025, in accordance with the MTFP submission. The cabinet report for additional containers was approved on 10 September 2024. Tenders for vehicles have been received and are being evaluated this month, moderation sessions taking place w/c 7 Oct, alongside the financial evaluation. Recommendations and drafting of award report expected 21 Oct. One supplier has indicated all deliveries can be made by June 2025, with around 20 being made available in the 2024/5 financial year. Crucially, our food waste vehicles are available ahead of the planned rollout schedule. This is all subject to final evaluation and recommendation. Contract award expected to be December 2024. The tender for the procurement of food waste containers and additional recycling containers was issued w/c 16 September. Aiming for contract award date in January 2025. A separate procurement process is underway to secure distribution and delivery services for the new containers and promotional literature. The tender for the Waste Services Management Software is due to go out w/c 7 October. In preparation for the tender, the IT Transformation Lead has worked with 7 key department heads to validate the scope of the IT software implementation. Proposed award date is w/c 18 November. Planned go live date is April 2025 as per the business case. A risk to this date is the supplier availability to work to that timeline. Focus is now placed on detailed implementation arrangements and resident engagement and communication. Now working on the detailed implementation rollout plan, including communication literature which will be distributed to residents ahead of container delivery and also a detailed information pack when caddies and bins are distributed. Engagement has commenced with Cabinet Member around communication and wider community engagement.

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	0	4.500	Work ongoing to deliver this on time for 25/26. Roll-out is due to commence on the 28th April 2025 post Easter. The identified savings will be delivered as the proposed delivery plan has been slightly accelerated to accommodate for minor slippage, (3 weeks) in the original timeframe. Due to the complexity of the programme, and overall RAG status of amber, it is prudent in this case to retain an amber finance RAG rating Full Year effect of this saving to be included from 26/27.
Forecast	0	4.500	

City Operations – Amber Priority 1

72 : Community Facilities - Cease Direct Management

Cabinet Member: Cllr Sharon Thompson

Priority 1

Overall RAG

Programme Update: Progress continues to be made - initial collective consultation concluded and VR trawl completed and signed off by Directorate Board on 5 September; engagement with Corporate Landlord, Ward Councillors, service users, tenants, internal stakeholders, and interested third parties. The corporately co-ordinated "community assets" exercise was launched at BVSC on 23 May but did not include the release of community centres for Eols as originally envisaged. The service has since issued comms via various networks, but this will have inevitably reduced the reach and the number of viable bids. More positively, CL is supporting the CAT process, has recruited two surveyors who are completing market valuations, viewings etc, and specialist resource to manage properties held in trust is due to start in the Autumn. c50 Eols were received but without bespoke adverts/particulars setting out details there are a number of ineligible bids/bidders. 11 organisations were shortlisted for CATs for 7 facilities and interviews are in progress. Overall, activity remains on track for this saving to be delivered in Financial Year 2025/26.

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	0	0.300	Saving profiled for delivery in 25/26. While the timelines and actions are being revised, delivery of the saving is still feasible within the new timelines and the service remains confident that it is on track to do so. There are dependencies on other directorates in order to achieve this, and the work required is not to be underestimated and so this will be kept under review over the coming months. Expressions of Interest received for CAT - these are being reviewed currently.
Forecast	0	0.300	



City Operations – Amber Priority 2

237 : Reduce Cost of Queslett Closed Landfill site

Cabinet Member: Cllr Majid Mahmood

Priority 2

Overall RAG

Programme Update: Section 151 request submitted for CCTV installation which will remove security cost which currently sits within the operation.

Saving will be delivered for 2025-26 onwards. However, the saving for this year has been impacted by 4 key issues: Staff consultation - £30k impact - Engagement with staff and removal from the site was impacted by challenging HR processes (£77k). Unplanned outage - due to a loss of power from site (£15k) - this will be mitigated in future years through the use of an emergency generator. CAPEX for CCTV for off-site monitoring not approved (£35k) and corporate HSE team advised that external consultants would be required to update risk assessments and thus implement a reduced operating model (£55k).

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	0.260	0.260	Saving will be delivered for 2025-26 onwards. However, the saving for this year has been impacted by 4 key issues: Engagement with staff and removal from the site was impacted by challenging HR processes (£77k). Unplanned outage - due to a loss of power from site (£15k) - this will be mitigated in future years through the use of an emergency generator. CAPEX for CCTV for off-site monitoring not approved (£35k) and corporate HSE team advised that external consultants would be required to update risk assessments and thus implement a reduced operating model (£55k). This has resulted in a shortfall of £185k in 2024-25. Mitigated through improved electricity rates from the EfW facility.
Forecast	0.075	0.260	

239 : Strategic Review of Street Scene Fleet

Cabinet Member: Cllr Majid Mahmood

Priority 2

Overall RAG

Programme Update: Reviewing and updating processes and procedures around fleet management and compliance. Engaging with the supply chain around outsourced maintenance has been paused due to a discussion about the long-term strategy. Continuing to remove life-expired vehicles from the fleet.

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	0.520	0.520	In year reductions have been identified as follows: £120k reduced hires, £150k vacancy management in Fleet (fitters), £50k tyres, £150k parts, £50k fuel. However, it is noted by the fleet manager that a number of these savings are one-off in nature, so this is shown as a reduced saving with mitigations until there is more confidence that these will become permanent.
Forecast	0.120	0.520	

240 : Redesign Recycling waste collection rounds

Cabinet Member: Cllr Majid Mahmood

Priority 2

Overall RAG

Programme Update: Due to consultation over removal of Grade 3 posts, the rollout will not be started in September. This has been rescheduled for later in 2024/5, depending upon workforce consultation timetables. This delay was noted at the City Operations Transformation Board in September.

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	0.850	0.850	Original saving was scheduled to be implemented in late September. This has been delayed following the decision to delay rollout until completion of the consultation for the WRCO project. A revised timeline has been prepared based on go live in February. A deep dive has been requested by the SAO to review the financial impact of the revised timings, and what other potential mitigations are available in year to cover the shortfall, currently estimated by the service as £709k.
Forecast	0.141	1.450	

City Operations – Amber Priority 3

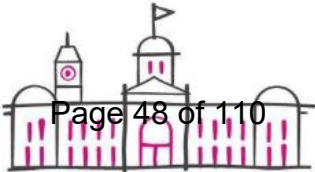
16 : Dropped kerbs – redesign to maximise efficiency and group like activity				Cabinet Member: Cllr Majid Mahmood	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.100	0.150	New operating model in place (27/07/24). All staff have been assimilated or have been appointed to new roles within the team. All those due to take VR left at end of July.				
Forecast	0	0.150					
17 : Highways specified licenses - 100% self-funding – redesign to maximise efficiency and group like activity				Cabinet Member: Cllr Majid Mahmood	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.209	0.314	New operating model in place (27/07/24). All staff have been assimilated or have been appointed to new roles within the team. All those due to take VR left at end of July.				
Forecast	0.191	0.354					
19 : Reduction in PFI management budget				Cabinet Member: Cllr Majid Mahmood	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.500	0.750	Judicial Review ruling in favour of the Council means a decision is now awaited from Government on future PFI arrangements . The timeframe for a decision is still to be confirmed. The ability of the council to deliver the proposed savings (£12m in 24/25 rising to £20m in 25/26) remains contingent on Government choosing not to support the project moving forward. Plans for a corporate approach to cover the potential shortfall are to be developed. It is unlikely that further detail / progress on this will be known until after the Budget is announced in late October.				
Forecast	0.500	0.750					
24 : Pest Control - new charge for domestic rat treatments				Cabinet Member: Cllr Jayne Francis	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.195	0.195	This saving will not be delivered in full. Service has seen a steep decline in requests for rat treatments since the introduction of the fee. The income target of £195k will not be met and current forecast is £72k. A service redesign has been put forward for the 2025/26 savings round (saving 282) that will allow the Service to break-even from 2025/26 but that will not be implemented in 2024/25. In the meantime, the shortfall is being mitigated in 24/25 through vacancy management within Environmental Health.				
Forecast	0.072	0.195					

City Operations – Amber Priority 3

45 : Reduction in managerial posts (Street Scene)				Cabinet Member: Cllr Majid Mahmood	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.470	0.470	Three vacant posts were deleted at the start of 2024/25, valued at £220k. The remainder of this saving to be covered by service restructure, which is ongoing. Saving target assumed completion in September but the consultation process is ongoing, so assumed go-live has been amended to Q4.				
Forecast	0.345	0.470					
47 : Bereavement income - fees increase				Cabinet Member: Cllr Nicky Brennan	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.880	1.280	Fee changes have been implemented. Service reporting that they have not seen any decline in bookings. Concern over ability to deliver full income target given increased competition in south Birmingham. Total income shortfall currently forecast at £1.6m. Additional income can be derived through sale of reserved graves at Handsworth Cemetery and introduction of differential pricing from December (October Cabinet reports to be submitted).				
Forecast	0.680	0.980					
53 : Increase income and reduce expenditure in internal leisure – breakeven budget				Cabinet Member: Cllr Saima Suleman	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.083	0.083	Current projection indicates 6-month delay equating to a £21k shortfall in 24/25. £13k is mitigated by early delivery of sports development post (saving 169), and further mitigation in place as staff costs have been reduced through a seconded post not being backfilled.				
Forecast	0.062	0.083					
245 : Reduce agency staff in Waste Collection				Cabinet Member: Cllr Majid Mahmood	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	2.100	2.100	Agency staff have been released. However, Agency costs remain well above budget due to sickness and vacancies in establishment so we cannot legitimately say that any reductions are on tracking waste or street cleansing. It is not currently possible to split this between individual savings so £500k shortfall has been added to saving 245/246 to consolidate this pressure. Management Actions to reduce agency spend as mitigation				
Forecast	1.700	2.100					

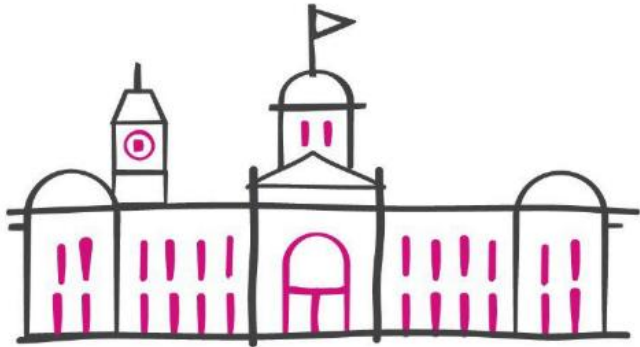
City Operations – Amber Priority 3

246 : Reduce agency resource in Street Cleansing			Cabinet Member: Cllr Majid Mahmood	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary			
Savings Target	0.600	0.600	Agency staff have been released in the last quarter of financial year 2023/24 and continued into 204/25. The budget allows for 325FTE staff. The service do have staffing slight overspend, and this is being investigated currently to identify causes and remedial action. Agency and staffing to be covered as part of deep dive review prior to period 6.			
Forecast	0.500	0.600				



Corporate Services

RED & AMBER SAVINGS



Chief Operating Officer Directorate - Red Priority 1

188 : Procurement Contract Savings

Priority 1

Overall RAG

This Month

Responsible Delivery Lead: John Coyne

Cabinet Member: Cllr Karen McCarthy

Data as at: 30.09.2024

Overall Summary

The New substantive Director of Commercial and Procurement has joined the organisation and is in dialogue with Strategic Directors to identify priority areas requiring support.

There is work underway to review the strategy for delivery and agree where opportunities are and discuss the target allocation across the directorates.

The team are awaiting departmental 3rd party spend data from departments supported by insight from finance business partners, this will expedite the data validation activity, whilst enabling directorates to help identify any further areas to target.

Resourcing remains a key concern, there is work underway to identify target areas for CPS to support and drive out delivery of savings however this will take time. Work is ongoing with People Services to source much needed interim resources and conversations are being had with suppliers in this space as another option.

The rating remains red.

Savings Finance Update

Savings Profile	24/25	25/26
Savings Target	1.000	3.000
Forecast	0	0
Variance (Slippage)	0	0
Non-Deliverable	1.000	3.000

Finance Commentary

Work to identify corporate contracts in Procurement and within Service Areas is complete. Procurement will now need to work closely with Service Areas to understand the contracts assess scope for any savings. The long lead in time required to action any contract changes mean that savings may not be realised in 24/25 and mitigation plans will need to be developed for 24/25.

It is proposed that the savings will be split across areas that have the highest third party spend and a directorate based savings approach with the support Commercial & Procurement Services will then be applied in order to progress delivery of the savings.

Chief Operating Officer Directorate – Amber

103 : Voice Automation within Contact Centre Services

Cabinet Member: Cllr Saima Suleman

Priority 1

Overall RAG

Programme Update: Work continues to take place in parallel on all 3 tranches of scaling.

In tranche 1, signposting journeys in Housing Solutions Support (HSS) went live w/c 16-Sep. Revenues journeys requiring integration were due to go live w/c 23-Sep but this has been delayed as a result of complexities with the integration and a change of resource within DTS without sufficient knowledge transfer. This will also have an impact on Benefits journeys requiring integration which were due to go live w/c 30-Sep. There is a dependency on DTS to share with the CSP the current ETA on moving integration codes into the correct environment for us to release revenues and benefits journeys. Once the ETA is known, the release plan will be reiterated. Remaining tranche 1 journeys (HSS and ASC journeys requiring integration) are still due to go live in the next reporting period.

Work is also well underway in tranches 2 and 3. The first service in these tranches (CAZ) went live alongside HSS. Discovery phases and process mapping are complete for all other services and flows are either signed off or at different stages of UX, SME, service area and HoS reviews (with corresponding updates being made). Technical activity has concluded, and testing is almost complete for the next services to go live (Home to School Transport and Parking - due to go live w/c 30-Sep).

A continued FTE reduction of 6 agency staff; with efficiencies enabled of £26k for September period, and 24/25 annual saving of £188k (released through natural attrition, re-assigning agency staff and terminating some agency assignments). There is a 4-week efficiency realisation period post go live. 271k calls were handled by VA from Feb to September. A validation of efficiencies and review of reporting metrics is taking place to improve the accuracy of benefit enablement reporting. A backlog of items continues to be maintained to support further enhancements and improvements to developed journeys.

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	1.490	1.690	Savings now on track to be fully delivered, Voice Automation now achieving up to 60% conversion from call handling to Bot as opposed to the 30% that was estimated. This is now being evidenced through the reduction of agency staff required from April to Sept 2024 - on average there is 35 less agency staff this year compared to the previous year. Saving will continue to be monitored for the second half of the year to ensure the reduced level of agency staff is maintained for the rest of the year.
Forecast	1.490	1.690	

175 : 5G Small Cells and LoRaWAN

Cabinet Member: Cllr Saima Suleman

Priority 2

Overall RAG

Programme Update: An exercise to reconcile the number of 4G/5G small cells on street furniture has been undertaken. This has identified the current number and location of the small cells. It should be noted that the numbers can change if there is regeneration activities in the areas and street furniture needs to be removed or relocated. For 4G/5G small cells we are on target to meet the forecast numbers (82 small cells) and there is some indication from the mobile operators - this number is likely to increase. However, we are still awaiting a decision from Severn Trent Water in order to commence the rollout of the LoRaWAN gateways. For 24/25, the loss of income has been off set against additional cost savings achieved. However, for 25/26, a review of the feasibility of achieving the income target from the LoRaWAN gateways needs to be undertaken if Severn Trent Water do not provide approval for the rollout of the LoRaWAN network for smart metering.

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	0.115	0.168	This target was with the City Innovation and Commercial Team in DTS but has now been disbanded. 5G Small Cells: The service is working with Highways to confirm the number of small cells that can be deployed. Expected income is £27.5k based on 82 cells at the end of this year.
Forecast	0.027	0.027	LoRaWAN: A utility company is rolling out Smart Meters in phases and they are looking to deploy a LoRaWAN network with an Infrastructure provider company to collect the data, however further discussions will be required to establish whether any income can be generated from this. The in-year shortfall will be mitigated by early delivery of third party spend reductions. Permanent mitigation from 25/26 is still being explored.

Chief Operating Officer Directorate – Amber

215 : Business Improvement & Support Consolidation				Cabinet Member: Cllr Saima Suleman	Priority 2	Overall RAG	
Programme Update: This project is rated as amber, this period the Deep Dive phase has been taking place. There is a new dependency opened regarding future consolidation and moving towards a shared service model, this will need to be understood fully prior to any consultation with the current staff who have consolidated into Business Support.							
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0	0.300	Following 12-week discovery which identified 805 posts in scope for consolidation, CLT have now agreed the transfer of 98 FTE, (which has now been reduced to 77) with effect from 19 Aug 2024 which will enable the delivery of these savings. Once consolidated this will be reconfigured to enable release of savings from efficiencies. No savings flagged for this year as further work is required to understand the activities undertaken.				
Forecast	0	0.300					

12 : Corporate Procurement Service – Mini restructure and refining recharging of services delivered to “non-general fund” budget areas				Cabinet Member: Cllr Karen McCarthy	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.240	0.240	£120k saving achieved through deletion of a GR5 and GR7 post. Further work is required and will be progressed shortly to determine whether the £120k shortfall can be mitigated by increasing the fees charged to Non-GF budgets.				
Forecast	0.120	0.240					

Finance - Revenues, Benefits & Rents – Amber

216 : Debt recovery consolidation				Cabinet Member: Cllr Karen McCarthy	Priority 1	Overall RAG	
Programme Update: Progress has been made on two out of the three quick wins with Parking and Temporary accommodation. Parking have engaged with the initial kick off meeting re the quick wins and review and are in the process of completing a discovery questionnaire. Temporary Accommodation have done the same. Work has started on process mapping the recovery procedures and service structure. Housing system team are extracting the former tenant temporary accommodation (TA) arrears debt book information so that we can match/analyse against BCC warehouse data for ID and trace purposes. Once completed we will then be able to send a sample of the debt over to an external company for debt segmentation/propensity to pay profiling. This will enable us to understand what proportion of the TA case load has the ability to pay. Adult Social Care has been delayed, but the initial kick off meeting has now taken place. Recovery process mapping activity has now commenced in this area. A Business Analyst has started work on the project as of 23 rd September and a PM has been successfully appointed starting on 21 st October. Once PM onboarded a project plan will be created and RAID log reviewed and refreshed.							
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0	1.823	Project Lead appointed and team to be fully resourced, £373k IRP fund allocated to fund the project. Three areas have been prioritised for in-depth diagnostic: Parking, Temporary Accommodation and BCC Housing which will take around 12 weeks. Following this, specific activities and timelines will need to be agreed. In parallel, the project is working on quick win initiatives to generate additional income to meet the target. Project RAG's amber to reflect the additional work still required to identify and deliver ongoing savings.				
Forecast	0	1.823					

Legal & Governance – Amber

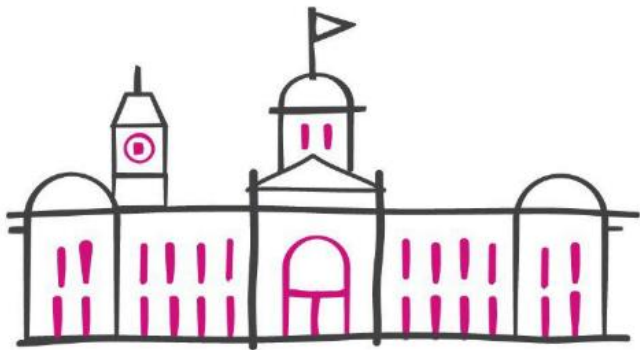
144 : Restructure and redesign				Cabinet Member: Cllr Rob Pocock	Priority 2	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.835	1.114	The new legal structure has now been implemented and the savings tied to the reorganisation is currently rated amber, as this will need to be monitored and validated from the October payroll onwards. This is to ensure that staff costs align with the target budget, which includes £835k in savings for 2024/25 and an additional £225k saving in 2025/26.				
Forecast	0.500	0.550					
118 : In-sourcing				Cabinet Member: Cllr Rob Pocock	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.075	0.100	Work on centralisation of budgets is ongoing, the transfer has not yet been agreed, the savings have not yet been identified and hence there is some risk of slippage.				
Forecast	0	0.100					
119 : Counsel Spend Reduction				Cabinet Member: Cllr Rob Pocock	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.118	0.118	The restructure has gone live on 1st Sept, with 3 Principal Advocate roles created. 1 role has been offered within the current staff cohort, and 2 roles will be advertised shortly. Although the service anticipates that appointment to these roles along with centralisation of Legal budgets will deliver a reduction in counsel spend, this will need to be monitored, and further work is ongoing.				
Forecast	0.118	0.118					
145 : Governance Efficiencies – fewer meetings/clerking				Cabinet Member: Cllr Rob Pocock	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.057	0.066	Saving based on O&S Committees reducing from 8 to 7 and removing 1 x GR3 post (left in Sept 2024). Reductions in Special Responsibility Allowances (x 2) will impact delivery on savings, if scrutiny meetings are not reduced in line with plan. Full savings are not expected to be delivered.				
Forecast	0.029	0.029					

Cross-Cutting – Amber

190-191 : The Foundry: Automation of Manual Processes Greater use of digital tools				Cabinet Member: Cllr Rob Pocock	Priority 2	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0	0.400	This is being delivered by the Foundry Project. Efficiency initiatives being implemented so far are delivering non-cashable efficiencies.				
Forecast	0	0					

ON TRACK SAVINGS

All Directorates' savings RAG-rated as Green



Green – Children & Families

Cabinet Member: Cllr Mick Brown / Cllr Sharon Thompson

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
1	89	Services for young people (including Careers, NEET and youth services including working focussed on preventing knife crime)	1.263	1.263	1.987	1.987	To date savings of £1.014m has been identified through agreed VR and unfilled vacant posts. A second phase inviting further VR applications commenced in October 2024. Once the applicants have been approved along with leaving dates, the balance of savings achieved in 24/25 can be firmed up. The proposed new staffing structure reduces from 99 FTE to 59 FTE resulting in a total staffing budget from 25/26 of £3.068m, reduced from £5.024m.	Steve Kay

Cabinet Member: Cllr Mick Brown

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
1	152	Reviewing transport packages for compulsory school age pupils	1.963	1.130	1.963	1.963	The reviews of children's transport support continues to be progressed. The present estimate is based on the financial impact of the expected reductions in expenditure as a result of the outcomes of these reviews, and is based on a part year impact, meaning that the full year impact from 25/26 should deliver the savings target of £1.963m in full, (dependent on the outcome of any appeals received). Any slippage in 2024/25 can be mitigated by underspends across other BCC C&F budgets.	Adrian Weissenbruch
2	98	Realigning Dedicated Schools Grant	1.627	1.627	2.627	2.627	The allocation of DSG has been validated in accordance with the terms of the grant. This has been reported to Schools Forum on 13th June 2024 and the allocations will be made accordingly. This saving will be made via funding of joint funded placements (Education/Health/Social Care) and Direct Payments for Personal Transport Budgets (PTB).	Helen Ellis
3	146	Children's Travel Agency Passenger Assistants Reprourement	0.148	0.148	0.148	0.148	This saving is to be delivered on new framework agreements on charges for passenger assistants. These are now in place. This is now estimated to deliver the saving target in 24/25 in full.	Adrian Weissenbruch
3	179	Increase to Fees and Charges	0.165	0.165	0.165	0.165	New charging policy in place.	Sue M Harrison

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
1	125	Review Care Packages to ensure a strength-based approach	5.687	5.933	10.187	10.187	Evidence provided of £5.9m of savings achieved to date. £2.8m relates to the full year effect of savings made in 2023/24, the additional £3.1m relates to savings achieved and reflected in the Case Management System (CMS) in 2024/25. Additional savings have been identified and agreed with providers; however, these are yet to be reflected in the CMS so are not included in the £5.9m of savings achieved to date.	Shazia Hanif
2	141	Review and Recommission third sector contracts	1.600	1.600	3.870	3.870	A Cabinet Report to recommission services with a reduced budget was approved in April 2024 and budgets were rebased accordingly. Recommissioning of these contracts has now been concluded and award reports approved and offers have gone out to relevant providers. Once these have been finalised the saving will be classed as delivered in both 2024/25 and 2025/26.	Saba Rai
2	224	Integration with partners - ASC and Health	0	0	4.300	4.300	The outcome of the integrated neighbourhood teams' pilot is expected shortly with roll out expected during 2024/25. Additional funding through the Discharge Fund and Better Care Fund Transformation Fund has been proposed in the 2024/25 budget to further support teams to avoid duplication and reduce overall care packages. This is still being developed but is on track to deliver packages of care savings in 2025/26.	Shazia Hanif
3	138	Grant Maximisation – Adult Social Care	3.161	3.161	4.284	4.284	Budgets for 2024/25 have now been rebased and £2.6m of Grants have been maximised and general fund budgets released, and savings classed as delivered. The remaining £0.5m for 2024/25 and £1.7m for 2025/26 relates to contractual arrangements for Domestic Abuse (DA) Part 4 Accommodation Services Grant. Recommissioning of these contracts has now been concluded and award reports approved and offers have gone out to relevant providers. Once these have been finalised the saving will be classed as delivered.	Saba Rai
3	223	Regulated Adult Social Care - Joint Commissioning with NHS	0	0	0.500	0.500	The Service are developing a joint commissioning strategy and framework between providers, health, and social care. This saving requires the delegation of NHS functions to the LA and as there are ongoing changes within the NHS, which may lead to delays. Mitigations have been agreed, including acceleration of work with the Birmingham and Solihull Mental Health Foundation Trust as well as internal mitigation.	Alison Malik
3	232	Bharosa	0.170	0.170	0.292	0.292	4 VR applications have been finalised with staff leaving in September. 2 of the remaining staff have found alternative roles within BCC the remaining staff are still seeking roles through the priority mover's process. The value of this saving for 2024/25 is £91k and there are currently no vacancies in this team. The saving is currently on track to achieve in 2024/25.	Timsey Deb

Green – City Operations

Cabinet Member: Cllr Majid Mahmood

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
3	13	Street lighting reduce 2m kw hours - dimming and trimming	0.900	0.900	0.900	0.900	Service confirmed that lighting reductions have been made. Finance and Managers continue to monitor the cost through the budget monitoring process. Further assurance work ongoing to compare year on year consumption. Energy prices continue to be monitored as well as usage.	Mark Shelswell
3	14	School crossing patrols (Non-Statutory Service) - CAZ funding for 3 years	0.750	0.750	0.750	0.750	CAZ funding agreed and sign-off between City Ops and PPS is due in October. Monitoring indicates that service will be contained within the agreed £750k.	Mark Shelswell
3	15	Local engineering (Non-Statutory Service) - amend delivery model	0.316	0.316	0.474	0.474	A joint Highways and Transportation Capital Programme was agreed by Cabinet on 25th June 2024. Change control to be actioned to capture change of delivery method, with reduced redundancy burden and increased rechargeable works.	Mark Shelswell
3	25	Additional Bulky waste income and fee increase	0.440	0.440	0.490	0.490	Charges increased from April. Impact on income is monitored throughout the year, and income is £53k ahead at period 6, so there is currently confidence that this saving will be achieved.	Andy Vaughan
3	27	Cease non statutory Waste Prevention activities	0.180	0.170	0.200	0.200	Four agency staff left 30th April. Remaining member of staff has accepted a position in housing and transfers in early October. Once post is removed from establishment this saving can be upgraded to delivered (blue).	Andy Vaughan
3	31	Introduce charging for car parks in parks	0	0	0.381	0.381	N/A for 2024/25 - this is for delivery in 25/26.	Andy Vaughan
3	32	Stop all chemical weed spraying	0.200	0.200	0.200	0.200	Proposal has been implemented and copy of contract provided. Further work ongoing to understand financial impact of new contract across the various users and re-apportion the saving accordingly.	Andy Vaughan
3	34	Reduce Grounds Maintenance capability	1.000	1.000	1.000	1.000	Base budget has been reduced with appropriate saving. Current FTE is lower than Budgeted FTE. The number of grounds maintenance staff is reduced. However, the grass cutting season does not end until early October hence FTE could increase again. We'll be able to confirm delivery of saving in November	Andy Vaughan
3	35	Remove Ranger Patrol and delete vacant posts within the Ranger Service	0.807	0.765	0.807	0.807	Saving achieved by: - Public Health Grant allocation - £400k - Removal of 5 vacant posts in Ranger Service - £197k - Removal of three vacant posts in Patrol Service - £100k - Further staffing reductions in Patrol Service delivered via HR consultation - two VR (budgeted for three) and one redeployed gives saving of £68k against target of £110k. The £42k shortfall in 2024/25 due to delays is mitigated by overall underspend across Parks Service.	Andy Vaughan
3	38	End contract with Keep Britain Tidy	0.100	0.100	0.100	0.100	No payments made to Keep Britain Tidy in last two years, and budget has been reduced. Evidence that KBT have been informed of cessation has been requested.	Andy Vaughan
3	42	Reduce Graffiti Crews	0.200	0.200	0.200	0.200	Contract has ended - awaiting sight to confirm delivery	Andy Vaughan
3	44	Reduction in Street Cleansing posts	0.700	0.700	0.700	0.700	Agency staff have been released and posts removed. However, Agency costs remain well above budget due to sickness and vacancies in establishment, coupled with overall spend equating to approximately 50 FTE above budget, means that we cannot legitimately say that any staffing reductions are on track in waste or street cleansing without a more detailed / granular breakdown, which will be done as part of the savings deep dive review in September. It is not currently possible to split this between individual savings lines, so the variance and mitigations is recorded against savings 245/246.	Andy Vaughan
3	46	Neighbourhood Waste Enforcement Officers - self financing	0.291	0.291	0.291	0.291	The staff has been transferred to Reg & Enf hence the employment costs savings have been realised. Income will be monitored closely to ensure saving is delivered in full.	Sajeela Naseer
3	164	Cease non-statutory Love your Street activities	0.050	0.500	0.050	0.500	7 agency staff released and 4 hired caged tippers returned before 1st April. Agency staff have been released and posts removed. However, across Waste and Street Cleansing, agency costs remain well above budget due to sickness and vacancies in establishment.	Andy Vaughan

Green – City Operations

Cabinet Member: Cllr Majid Mahmood

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
3	170	Reduce Flood Risk Maintenance Budget	0.050	0.050	0.050	0.050	Budget has been reduced and spend is currently tracking below the revised budget.	Mark Shelswell
3	212	Rationalisation of Assistant Director posts	0	0	0.117	0.117	Saving delivery due in 25/26. Work is progressing to achieve this. Does require funding to facilitate - options being considered	Craig Cooper
3	213	Enforcement	0	0	0.050	0.050	Saving delivery due in 25/26. Work is progressing to achieve this. Does require funding to facilitate - options being considered	Sajeela Naseer
3	225	Additional Income - Birmingham Wildlife and Conservation Centre	0.070	0.100	0.105	0.105	Entry fees have been increased and in place from April. Jul YTD income is £23k higher than same period last year. Income will be monitored until year end to confirm delivery of saving.	Andy Vaughan
3	233	Redesign Garden Waste collection rounds	0.192	0.192	0.192	0.192	On track - in order to turn this saving blue (delivered in full) further clarity being sought on number of rounds before and after changes.	Andy Vaughan
3	234	Procurement of Street Scene agency contract	0.142	0.195	0.142	0.142	20p per hour reduction from Apr plus £53k retro discount is a one off saving. However, Agency costs remain well above budget due to sickness and vacancies in establishment so we cannot legitimately say that any agency/staffing reductions are on track in waste or street cleansing. Whilst other agency savings are shown as amber, this saving on rate is demonstrable and offsets the overall agency pressure so is shown as on track. Copy invoices will allow this to move to blue	Andy Vaughan
3	235	Commercial Waste income growth	0.150	0.150	0.150	0.150	Business case needs to be financially and commercially viable. Prices expected to be increased from Jan 25, leaving limited time to generate the part year impact of this saving.	Andy Vaughan
3	238	Fuel contract procurement	0.190	0.190	0.190	0.190	Stopped using premium forecourts. YTD actuals v YTD budget suggest we are on track to achieve this saving	Andy Vaughan
3	241	Reduce the Mobile Household Waste and Recycling Centre (HWRC) provision	0.723	0.763	0.723	0.723	Delivered before the 1st April. Monthly monitoring throughout the year will record delivery of saving. However, across Waste and Street Cleansing, agency costs remain well above budget due to sickness and vacancies in establishment.	Andy Vaughan
3	242	Remove 'additional' Deep Cleansing Crews	1.000	1.000	1.000	1.000	Agency staff have been released and posts removed. However, Agency costs remain well above budget due to sickness and vacancies in establishment, coupled with overall spend equating to approximately 50 FTE above budget, means that we cannot legitimately say that any staffing reductions are on track in waste or street cleansing without a more detailed / granular breakdown, which will be done as part of the savings deep dive review in September. It is not currently possible to split this between individual savings lines, so the variance and mitigations is recorded against savings 245/246.	Andy Vaughan
3	243	Review of agency staff working arrangements	0.600	0.600	0.600	0.600	Process changes have been completed. However, Agency costs remain well above budget due to sickness and vacancies in establishment, coupled with overall spend equating to approximately 50 FTE above budget, means that we cannot legitimately say that any staffing reductions are on track in waste or street cleansing without a more detailed / granular breakdown, which will be done as part of the savings deep dive review in September. It is not currently possible to split this between individual savings lines, so the variance and mitigations is recorded against savings 245/246.	Andy Vaughan
3	244	Reduce Mechanical Sweepers	0.350	0.350	0.350	0.350	Removal has been confirmed by the service however the vehicle hire costs usually hit the ledger a couple of months late hence the saving cannot be confirmed as yet	Andy Vaughan
3	247	Reduce short term vehicle hires	1.472	1.472	1.472	1.472	Removal has been confirmed by the service however the vehicle hire costs remain high. Yearly usage will also be monitored, and this saving can only be confirmed as realised in full at year end.	Andy Vaughan
3	248	Remove early starts in waste collection	0.700	0.700	0.700	0.700	Early starts have been stopped. Month 1 monitoring confirmed this however the saving can only be realised by year end.	Andy Vaughan

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
3	48	Review income from registration of marriages	0.070	0.070	0.070	0.070	Income tracking ahead of budget by £67k at September. Citizenship Ceremonies in particular have increased in last two months as backlogs get cleared.	Sajeela Naseer
3	75	Restructure Resilience team and Reduce repairs and maintenance budget	0.183	0.230	0.256	0.277	3 VR accepted, leaving dates in July and August. 2024/25 saving £87k, plus deletion of 2 Vacant posts £110k, plus £33k reduction in maintenance, giving total in year forecast of £230k, a slight overachievement on the profiled saving. Following confirmation of removal of final posts from establishment this saving can be moved to delivered.	Waqar Ahmed

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
3	60	Review Film Birmingham	0.089	0.089	0.089	0.089	This is a trading account and with an expected breakeven position. Monitoring tracking slightly behind currently, but expected to catch up in November when there is a significant filming planned.	Chris Jordan
3	169	Cease Sports Development Function	0.020	0.033	0.100	0.100	Saving profiled for full delivery in 25/26 with small contribution in 24/25. One VR accepted, saving for 2024/25 £33k, 2025/26 £66k (Leaving 30 Sept 2024). In year Overachievement will offset shortfall on saving 53 Internal Leisure. Remaining post to be addressed for 25/26 through formalisation of current secondment arrangements	Chris Jordan

Green – City Operations

Cabinet Member: Cllr Jayne Francis

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
3	21	Property licensing - administrative overhead and absorption rate	0.900	0.900	0.900	0.900	Saving relates to allocation of central support charges and divisional overhead. Will be processed at year end to ensure consistency with corporate allocation basis	Sajeela Naseer
3	22	Property licensing - optimising council delivery of support, advice and administration activity of property licensing schemes	0.100	0.100	0.100	0.100	Internal services already be utilised - quarterly recharges will be processed based on actuals.	Sajeela Naseer
3	23	Property licensing – any financial penalty resulting from enforcement to be invested into supporting further enforcement activities	0	0	0.100	0.100	The Civil Penalty policy was approved by the Licensing and Public Realm committee on 26.06.24. The service will monitor the activity over the next few months to ensure baseline assumptions are still valid. Have served eight Civil Penalty Notices since August and will monitor payments and the impact of appeals to tribunals in order to firm up the forecasts of the financial impact. On track for delivery from 25/26	Sajeela Naseer

Cabinet Member: Cllr John Cotton

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
3	64	Neighbourhood Action Coordinators – cease the 22-ward pilot and do not roll out city wide	1.955	1.836	2.255	2.152	Following consultation, the saving proposal has now changed - new proposal delivers required savings target in alternative way. Includes overachievement on proposals 67 (ward forums) & 69 (NDSU). Previously reported as Amber rating to reflect alternative delivery approach however as saving is now being delivered in a different way, the RAG status has been reflected as Green. Confirmation of Governance requirements being sort re alternative delivery. Mitigating action in place. One VR accepted £31k leaving 26.07.2024, Supplies and Services £75k, plus £200k core NACS.	Chris Jordan
3	168	Cease area-based community work and cease NDSU non-statutory functions	0	0	0.180	0.180	Saving profiled for 25/26 delivery - restructure needs to be progressed	Chris Jordan

Green – City Operations

Cabinet Member: Cllr Rob Pocock

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
3	52	Increase Leisure fees by 5%	0.050	0.050	0.050	0.050	Price changes have been delivered. Income generated in year needs to be monitored monthly to ensure saving target delivered	Chris Jordan
3	54	Combine management of Wellbeing and Sport service	0	0	0.050	0.050	Saving profiled for delivery in 25/26 - currently on track. Staff member due to leave next September.	Chris Jordan
3	55	Measures implemented to deliver a profit share for Birmingham Community Leisure Trust leisure centre contract	0	0	0.150	0.150	Saving profiled for delivery in 25/26 - projections will be reviewed for the 1st Quarter of 24/25. Operational changes have been implemented to improve financial performance. Other fees and charges necessary to deliver the profit share levels are also being incorporated into the next Fees and Charges report.	Chris Jordan

Cabinet Member: Cllr Sharon Thompson

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
3	70	Changes to Business Improvement District Service	0.167	0.150	0.190	0.154	Saving 70 and Saving 63 (Culture) have been combined in the HR business case. Combined they are expected to deliver saving requirement. Saving 63 delivers £40, hence £15k can be applied to this saving in terms of VR in 2024/25 and £4k in 2025/26 £140k from supplies and Services. Quarter 1 no overspend reported in supplies and Services. Need to monitor BID management charge income to complete the picture on delivery.	Chris Jordan
3	160	Alexander Stadium future operating model	0	0	0.300	0.300	Saving profiled for 25/26 delivery - options paper received and currently being reviewed in terms of impact.	Chris Jordan

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
Revenues, Benefits & Rents								
1	10	Increased tax collection - Additional Recovery Team	3.840	3.840	3.840	3.840	Recovery team appointed and in place, work is progressing to generate the additional income and collect the outstanding debt. This is being monitored by Corporate Finance as part of the Collection Fund monitoring with the support of LG Futures. Currently the Collection Fund is forecasting to achieve the full target.	Tim Savill
2	3	Review Benefits Advice Team	0.122	0.066	0.162	0.162	3 staff, (2.2 FTE) reduction overall, Two staff (1.2 FTE - GR4) left by VR at end of July and 1 X GR4 moved internally in August resulting in a saving of £66k in year and 108k full year effect in 25/26. This results in a shortfall of c.£56k which will be mitigated by not recruiting into existing vacancies.	Tim Savill
2	4	Insource Enforcement work	1.098	0.548	1.098	1.098	Issues with the splitting of the fee and debt income have been addressed through an interim solution provided by Civica. Testing commenced in September with go live planned for Nov 2024, and it is anticipated that this will result in achieving around half of the £1.098m target for 24/25. The £738k expenditure budget allocated for delivering the £1.098m saving is projected to underspend by c.£350k in 24/25 due to the delay in Oracle implementation which can be used to mitigate part of the £550k slippage. The service is also reviewing other options to mitigate the remaining £200k slippage from wider service budgets, through vacancy savings and retaining the agency fee that would have been charged per debt.	Tim Savill
3	7	Review Council Tax Single Person Discounts	0.800	0.800	0.800	0.800	Caseload for single person discount was c.140,969 and this has reduced by c.10,725 since the start of the review. This exceeds expectation and actual success rate is 25% vs delivery plan 3.5%. The income was billed in the collection fund in 23/24 therefore available to the general fund for 24/25 and subsequent years. This indicates that the additional income will be generated, and the collection fund is being monitored to capture the additional income.	Tim Savill
3	9	New Homes Bonus	0	0	1.984	1.984	BCC has identified around 11,000 empty properties and an external company is identifying which of these properties are now occupied. A £1.9k grant is awarded from Govt to BCC for each property that becomes occupied. Currently this estimate is at 10%, i.e. 1,100. Note there is a charge of £150 for each property that gets the grant. The total will be finalised when the CTB1 is completed in October and the full impact will be known and likely to exceed £3 million.	Tim Savill
Finance								
3	1	Traded Services surrender of pay and price increases subsidy(Group & Capital Finance)	1.500	1.500	1.500	1.500	Budget allocation for Inflation has been returned and as at month 6, budget monitoring information indicates the services are on track to spend within the reduced budget envelope and thus achieve the savings target. However, the saving will need to remain green and continue to be monitored until year end to ensure spend doesn't exceed budget in the second half of the year.	Alison Jarrett
3	2	Reduction in traded services performance subsidy (Group & Capital Finance)	0.799	0.799	0.799	0.799	As at Month 6 the services are on track to achieve the savings target. However, the saving will need to remain green and continue to be monitored until year end to ensure spend doesn't exceed budget in the second half of the year.	Alison Jarrett
3	209	Service review and rationalisation of vacant posts	0.360	0.360	0.360	0.360	4 posts have been removed and the 3 remainder are still being processed and currently with the HR Service Desk.	Mohammed Sajid
Cross-cutting								
3	228	Fees and Charges - further savings TBC	0	0	1.000	1.000	Fees & Charges process launched in May and is underway. Details are now being scrutinised with a view to taking a report to Cabinet in November to update on progress.	Steve Muldoon / Peter Sebastian

Green – Corporate

Cabinet Member: Cllr John Cotton

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
Strategy, Equality & Partnerships								
3	142	Review of spans and layers and reorganisation of services within the directorate	1.780	1.780	1.930	1.930	Reduction of 30.8FTE posts based on 20.8 vacancies, 9 VR and 1 CR role. Vacant posts have been deleted and 10 VR/CR exits have taken place and posts have been deleted.	Richard Brooks / Alyson Podmore
3	143	Return non-pay inflation and other budget efficiencies	0.667	0.667	0.667	0.667	Budget reductions have been applied to individual service areas within SEP; non-staffing spend will be controlled by SEP DMT/Spend control board to ensure spend is contained within reduced budget envelope.	Richard Brooks / Ekbal Hussain

Cabinet Member: Cllr Rob Pocock

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
Legal & Governance								
3	121	Review of election and committee structure	0.098	0.098	0.130	0.130	Vacancy roles (grade 2 (Committee) and grade 4 (Elections) not being recruited on track but yet to be removed from system. VR put forward for grade 5 (elections) left in May.	Robert Connelly
3	123	Transport for Members (Taxi / Rail)	0.010	0.010	0.010	0.010	This saving is focussing on reducing spend on private taxis, any shortfall will be met within the budget.	Robert Connelly

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
COO Directorate								
1	217	Customer contact consolidation	0	0	0.219	0.219	The savings target for 2025/2026 remains on track. Efforts are underway to identify additional areas that can be incorporated into customer services, building upon the six areas already identified, including, Bereavement Services and registrars, Adult Client Financial Services (Adults alone will achieve £219k). AP and AR are no longer in scope at the moment.	Wendy Griffiths
2	105	Business Support Re-design	0	0.400	2.660	2.660	A total of 41 VRs will take place over Jul 24, Sep 24, Dec 24 and March 25, which is on track, some brought forward savings will mitigate other budget pressures. If the volumes of calls continue to rise in the way that they are at the moment, more staff may be required. Some of the release dates have had to be delayed due to work pressures.	Wendy Griffiths
2	178	Digital and Technology Services Redesign	2.200	2.200	2.200	2.200	£2.059m savings confirmed by HR through 39 vacancy deletion, leaving c.£141k which is covered by the c.£353k secured through 7.1 FTE VR and 2 FTE redeployment.	John Gladman / Paul Busst
3	100	Ongoing revenue savings in the delivery of public services, by removing telephone lines and mobile phones (Analogue, mobile and land lines)	0.370	0.370	0.370	0.370	As the new contract is variable based on usage, it is expected to generate a saving of £383k this year. Expected total cost is £172k against previous cost of £555k, this will continue to be monitored and reported through the year as operational usage and estate reduction work continue. The spend to date will be monitored during the monthly finance review.	Paul N Busst
3	101	Transforms service delivery to reduce costs, via third party contracts and greater utilisation of commercial relationship	0.220	0.220	0.220	0.220	Lone worker contract is in place which has achieved a saving of £33k. Analogue lines reduced by c.803 lines and is on track to deliver £50k saving. Further line reductions are being pursued and a total of £96k may be achievable - this is being monitored on a monthly basis. The Service Now (SNOW) contract is awaiting signoff and is expected to deliver £25k. Cabling spend is being reduced and is on track to deliver a further £120k saving.	Paul N Busst
3	102	Reduction in agency costs	0.080	0.080	0.080	0.080	Service redesign has been completed, vacant posts have been deleted and agreed VRs have been concluded, agency reduction is now being pursued and is on track to deliver the £80k target. Agency spend will continue to be monitored.	Paul N Busst
3	177	DTS staffing and licence savings for smaller organisation	0.250	0.250	0.400	0.400	£212k of this target is being met from the c.£353k secured through 7.1 FTE VR and 2 FTE redeployment, with the balance of £38k being met through holding vacancies.	Paul N Busst

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
1	107	Reduction in Central Administrative Buildings (CAB) Premises (Saving from operating costs when the buildings are decommissioned)	1.000	1.000	2.325	2.325	The saving is based on sale of Woodcock street which has now completed during September 24 and savings will now occur for remainder of the financial year in line with original savings plan.	David M Harris
2	108	European Affairs and Business Enterprise Teams to be self-financing and funded from external grant	0.800	0.800	0.800	0.800	Budgets adjusted to reduce GF contributions. c5 VR's agreed and staff have now departed the Council. Additional contracts to manage grant programmes have been secured including utilising the UK Shared Prosperity Fund - these will generate additional management fee income to contribute and help meet the savings target.	Sarah Scannell
2	109.1	Income generation - increase in planning fee income	1.000	1.000	1.000	1.000	New planning fees agreed and introduced in December 23 based on Government set increases of 35% for Major Applications and 25% other applications. The planning charges were applied on reduced planning application volumes (circa 14% reduction on relevant applications affected) that the authority has experienced over the last few years. The uplift in fee income was therefore based on the latest application volumes at the time and took into account reductions in volumes since 2021/22. In future should application volumes fall further, this will be a new pressure that will need to be mitigate or considered as part of regular MTFP refresh process. So far as this savings is concerned which relates to update of fee charges only....there is no further action in terms of delivery of this saving.	Sarah Scannell
2	109.2	Income generation - lease and rent reviews for commercial portfolio	0.500	0.500	1.000	1.000	Properties subject to RR identified and reviews are being undertaken by internal team and BNP Paribas. Finance have reviewed working assumptions and forecasts of rent and lease review outcomes and savings from the review work appear on track.	David M Harris
3	106	Service re-design and restructure	4.365	4.365	5.325	5.325	61 VR's agreed and now departed, 43 Vacancy deletions agreed and further 9 vacancies identified for deletion and built into base budget.	Philip Nell
3	110	Reduction in supplies	0.700	0.700	0.700	0.700	The base budget has been adjusted to remove respective supplies and services budgets. No further expenditure will be incurred in line with budgets.	Philip Nell

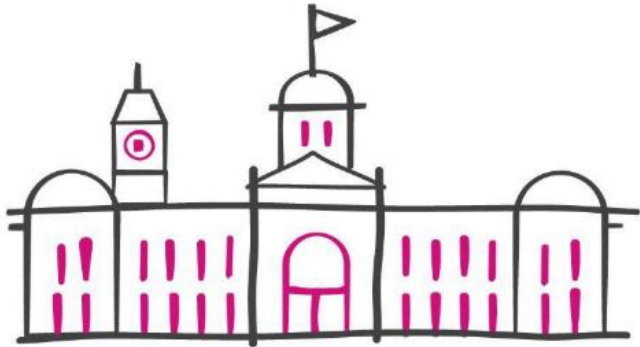
Green – City Housing

Cabinet Member: Cllr Jayne Francis

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
2	83	Shelforce Surplus	0.778	0.778	0.978	0.978	Machinery and vehicle investment approved at Cabinet March 24, procurement engaged, installation of machinery expected Autumn 2024. Order book received from Council R& contractors. Saving on track to be delivered.	Wayne Davies
3	78	Property Acquisition- HRA	1.400	1.400	3.600	3.600	Reclassification of properties on NEC carried out by DT&S, at year end Treasury Team will confirm no debt charge to the General Fund. Impact on wider efforts to reduce more costly Temporary Accommodation will be monitored throughout the year.	Stephen Philpott
3	81	Establishment reduction	1.650	1.650	1.650	1.650	Consultation underway but no indicators of barriers to saving, which will primarily be delivered through vacancy deletion. Impact on wider resource capacity to deliver statutory service efficiently will be monitored throughout the year.	Stephen Philpott
3	82	TA investment strategy delays to capacity increases	0.350	0.350	0.350	0.350	Reduced budget allocated to new initiative, team plans reworked within lower funding. Impacts on wider efforts to reduce Temporary Accommodation will be monitored throughout the year.	Stephen Philpott
3	84	TA Investment Strategy delays to landlord incentives	0.250	0.250	0.250	0.250	Reduced budget allocated to new initiative, team plans reworked within lower funding. Impacts on wider efforts to reduce Temporary Accommodation will be monitored throughout the year.	Stephen Philpott
3	86	Income collection and provision improvements	0.300	0.300	0.600	0.600	Increased resource, best practice sharing and Housing Debt policy in place. Further consolidation through Citywide income management programme. Inherent risk of wider economic situation affecting collection rates will be monitored throughout the year.	Stephen Philpott
3	87	Public Health grant funding	0.200	0.200	0.200	0.200	Areas of spend identified and MoU with Public Health drafted, to be agreed Summer 24.	Stephen Philpott
3	176	B&B Unit cost negotiation	0.420	0.420	0.420	0.420	12 month contract signed with one EA provider which meets the 24/25 savings requirement - usage to be monitored throughout the year to confirm achievement. Further negotiations ongoing to ensure ongoing saving achieved.	Stephen Philpott
3	220	HRA Review and joined up locality working between Housing and City Ops	0	0	0.200	0.200	Early conversations have taken place between City Ops and Housing Management for in-house provision of services to the HRA estate. Discussions ongoing, but on track with progress plan for 25/26 savings achievement.	Guy Chaundy
3	226	HRA and Investments and Valuations Team - Municipal Shops	0	0	0.200	0.200	Conversations begun between Housing Management, PPS and external SMEs around opportunities for HRA owned shops. Initial options drafted over Summer 24.	Guy Chaundy

DELIVERED SAVINGS

All Directorates' savings RAG-rated as Blue



Delivered Savings - September 24

PG	ID	Title	Directorate	24/25	25/26	Finance Summary	RDL	Cabinet Member
				Target	Target			
2	186	Headcount reductions in Children and Families	Children & Families	2.474	2.545	Reduction of 33 posts has been delivered from 24/25 and the budgets and expenditure have been reduced accordingly.	Sue M Harrison	Cllr Mick Brown
3	96	Funding to Vulnerable Young People at Risk of Exploitation	Children & Families	1.476	1.376	Funding has been agreed and the MOUs have now been signed. They are Consultancy Support £300k (received), Young Carers Support £200k (received) & Empower U £976K (received).	Sue M Harrison	Cllr Mick Brown
3	26	Additional Garden waste income and fee increase	City Operations - Street Scene	1.200	1.200	Increase in subscription fee has been implemented, and 72,900 subscriptions have been secured. This equates to income of £4.375m. Current income budget is £4.325m so this saving is now shown as delivered in full, albeit the collection season does straddle financial years.	Andy Vaughan	Cllr Majid Mahmood
3	236	Review Grounds Maintenance	City Operations - Street Scene	0.106	0.106	2 vacant grade 4 posts (POPI data managers) have been deleted.	Andy Vaughan	Cllr Majid Mahmood
3	6	Cease Local Welfare Provision Scheme	Corporate - Revenues, Benefits & Rents	0.900	0.900	Following the closure of the scheme and low-level feedback regarding the impact removal of emergency payments might have, this scheme has now closed and no spend is being incurred to date.	Tim Savill	Cllr Karen McCarthy
3	120	Review current contracts for best value - subscriptions / case management system	Corporate - Legal & Governance	0.006	0.006	Cost savings will be achieved by discontinuing the DX subscription service due October 24 will not be extended. Spending approval process by the control board will also ensure that this is not renewed.	Julia Lynch	Cllr Rob Pocock
3	210	Workforce People Services savings	Corporate - People Services	0.849	0.908	Vacancies to be deleted with saving of c.£393k, 12 VR resulting in £503k saving in year, 2 x redeployments achieving saving of c.£69k in year. Total saving c.£965 in 24/25 and c.1.189m in 25/26. Over delivery will flagged in November once further verification checks have been completed.	Martin Goudie	Cllr Rob Pocock
Total Savings in September				7.011	7.041			
Total Savings to date				38.812	42.003			

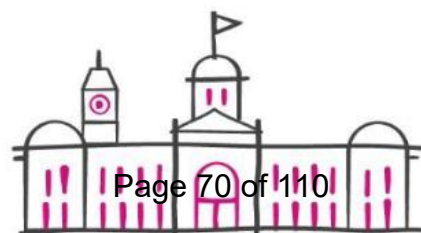
IRP Priority Programmes Data Pack

Data as at 30th September 2024



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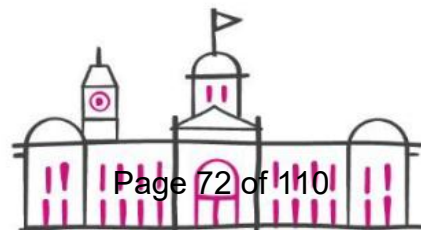
IRP Executive Summary

- This is the third cycle of reporting against the IRP priority programmes and the sixth round of reporting for savings data as at 30th Sep 2024.
- In summary there are 19 IRP priority programmes reporting this month, there are now 1 red and 13 amber programmes and 5 green programmes.
- Of the total activities/ milestones within the IRP 67% are either completed or on track. 2% - 6 red milestones are currently off track this month.
- Resources across delivery of the IRP programmes: 48% reporting a red or amber rag.
 - We have seen a continuation of last month's high level themes including recruitment, scoping and identification of appropriate resources. Furthermore, the reliance on interim resource is high across the piece.



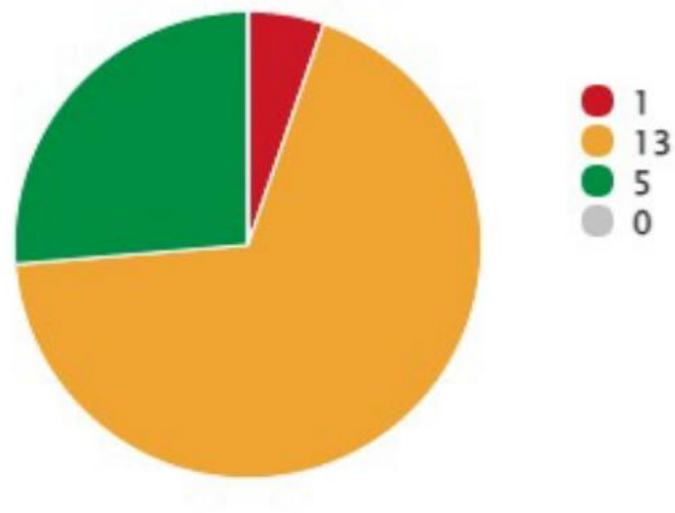
IRP – September update

- It is the third month of reporting for the IRP Programmes
- All 19 programmes have provided data for September, 17 programmes have been reported, reviewed and assured. The Equal Pay Programme and Oracle have not been through corporate assurance this month.
- Although, engagement across the board has been good, a refresh and reprioritisation of the IRP activities would provide clarity and strengthen the requirement for corporate assurance.
- The drive to improve quality remains an ongoing exercise with gaps being identified by the CPMO and fed back to leads in order that they are updated and addressed.
- ‘Review of Key Corporate Services’ will no longer report as a single entity it will be aligned and reported on through the ‘Organisational Design’ programme
- From October the Affordable Housing element of the IRP will be reported on separately.
- The ‘Commercial and Procurement Transformation’ programme will be reporting from October.



IRP Priority Programmes Overview Dashboard

Overall RAG



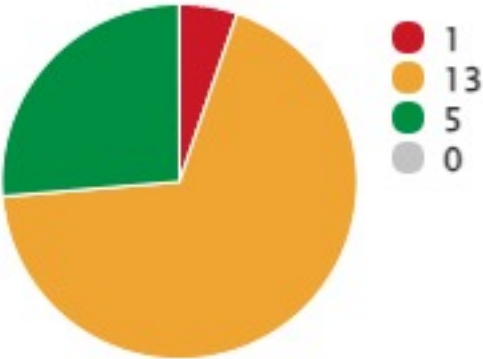
Red Programmes

Name	Overall RAG
Review of Companies & Traded Services	R

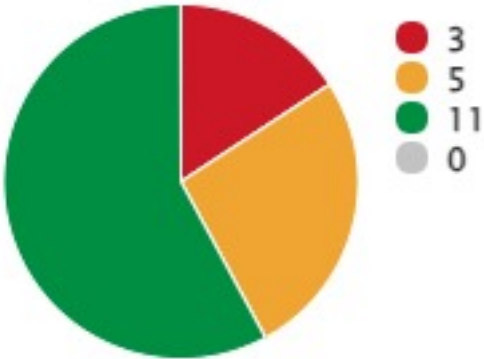
Amber Programmes

Name	Overall RAG
Digital Efficiencies (The Foundry)	A
Equal Pay programme	A
Asset Sales Programme	A
Organisational Design	A
Oracle Reimplementation & Business Process Change	A
Review Key Corporate Services	A
Programme Management, Performance & Risk	A
Governance & Relationships	A
Housing Improvement	A
Waste Transformation	A
Fleet Transformation	A
People Management (Engagement & Communication)	A
Talent Portfolio	A

Overall RAG



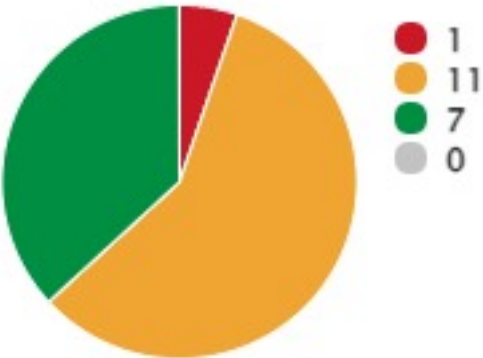
Issues



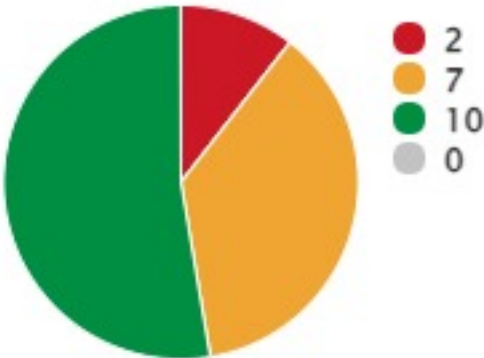
Risks



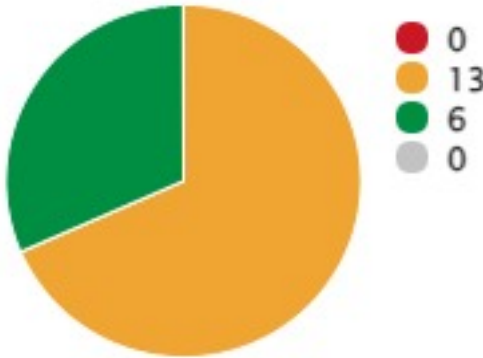
Milestones



Resources



Dependencies



Top Issues





Programme Name	Issue Description and Impact	Target Resolution Date	Impact Classification	Action Summary
Asset Sales Programme	The absence of pipeline of General Fund non commercial Operational assets being available to feed the current programme	30/05/2024	4	01 Jan 0001 - Produce and bring forward a pipe line list of assets
Oracle Reimplementation & Business Process Change	Defects from the original Oracle implementation continue to be identified by the programme team. This impacts the councils ability to deliver services and in ensuring the correct data is available.	20/12/2025	4	31 Jul 2024 - - Prioritise as essential fixes to be rectified through the programme. Impact analysis is being performed and rectification activities designed and scheduled. This will work will be run in parallel with employee engagement and comms as required
Oracle Reimplementation & Business Process Change	Multiple programmes of change across the council that overlap increases the delivery risk for the Oracle programme. This creates pressure on availability of council resources and the ability to absorb the level of change required.	31/01/2025	4	31 Jul 2024 - Philip MacPherson - Work with council leadership team & SRO to raise awareness on the prog. Prioritise alongside Equal Pay. Develop, maintain and monitor detailed delivery and resource plans across the Prog. Work with CPMO to understand priorities & dependencies.
People Management (Engagement & Communication)	Ongoing review of the prog plan has highlighted instances where the IRP deliverable dates have been impacted by changes to other, related programme activities, for example the employee survey date. As such, the IRP deliverable dates require amending	31/10/2024	4	01 Jan 0001 - - A full review of the dates for IRP delivery is to be completed and an appropriate change request raised to amend dates as required. 01 Jan 0001 - - In addition, the impact to any related dependencies will be highlighted for impact analysis.

Top Risks




Programme Name	Risk Description	Impacts	Score	Mitigation Summary	Residual Score ↓
Oracle Reimplementation & Business Process Change	Availability of sufficient and suitable business resources	Either increased delays awaiting engagement/approvals OR increased risk that BCC context is omitted from design. Impact on time and cost.	25	01 Jan 0001 - Philip MacPherson - Entry gate criteria for starting design is that these resources are in place. Seek recruitment/secondment of dedicated process owners and SMEs for the Programme. Address backfill issues as part of transition.	16
Oracle Reimplementation & Business Process Change	Immature approach to data management	There appears to be no agreed approach to data management increasing numbers of issues are arising affecting people's pay, absences, job roles/equal pay issues etc. Current piecemeal approach to fixing individual issues is expensive and ineffective.	25	01 Jan 0001 - Philip MacPherson - Seek to better understand Data Management capability within BCC and offer help to strengthen where possible Focus on Master Data Management aspects and seek to get agreement as to which system/business owner owns which aspects of core data	16
Housing Improvement	Increased Demand - Council Wide: An increase in the number and profile of presentations for Temporary Accommodation counters the benefit of the savings, if the demand that has been seen in Q1 24/25 continues. Logged as a corporate risk.	To savings plan.	20	03 Sep 2024 - - Prevention rates remain good, however the risk around increasing demand and impact on savings pressures is being mitigated through a range of activities that are being reported by via MTFP.	12
Fleet Transformation	The risk is that limited knowledge by senior managers and directors of the requirements of maintaining the O licence could lead to making decisions with unintended legal consequences.	Breaking the law, revocation of O licence, therefore BCC unable to operate vehicles, directors (up to and including the Chief Executive) being disbarred from holding directorships in the UK.	20	06 Aug 2024 - - Organisation design needs to reflect suitably qualified transport managers to maintain the O Licence in accordance with traffic commissioner guidance.	4

IRP Programmes Summary Overview



Monthly Report: 30 Sep 2024 Created on: 22 Oct 2024

IRP Theme	IRP Programme Name	Overall Programme RAG	Summary Commentary	SAO-Cabinet Member
A Financially Sustainable Council	Review of Companies & Traded Services		<ul style="list-style-type: none"> The Project has a new SAO and has transferred to the Finance Recovery & Improvement Programme. A new project team is being mobilised and coming up to speed on the workstream. All Traded Services identified and scope captured in the project brief. Council Companies progress is hampered by unavoidable lack of access to the RDL. Cabinet Committee papers have been reviewed.. Progress to date will be captured on Project Plan. 	<ul style="list-style-type: none"> Senior Accountable Officer: Fiona Greenway Cabinet Member: Cllr Karen McCarthy
A Financially Sustainable Council	Equal Pay programme		<ul style="list-style-type: none"> The EP Programme is subject to its own Commissioners led governance with full reporting on a monthly cycle. All reports, risks and issue logs are available via PSPMO. 	<ul style="list-style-type: none"> Senior Accountable Officer: Katy Fox Cabinet Member: Cllr John Cotton
A Financially Sustainable Council	Asset Sales Programme		<ul style="list-style-type: none"> In terms of the overall programme, Assets to a value of over £600m have been identified from which £116.3m of Sales have completed as at 30th September 2024. We have exchanged on transactions valued at £47m and are working those toward completion. However, a significant risk to the delivery is a progressively worsening overarching strategic resourcing issue caused by the loss and lack of programme critical knowledgeable, experienced and Senior Management expertise/specialist staff... ...that current mitigation is failing to sufficiently and properly address. The lack of confirmation of available legal resource particularly to to deal with the higher value /complex transactions, continues to be a real risk. Existing Governance and delegated authority limits are not meeting programme decision making and delivery requirements which may in turn impact milestone delivery. Amber rating remains. 	<ul style="list-style-type: none"> Senior Accountable Officer: Philip Nell Cabinet Member: Cllr Sharon Thompson
A Well-run Council	Organisational Design		<ul style="list-style-type: none"> With the new MD in place, conversations regarding the project plan development has commenced and the direction and approach is being determined. 	<ul style="list-style-type: none"> Senior Accountable Officer: Katy Fox Cabinet Member: Cllr John Cotton




IRP Programmes Summary Overview cont'd

IRP Theme	IRP Programme Name	Overall Programme RAG	Summary Commentary	SAO-Cabinet Member
A Well-run Council	Oracle Reimplementation & Business Process Change		<ul style="list-style-type: none"> In May 2024 the Cabinet for BCC gave its approval to proceed with the reimplementation of the Oracle Fusion Cloud Enterprise Resource (ERP) planning solution. The ERP solution encompasses human resources, financial, procurement and payroll management processes. The core requirements of the council are summarised as improving the following outcomes - <ul style="list-style-type: none"> - the ability to manage people, the ability to manage money, the ability to comply with necessary legislation, keep data securely; and the ability to deliver a suitable user experience which allows users to operate in an efficient and effective way. The re-implementation will address issues identified from the previous implementation. The programmes scope includes the previous implementation and supporting essential changes to it to reduce risk and deliver essential requirements alongside re-implementing Oracle fusion for the council adopting system processes. While significant effort is going to be spent on updating finance and HR processes the reimplementation will primarily be a business change for the council. 	<ul style="list-style-type: none"> Senior Accountable Officer: Fiona Greenway Cabinet Member: Cllr Saima Suleman
A Well-run Council	Review Key Corporate Services		<ul style="list-style-type: none"> Work is progressing. The re design of Corporate Services is to be incorporated within the wider BCC Operating model and Organisation design plan. Moving forward, this programme will no longer report as a single and separate entity, but Corporate Services will still be a priority area for design within the wider op model. (Assess and Define phase completed). A review was completed across Corporate Services with five core problem statements identified that are relevant to all enabling functions, derived by how services are structured within BCC and a lack of strong governance and oversight and control across all. Better logical alignment of some functions was also defined and agreed, e.g. Payroll from Finance to HR. Corporate Landlord has come under discussion again. The review led to the scope of what services should be Corporate and centralised and standardised to enable the overall health and functionality of the Organisation and uniformity and efficiencies within the Organisation. This was agreed in CLT and with Commissioners, although some reservations from Frontline directorates on trusting the quality of delivery. Centralisation is required to be endorsed by the new MD to move forward. The proposed high-level senior structure paused this work as critical to understand the positioning of Corporate Services and other directorates to determine considerations of the wider operating model and how interfaces may need to play out. 	<ul style="list-style-type: none"> Senior Accountable Officer: Katy Fox Cabinet Member: Cllr John Cotton
A Well-run Council	Digital Efficiencies (The Foundry)		<ul style="list-style-type: none"> The Foundry is continuing to deliver valuable products in collaboration with services that are helping to replace old ways of working with new, more efficient ways of working. Approximately 6 initiatives in Initial engagement, and 9 in Delivery. 	<ul style="list-style-type: none"> Senior Accountable Officer: Richard Brooks Cabinet Member: Cllr Rob Pocock





IRP Programmes Summary Overview cont'd

IRP Theme	IRP Programme Name	Overall Programme RAG	Summary Commentary	SAO-Cabinet Member
A Well-run Council	Programme Management, Performance & Risk		<ul style="list-style-type: none"> Performance- All of the milestones have been met to date. The videos to support users with the performance report format have been created and will be launched during October. Further work is underway to develop the performance framework. Risk- Resources have been agreed and are actively being pursued to appointment, contractual issues are resolved and procurement is back on track, milestone achievement/completion will be more positive from this month onwards. CPMO Recruitment is nearly complete and work is underway to complete production of the dependency tracker. Work continues to gain improved reporting and gain beneficial insight from the data The overall amber status and sub rags reflects the ongoing resource risks and dependencies impacting overall delivery progress. 	<ul style="list-style-type: none"> Senior Accountable Officer: Richard Brooks Cabinet Member: Cllr Sharon Thompson Cabinet Member: Cllr Rob Pocock
A Well-run Council	Governance & Relationships		<ul style="list-style-type: none"> The overall RAG status for the programme remains in AMBER due to the resourcing risk to the member development activity. All workstreams are in GREEN RAG status except for Learning, Development and Support which is in AMBER status as the recruitment activity for a Member Development Officer is underway but the post is yet to go out to advert. The RAG status for Culture, Wellbeing and Safety workstream has also been moved to AMBER status as the recruitment for a Governance Lawyer has not been successful and a part-time Governance lawyer is now being sought through an agency. The RAG status for risks remains in AMBER due to the risk to member development activity. It should be noted that the risks are being managed well. The delivery of the members hub is dependent on the Foundry project timelines to transfer the intranet site to SharePoint and a dependency has been created, which moves the dependencies to AMBER status. 	<ul style="list-style-type: none"> Senior Accountable Officer: Marie Rosenthal Cabinet Member: Cllr Rob Pocock




IRP Programmes Summary Overview cont'd

IRP Theme	IRP Programme Name	Overall Programme RAG	Summary Commentary	SAO-Cabinet Member
Delivering Good Services	Waste Transformation		<ul style="list-style-type: none"> • Programme is rated overall Amber. In general, positive progress continues to be made across all workstreams. • However, at the waste board on the 4th of September, it was highlighted that work on the G3 position could impact the 2024/25 savings target for savings reference 240 - Redesign Recycling waste collection rounds • The board requested that an impact analysis be undertaken in order to obtain an accurate assessment of the figures for 2024/5 and these were confirmed at waste board on the 14th October. • As it stands, saving 240 is currently forecast to deliver £141k against the planned £850K. This slippage in savings (and associated go live dates for revised recycling rounds) has been communicated to the SAO, board and Finance colleagues . • Work to assess potential mitigation to address the slippage will be picked up at a 'Deep Dive' session scheduled for the 22nd of October with the most up to date position included for the Transformation and Improvement Board on the 29th of October. 	<ul style="list-style-type: none"> • Senior Accountable Officer: Craig Cooper • Cabinet Member: Cllr Majid Mahmood
Delivering Good Services	Housing Improvement		<ul style="list-style-type: none"> • The overall programme remains on track with 13 of the 24 activities complete, 8 on track and 3 amber. While delivering as set out in the IRP, local and national • pressures remain a constant challenge and create a gap in achievable homelessness prevention, affordable supply and decency rates. These challenges • impact operational outcomes and produce cost pressures to be addressed alongside the IRP programmes. --- • Affordable Housing - There is a cultural shift for the Council in that the Housing Strategy and pressures on the HRA Business Plan require a move away from the direct delivery of new homes and to deliver through a partnership approach. --- • Reporting of Affordable Housing will move to PPS as lead with City Housing feeding into the cycle of updates for strategic activities for October data reporting. --- • Homelessness Prevention - Initial IRP Activities COMPLETE - Homelessness Prevention as an overarching objective remains as AMBER reflecting current pressures, with next steps to address this and new projects being planned during Q3. --- • Regulatory Compliance - AMBER - BCC met with RSH regarding VU, timescales are aligned with commitments given to the regulator for H&S compliance, and as set out in the HRA business plan to ensure delivery of decent homes by 2032. 	<ul style="list-style-type: none"> • Senior Accountable Officer: Paul Langford • Cabinet Member: Cllr Jayne Francis
A Well-run Council	People Management (Engagement & Communication)		<ul style="list-style-type: none"> • The plan has now been rebaselined. The CR impact is minimal and not expected to be detrimental to any other programme. 	<ul style="list-style-type: none"> • Senior Accountable Officer: Katy Fox • Cabinet Member: Cllr John Cotton • Cabinet Member: Cllr Rob Pocock

IRP Programmes Summary Overview cont'd

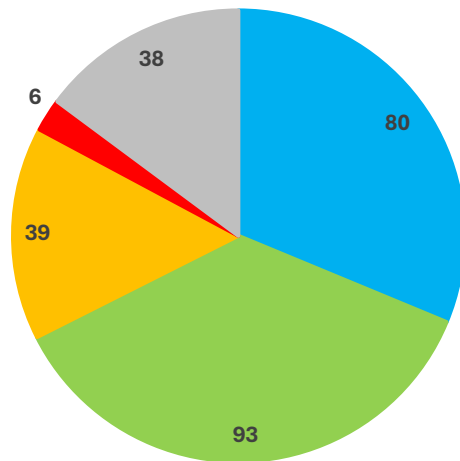
IRP Theme	IRP Programme Name	Overall Programme RAG	Summary Commentary	SAO-Cabinet Member
A Well-run Council	Talent Portfolio		<ul style="list-style-type: none"> Progress being made on various areas but the challenge of resourcing remains. 	<ul style="list-style-type: none"> Senior Accountable Officer: Katy Fox Cabinet Member: Cllr John Cotton Cabinet Member: Cllr Rob Pocock
Delivering Good Services	Fleet Transformation		<ul style="list-style-type: none"> Good progress on finalising Fleet Strategy position, awaiting Strategic Director input. Fleet procurement has progressed significantly throughout the month, currently at the evaluation and moderation stage. Working on establishing a credible solution for third party maintenance. 	<ul style="list-style-type: none"> Senior Accountable Officer: Craig Cooper Cabinet Member: Cllr Majid Mahmood
A Well-run Council	Consolidation Programme		<ul style="list-style-type: none"> Set up in January 2024, the Consolidation Programme delivered a first phase discovery around Debt, ITU, Business Support & Customer Contact consolidation. April 24 saw ITU and Debt transfer to their lead directorates for delivery. Customer Contact and Business Support consolidations remain in the programme for implementation and reporting. Discovery of a second phase of consolidation is being undertaken. Based on Customer Contact and Business Support consolidation workstreams the programme remains reporting as GREEN, there is confidence that savings are on track, based on progress in both workstreams. All risks, Issues and Dependencies are being actively managed and mitigated. 	<ul style="list-style-type: none"> Senior Accountable Officer: Wendy Griffiths Cabinet Member: Cllr Saima Suleman
A Well-run Council	Employee Relations (Trade Union Relations)		<ul style="list-style-type: none"> All Integrated Review Process (IRP) deliverables are progressing as planned. The first consultation for the HR Policy, specifically the Sickness Absence Policy, has been completed, and the implementation remains on schedule. Additionally, activities within the Trade Union Consultation Framework will continue to advance, following the onboarding of an Interim IR resource. 	<ul style="list-style-type: none"> Senior Accountable Officer: Katy Fox Cabinet Member: Cllr John Cotton Cabinet Member: Cllr Rob Pocock

IRP Programmes Summary Overview cont'd

IRP Theme	IRP Programme Name	Overall Programme RAG	Summary Commentary	SAO-Cabinet Member
A Well-run Council	Corporate Landlord		<ul style="list-style-type: none"> This is rated overall green. The Corporate landlord (CL) programme is split into 3 main workstreams. Good progress is being made under each workstream. Workstream 1: Rationalisation of the CAB Estate: Year 1 savings were predicated on the Sale of Woodcock Street which completed early September and as a result Year 1 savings have been achieved. Works to vacate Sutton New Road are underway. Workstream 2: Wider Operational Estates Rationalisation 8 assets were confirmed as surplus by Service Areas at the September Clearing Board. ready for the December CCP. The October CCP report has been submitted which recommends 26 assets, with a minimum value of £10m, to be declared surplus. Additional resource is being brought in to expedite the asset review process. Workstream 3: Full implementation of the CL Model. This workstream has a number of sub workstreams which includes the delivery of procurement/commissioning function and the restructuring of CL staffing. The extension of the Acivico contract in line with the March 2024 Cabinet report is confirmed. Work to establish the approach for the future requirements of hard and soft has commenced. The Investment and Valuation Team have now moved into the Corporate Landlord Team, which completes phase 1 of the centralised property function. There is a Cabinet report submitted for October 2024 to provide an update for endorsement on the progress of the Corporate Landlord Programme and the Action Plan activity identified. 	<ul style="list-style-type: none"> Senior Accountable Officer: Philip Nell Cabinet Member: Cllr Sharon Thompson
Delivering Good Services	Improving Services for Children & Families		<ul style="list-style-type: none"> Planning for a Directorate wide phased socialisation of the refreshed Improvement Plan (Continuous Improvement Plan – CIP) and associated priorities, continues. The Directorate is focussed on finalising the scheduling of the utilisation of supervision meetings, Team meetings, Heads of Service meetings, Leadership Team meetings, Leadership Forums and Directorate Comms to ensure that staff are supported... ...and empowered to engage with and progress the plan. The design of the CIP will strengthen individual and collective ownership of the Directorate's continuous improvement workstreams and associated activity. Progress will next be reported to the Directorate Improving Services for Children and Families Board, 24th October 2024. All SEND and AP Improvement lines are complete. Continuous monitoring of SEND and AP Improvement activity is managed through dedicated governance in association with the Send and AP Improvement Board, chaired by John Coughlan. 	<ul style="list-style-type: none"> Senior Accountable Officer: Sue Harrison Cabinet Member: Cllr Mick Brown
A Well-run Council	Culture Change		<ul style="list-style-type: none"> Good progress made overall with People Services. The work is now extending to Finance and Legal. 	<ul style="list-style-type: none"> Senior Accountable Officer: Katy Fox Cabinet Member: Cllr John Cotton

IRP Programmes Milestones RAG Overview

Overall Milestone count by RAG



Completed Milestones # Green Milestones # Amber Milestones
Red Milestones # Unset Milestones

There are currently 256 milestones / key tasks logged across the IRP Programmes in the Perform system, 16 more than last month. Again, we expected to see the number of milestones increase this month as more programmes refine their delivery plans.

67% of milestones are currently completed / blue or on track / green.

Milestones that are 'Unset' are those that may not have started yet or are planned far ahead such as 2026.






Red Rated Milestones

6 milestones this month, 2 more than August's data











Programme Name	Milestone Name	End Date	Comment	Rag State
Review of Companies & Traded Services	Company portfolio reduction completed	31/03/2025	Planning activity to take place Oct/Nov will give greater clarity on achievement of these milestones	Red
Review of Companies & Traded Services	Material traded areas reviewed (new opportunities)	31/07/2024		Red
Review of Companies & Traded Services	Smaller traded services reviewed	31/07/2024		Red
People Management (Engagement & Communication)	Internal Comms & Colleague Engagement Strategy	30/06/2024	Plan being rebased following change request	Red
Talent Portfolio	Est. workforce planning i.d. skills & succession pl	31/03/2025	Plan being rebased - Decision on Workforce Strategy responsibility for plan to process for Workforce Plan to be developed.	Red
Asset Sales Programme	Generation of £185m capital receipts (cumulative)	30/09/2024	CCP approval required to a number of high value sales in Aug and Sept to facilitate completion in Q3 2024 Achieved £59.731 at 07/08 £89.1m at 31/08 and £116.3m at 30/09. Deadline Target missed due to 1 high value case (£75m) being delayed by 4 weeks	Red

IRP Programmes - Resources Update

Monthly Report: 30 Sep 2024 Created on: 22 Oct 2024

Name	Resource RAG	Resource Update
Review of Companies & Traded Services		<ul style="list-style-type: none"> The Companies workstream RDL will not be available until end of November 2024, so alternative arrangements are required to keep the work on track. There will be no project support capacity until recruitment process is complete.
Fleet Transformation		<ul style="list-style-type: none"> Programme as well as service is heavily reliant on interim staff. Recruitment process is dependent on workforce board sign off and risk exists concerning recruitment of suitable staff to the workshops. Possible delays in recruiting new workshop staff Impact - failure to deliver saving and maintain our fleet to an acceptable standard Mitigation - Outsource work, Start recruitment process We are finalising the proposed structure for the fleet activity, which incorporates maintenance, management, compliance and policy.
Organisational Design		<ul style="list-style-type: none"> Business Analyst recruited for "As-Is" position to be determined through data analysis. Recruitments to commence for remainder of the OD team.
Housing Improvement		<ul style="list-style-type: none"> An assessment of resource requirements has been completed by Programme Managers, a review and validation is now underway with the RDL before an assessment of any gaps is confirmed.
Governance & Relationships		<ul style="list-style-type: none"> Member Development Officer - JD and person spec have been drafted and are being reviewed by SAO and RDL. This will then go to job evaluation team. KPMG - Funding for report writing training has been agreed by Transformation Board and to be presented to Standards Committee 26/9/24. Governance Lawyer -Recruitment of Governance Lawyer to Constitution review work was not successful. Agency has been approached for part-time person to do the work. Funding is in place from Transformation Board. CfGS Member Development support (includes training on member officer protocol) - funding has been agreed from LGA. Proposal and project plan to be reviewed by end of September. Standards committee to be briefed on approach on 26/9/24. CfGS Member- Officer protocol training - Funding has been agreed from LGA. Proposal and project plan to be reviewed by end of September. Standards committee to be briefed on approach on 26/9/24. Academic Advisor - Funding for Professor Colin Copus to support the Governance Review to be agreed. Support offer and costing to be scoped out.

IRP Programmes - Resources Update cont'd

Name	Resource RAG	Resource Update
Programme Management, Performance & Risk		<ul style="list-style-type: none"> Funding secured to bring in additional resource, recruitment in progress.
Waste Transformation		<ul style="list-style-type: none"> Further 6-month extension for contracts of the transitional team is being facilitated.
Talent Portfolio		<ul style="list-style-type: none"> Ongoing challenges in recruiting staff for various functions. However, this may change following review of the plan in light of ongoing discussions around the council's financial position.
Oracle Reimplementation & Business Process Change		
Digital Efficiencies (The Foundry)		<ul style="list-style-type: none"> Initial engagement resourcing has decreased as more is in delivery. Reviewing how we resource future delivery of usable capabilities such as redaction and indexing
Asset Sales Programme		<ul style="list-style-type: none"> Resources - continue to explore opportunities to 're-resource' the team through permanent, permanent fixed term or agency worker appointments. Key areas to strengthen around 'transactional' surveyors and staff to assist with accelerating delivery of necessary due diligence prior to taking assets to market. External legal resource - further escalation required to secure confirmed external legal resource to support delivery of key and complex asset disposals.
Corporate Landlord		<ul style="list-style-type: none"> Additional interim resources are being brought in to bolster the asset review process. An interim energy manager started on Monday 30th September. An interim commissioning manager is also being recruited. Recruitment of the Transactional Programme Manager to oversee disposals
Improving Services for Children & Families		<ul style="list-style-type: none"> Continued focus on recruitment, onboarding and induction of permanent staff. Permanency will help to facilitate stability across teams and future planning.
Culture Change		<ul style="list-style-type: none"> Culture Change support onboarded.
Consolidation Programme		<ul style="list-style-type: none"> Resources all in place

IRP Programmes - Resources Update cont'd

Name	Resource RAG	Resource Update
Equal Pay programme	<div>G</div>	
Review Key Corporate Services	<div>G</div>	
Employee Relations (Trade Union Relations)	<div>G</div>	
People Management (Engagement & Communication)	<div>G</div>	

Birmingham City Council

Report to Economy, Skills and Culture Overview and Scrutiny Committee

08 January 2025



Title:	ASSET DISPOSAL PROGRAMME UPDATE
Lead Member:	Councillor Sharon Thompson, Deputy Leader of the Council
Relevant Overview and Scrutiny Committee:	Economy, Skills & Culture Overview and Scrutiny Committee
Report Author:	David Harris, Assistant Director – Corporate Landlord Place Prosperity and Sustainability Directorate david.harris@birmingham.gov.uk
Authorised by:	Philip Nell, Strategic Director Place, Prosperity and Sustainability Directorate
Is this a Key Decision?	No
If this is a Key Decision, is this decision listed on the Forward Plan?	Not Applicable
Reason(s) why not included on the Forward Plan:	Not Applicable
Is this a Late Report?	No
Reason(s) why Late:	Not Applicable
Is this decision eligible for 'call in?'	Not Applicable
If not eligible, please provide reason(s):	Not Applicable
Wards:	All

Does this report contain exempt or confidential information?

Yes

Exempt Information

The Appendix 1 is exempt from disclosure by virtue of the following Paragraphs of schedule 12A to the Local Government Act, 1972 as amended:

Paragraph 3 - Information relating to the financial or business affairs of a particular person (including the authority holding that information).

Has this decision been included on the Notification of Intention to consider Matters in Private? Not Applicable

Reasons why not included on the Notification: Not Applicable

1 EXECUTIVE SUMMARY

- 1.1 This report provides a Quarter two update to the Economy, Skills and Culture Overview and Scrutiny Committee, in the Exempt Appendix, on the current progress of the Asset Disposals Programme.
- 1.2 This report contains details of the sales completed up to 6 December 2024 and properties under offer which we expect to complete by 31 December 2024. This report will be shared with the monthly Cabinet Committee Property (CCP), which will next meet on 14 January 2025.

2 COMMISSIONERS' REVIEW

- 2.1 Commissioners note the progress being made in meeting the capital receipt targets and the hard work of all involved in delivering this element of the overall recovery programme.

3 RECOMMENDATIONS

That the Committee:

- 3.1 Notes the assets disposed of between 1 October 2023 to 6 December 2024 and those anticipated to complete by 31 December 2024.
- 3.2 Notes current progress in the disposals of assets where authority has been approved with a view to realising capital receipts to help address corporate financial challenges and for utilisation in the context of exceptional financial support to address identified pressures

4 KEY INFORMATION

Context

- 4.1 The disposal of assets is an integral part of the Council's Improvement Recovery Plan (IRP).
- 4.2 To provide oversight on the delivery of the Asset Disposals Programme and the rationalisation of the property portfolio and enable the Council to focus on its core activities and services.
- 4.3 Agreement to the recommendations in this report will contribute to the reduction in the Council's future financial commitments, general disposal receipts at the earliest opportunity and reduce the Council's borrowing.
- 4.4 The disposal strategy supports the priority of the new Corporate Plan for 'a Council that lives within its means, balances the budget and delivers best value for taxpayers and service users'.

5 RISK MANAGEMENT

- 5.1 Appendix 1 (exempt) sets out the risk management implications.

6 IMPACT AND IMPLICATIONS

Legal

- 6.1 A local authority has a statutory duty under section 123 of the Local Government Act 1972 when disposing of an interest in land to obtain the best consideration reasonably obtainable. It is for the authority to demonstrate that it has achieved best consideration. If the authority is proposing to dispose of its interest at an undervalue it must obtain the consent of the Secretary of State unless the undervalue does not exceed £2,000,000 and the authority consider that the disposal will help it to secure the promotion or improvement of economic, social or environmental well-being of its area and the disposal is made in accordance with the General Disposal Consent 2003 issued under circular 06/03: Local Government Act 1972 general disposal consent (England) 2003 disposal of land for less than the best consideration that can reasonably be obtained. X

Finance

- 6.2 The financial implications are set out in Appendix 1.

Equalities

- 6.3 Equality Impact Assessments (EIA's) have been carried out for all individual and groups of assets, disposed of as part of the Asset Disposals Programme. This has been in accordance with the Council's Governance arrangements and the Equality Act 2010. To date the respective assets have been sold via solus negotiation, auction and or open market tender. For each transaction to date, the respective EIA's have identified no adverse impacts on the protected characteristics within the Equality Act 2010.

7 APPENDICES

- 7.1 Appendix 1 (exempt): Update on Asset Sales, additional financial implications and risk management implications

8 BACKGROUND PAPERS

- 8.1 There are no background papers.

Birmingham City Council.

Report to Economy, Skills and Culture Overview and Scrutiny Committee

8 January 2025



Title:	ECONOMY, SKILLS AND CULTURE OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2024-25
Lead Cabinet Portfolio:	Not Applicable
Relevant Overview and Scrutiny Committee:	Not Applicable
Report Author:	Amelia Wiltshire, Overview and Scrutiny Manager Legal and Governance amelia.wiltshire@birmingham.gov.uk
Authorised by:	Christian Scade, Head of Scrutiny and Committee Services Legal and Governance
Is this a Key Decision?	Not Applicable
If this is a Key Decision, is this decision listed on the Forward Plan?	Not Applicable
Reason(s) why not included on the Forward Plan:	Not Applicable
Is this a Late Report?	No
Reason(s) why Late:	Not Applicable
Is this decision eligible for 'call in?'	Not Applicable
If not eligible, please provide reason(s):	Not Applicable
Ward(s):	Not Applicable
Does this report contain exempt or confidential information?	No
Has this decision been included on the Notification of Intention to consider Matters in Private?	Not Applicable
Reasons why not included on the Notification:	Not Applicable

1 EXECUTIVE SUMMARY

- 1.1 This report sets out the proposed work programme for the Economy, Skills and Culture Overview and Scrutiny Committee (OSC) for 2024-25. Appendix A outlines the topics identified, aims and objectives and the preferred method of scrutiny to achieve these objectives.
- 1.2 A key aspect of the work of all Overview and Scrutiny Committee's will be the continued focus on the savings agreed in the 24/25 Council budget and the relevant programmes within the Council's Improvement and Recovery Plan where the Committee can add value.

2 COMMISSIONERS' REVIEW

- 2.1 There is much more to the Improvement and Recovery Plan than just savings and budget. The work programme and the Council may benefit from a more detailed look at some of the elements of the plan, which are proving difficult to deliver, to identify blocks and proposals to overcome them.

3 RECOMMENDATIONS

That the Committee:

- 3.1 Notes the work programme, set out in Appendix A, and identify any amendments required.
- 3.2 Agrees, subject to further input from the Chair and Deputy Chair outside of the meeting, its proposed work programme will be submitted to Corporate and Finance O&S Committee to enable work to be planned and co-ordinated throughout the year.

4 KEY INFORMATION

Context

- 4.1 The [Statutory Guidance for Overview and Scrutiny Committees](#) was updated in April 2024 and re-affirms the role of overview and scrutiny in holding an authority's decision-makers to account remains fundamentally important to the functioning of local democracy.
- 4.2 Effective Overview and Scrutiny should:
 - Provide constructive 'critical friend' challenge.
 - Amplify the voices and concerns of the public.
 - Be led by independent people who take responsibility for their role.
 - Drive improvement in public services and strategic decision-making.

- 4.3 The [Council's Constitution Part B](#) sets out the procedures and functions of Overview and Scrutiny Committees.

Terms of Reference

- 4.4 The terms of reference for the Economy, Skills and Culture Overview and Scrutiny Committee are:

- 4.4.1 To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning regeneration and infrastructure projects, Council assets, economic growth, employment, skills, arts, culture, heritage, tourism, partnership with Business Improvement Districts (BIDs), major sporting events and events development. This includes:
 - 4.4.2 Major physical regeneration and infrastructure projects in the city
 - 4.4.3 Oversight of Council-owned land and property strategy and facilities, assets, amenities and services including markets
 - 4.4.4 Promotion of the city and inward investment
 - 4.4.5 Economic growth and jobs
 - 4.4.6 Partnership with Business Improvement Districts (BIDs)
 - 4.4.7 Major sporting events and events development
 - 4.4.8 Skills expansion for key growth sectors along with lifelong learning for post 14 skills and lifelong learning
 - 4.4.9 Access to employment and delivery of local employment plans
 - 4.4.10 Arts, culture and tourism
 - 4.4.11 Museums
 - 4.4.12 Promotion of the city's heritage and investment in the city.

Scrutiny Work Programmes and the Council's Improvement and Recovery Plan

- 4.5 The Council's [Improvement and Recovery Plan](#) was approved at City Council on 4 April 2024 which sets out the role of the Overview and Scrutiny Committees to consider key programmes and projects in the IRP, provide assurance to members and citizens on progress, consider unplanned consequences and negative impacts of the changes the Council is making.
- 4.6 The [Scrutiny Development Plan](#) was approved by the Corporate and Finance OSC on 27 September 2024. The plan builds on work carried out by the Centre for Governance and Scrutiny during 2023/24 and sets out the objectives and activities that will underpin the work of the Council's 7 Overview and Scrutiny Committees to contribute to the Council's improvement journey.

- 4.7 The work of the [Corporate and Finance OSC Information Task and Finish Group](#) has concluded, and Members supported the development of a single point of access for OSC members to information relating to delivery, performance and risk, to support the work of Overview and Scrutiny Committees.

Economy, Skills and Culture Overview and Scrutiny Committee Work Programme 2024/25

- 4.8 The work programme of all Overview and Scrutiny Committees will align to the priorities within the Council's Improvement and Recovery Plan. The Committee work programme attached at Appendix A identifies the Improvement and Recovery Plan priorities work programme items relate to.
- 4.9 The work programme for 2024/25 will develop during the year. The proposed work programme for this committee includes:
- Programmes from the Council's Improvement and Recovery Plan within the Committee's terms of reference.
 - Scrutiny of the implications of savings agreed in the Council's budget including equality and equity issues arising from the budget.
 - Safe and effective delivery of key services supporting vulnerable people.
 - Monitoring recommendations from previous Scrutiny Inquiries and completing current Inquiries.
 - Critical performance issues emerging by exception (this will be defined through work with the Centre for Governance and Scrutiny).
- 4.10 The Council's [latest Forward Plan](#) can also assist members in identifying future topics. The reports listed below the are of particular relevance to this Overview and Scrutiny Committee:

Deputy Leader and Cabinet Member for Economy & Skills					
Reference Item	Title	Date Proposed	First Published	Is Key Decision	Contains Exempt/Private Information
013137/2024	East Birmingham North Solihull - Programme Update	10 Dec 2024	28 Jun 2024	Yes	No
012121/2024	Perry Barr Residential Scheme - Disposal of Plots 2, 3, 4 & 5	18 Dec 2024	06 Nov 2023	No	No
012997/2024	Arden Cross Ltd Development Agreement, Business Plan and Budget for Q3 and Q4 for 24/25	28 Nov 2024	24 May 2024	No	No
013262/2024	Disposal of Surplus Properties	18 Dec 2024	08 Aug 2024	No	No

013542/2024	Lease Renewal – Shelforce premises at Units 21/22, Erdington Industrial Park	18 Dec 2024	11 Nov 2024	No	No
013584/2024	Sale of Freehold – Land at Cranby Street & Adderley Road, Birmingham B8 1JU	18 Dec 2024	18 Nov 2024	No	No
013614/2024	Settlement of Dilapidations Claim - Old Repertory Theatre	18 Dec 2024	21 Nov 2024	No	No
013254/2024	Perry Barr Residential Scheme - Update	21 Jan 2025	30 Jul 2024	Yes	No
013263/2024	Business, Professional and Financial Sector Cluster Support Project: Extension and Additional Enterprise Zone Funding	21 Jan 2025	08 Aug 2024	Yes	No
013485/2025	Local Development Scheme 2025-2028	21 Jan 2025	17 Oct 2024	Yes	No
012432/2024	Disposal of 10 Gough Street Lease & Freehold Sale	25 Jul 24	15 Jan 24	No	No
012745/2024	Sale of Land at Peddimore Estate, Minworth, Birmingham	25 Jul 2024	25 Mar 2024	No	No
012761/2024	Arena Central	30 Jan 2025	08 Apr 2024	Yes	No
012260/2024	NEC Campus – Freehold disposal	30 Jan 2025	01 Dec 2023	Yes	No
012506/2024	Proposed Sale of Property Assets – Standard Item	28 Nov 2024	31 Jan 2024	No	No
012640/2024	Proposed Sale of Surplus Freehold Property Assets by Public Auction	30 Jan 2025	04 Mar 2024	No	No
012505/2024	Proposed Sale of Surplus Freehold Property Assets by Public Auction – standing item	28 Nov 2024	31 Jan 2024	No	No
012970/2024	Selection of the Development Partner and Bid for the former Tower Ballroom site	28 Nov 2024	17 May 2024	No	No
013026/2024	The Brasshouse, Sheepcote Street Birmingham B16 8AE	30 Jan 2025	10 Jun 2024	No	No
013302/2025	Approval of disposal of Industrial Estate - Aston Seedbed Business Centre	30 Jan 2025	27 Aug 2024	Yes	No

013303/2025	Approval of disposal of Industrial Estate - Boulton Industrial Estate	30 Jan 2025	27 Aug 2024	Yes	No
013307/2025	Approval of disposal of Industrial Estates: Aston Seedbed Business Centre, Boulton Industrial Estate, Montgomery Industrial Estate	30 Jan 2025	27 Aug 2024	No	No
013437/2024	Sale of Land at Bickenhill Lane/Morris Way, Birmingham B37 7HD	30 Jan 2025	07 Oct 2024	Yes	No
013575/2024	Disposal of Surplus Properties (standing item)	18 Dec 2024	11 Nov 2024	No	No
013580/2024	Sale of Council Freehold – Alpha Tower, Arena Central, Holliday Street, Birmingham, B1 1TT	30 Jan 2025	12 Nov 2024	Yes	No
013684/2025	Community Centres - Community Asset Transfer (CAT)	30 Jan 2025	09 Dec 2024	Yes	No
013529/2025	Adoption of Historic Environment Supplementary Planning Document	11 Feb 2025	28 Oct 2024	Yes	Exempt
013585/2025	Regeneration of Kinghurst Village Centre Phase Two Project – Outline Business Case (Enterprise Zone Regional Investment Fund	11 Feb 2025	18 Nov 2024	Yes	No
013563/2025	Sale of City Centre Retail Assets	27 Feb 2025	11 Nov 2024	No	No
009087/2021	Martineau Galleries Outline Business Case	18 Mar 2025	29 Jun 2021	Yes	No
012806/2024	Smithfield Birmingham Application for Enterprise Zone Funding	18 Mar 2025	15 Apr 2024	Yes	No
012862/2024	Smithfield: Authority to Make CPO	18 Mar 2025	03 May 2024	Yes	No
Cabinet Member for Finance					
Reference Item	Title	Date Proposed	First Published	Is Key Decision	Contains Exempt/Private Information
012487/2024	Sale of Molliett Street Park	27 Mar 2025	23 Jan 2024	No	No

4.11 The Quarter 2 2024/25 [Corporate Performance Monitoring Report](#) was considered at Cabinet on 10 December 2024. The performance against the Key

Performance Indicators and benchmarked data will inform members identification of issues for consideration by the Committee.

4.12 When considering the issues to be included in the work programme members are also asked to agree the Scrutiny method that will be used. This can include:

- **Committee meeting single item**, or items, on a public committee agenda: this fits more closely the “overview” aspect of the Scrutiny function and has limited opportunity for effective scrutiny.
- **Committee meeting single theme** at a public committee meeting: This has the capacity to enhance the previous option by taking evidence from a number of witnesses.
- **Task and Finish Group in a day**: provided these are properly focused, they ensure Councillors can swiftly reach conclusions and make recommendations and are effective even for complex topics. The work of a Task and Finish Group will be agreed by the relevant Overview and Scrutiny Committee. The Task and Finish Group meeting is not public. The outcome of the Task and Finish Group will be reported to a public committee meeting.
- **Multiple Task and Finish Group meetings**: to consider an issue in depth over four or six meetings spread over a limited number of months.
- **Site Visit**: Members visit services or organisations to inform the work of the Committee.
- **Inquiry Evidence Gathering**: Evidence for Scrutiny Inquiries may take place at public committee meetings, Task and Finish Groups or Site Visits
- **Briefings and Workshops**: for members to be updated on specific issues.

The Council and young people in its workforce

4.13 The Council’s workforce age profile indicates that there are very few young people working within the organisation. This presents challenges for the Council as it moves forward. Furthermore, Birmingham is the youngest city in Europe with higher than national average levels of unemployment. There is a role for the Council to champion and demonstrate how other large organisations can provide opportunities for the city’s young people.

4.14 On 16 October 2024, the Committee agreed to undertake a focused piece of work on this topic. It intends to make recommendations on how the Council can maximise the benefits from increased employment of young people as it moves forward. This work will be led on behalf of the Committee by Councillors Katherine Iroh (chair); Jon Hunt; Simon Morrall and Esther Rai. A terms of reference was approved on 27 November 2024.

4.15 Evidence gathering commenced on 27 November and is anticipated to continue until February- March 2025. A report with recommendations will then be produced in April 2025.

5 RISK MANAGEMENT

- 5.1 The Council's Governance and Stabilisation Plan identified the need to strengthen the working relationships between the Chairs of Overview and Scrutiny Committees and the Chair of the Audit Committee to lead and direct the function. This will include the development of a Memorandum of Understanding that will include the respective roles of Overview and Scrutiny Committees and Audit in relation to the Council's management of risk.
- 5.2 Potential risks that are identified by the Committee as part of the discussion at Committee meetings will be included in the Action Tracker to request that this is considered with a response provided to the Committee.

6 IMPACT AND IMPLICATIONS

Finance

- 6.1 There are no immediate financial implications from this report. Work to support the Committee in developing its work programme is conducted by an inhouse existing team which has been funded for and there will be no external engagement resulting in incremental costs to the council.

Legal

- 6.2 [Section 21 of the Local Government Act 2000](#) states that the Council must have one or more Overview and Scrutiny Committees which have the power to take the actions listed in that section. The [Council's Constitution Part B11](#) sets out how the role and function of scrutiny prescribed by the Act is applied locally.

Equalities

- 6.3 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 6.4 The protected characteristics and groups outlined in the Equality Act are Age; Disability; Gender Reassignment; Marriage and Civil Partnership; Pregnancy and Maternity; Race; Religion and Belief; Sex, and Sexual Orientation.
- 6.5 The Committee should ensure that it addresses these duties by considering them during work programme development, the scoping of work, evidence gathering and making recommendations. This should include considering: How policy issues impact on different groups within the community, particularly those that share a relevant protected characteristic; Whether the impact on particular groups is fair and proportionate; Whether there is equality of access to services

and fair representation of all groups within Birmingham; Whether any positive opportunities to advance equality of opportunity and/or good relations between people are being realised.

- 6.6 The Committee should ensure that equalities comments, and any recommendations, are based on evidence. This should include demographic and service level data and evidence of residents/service-users views gathered through consultation.

People Services

- 6.7 There are no staffing implications resulting from the recommendations in this report.

Climate Change, Nature and Net Zero

- 6.8 Overview and Scrutiny Committee's will consider the climate change, nature and Net Zero implications relevant to the work programme items.

Corporate Parenting

- 6.9 Overview and Scrutiny Committee's will consider the corporate parenting responsibilities and opportunities relevant to the work programme.

7 APPENDICES

- 7.1 Appendix A: Economy, Skills and Culture OSC Work Programme January 2025

8 BACKGROUND PAPERS

- 8.1 There are no background papers.

Economy, Skills and Culture Overview and Scrutiny Committee Work Programme 2024 / 25

Month	Item/Topic Link with Corporate Priorities	Aims and Objectives	Scrutiny Method	Cabinet Member/ Lead Officer	Other Witnesses	Additional Information and Outcome*
June 24	Local Enterprise Partnership (LEP) transfer of functions to Birmingham City Council	To scrutinise the integration of the LEP functions into Birmingham City Council including administration of the legacy funds	Committee Meeting single item: Agenda item, 12 June 24 Deadline for reports: 28 May 24 Venue: Council House, Committee Room 6	Cllr Sharon Thompson, Deputy Leader and Cabinet Member for Economy & Skills Philip Nell, Strategic Director Place, Prosperity and Sustainability	James Betjemann, Head of Enterprise Zones and Curzon Delivery Jane Smith, Enterprise Zone Programme Manager Yasmin Suleman, Programme Champion	This item was identified in 23-24 and has been carried forward.
June 24	Work Programme Report IRP Programme: Deliver Savings and Balance the Budget Governance Stabilisation Plan Priority: Scrutiny will play an active part in the 24/25 Budget development process.	Agree the Committee's work programme including identification of issues to consider at future meetings regarding impact of delivery of savings based on previous scrutiny of budget and savings delivery.	Committee Meeting single item: Agenda item, 12 June 24 Deadline for reports: 28 May 24 Venue: Council House, Committee Room 6	Christian Scade, Head of Scrutiny and Committee Services	Amelia Wiltshire, Overview and Scrutiny Manager	This is a standard item for all future Committee meetings.

June 24	<p>Asset Disposals</p> <p>IRP Programme: Deliver Savings and Balance the Budget</p>	Consider proposed decision. Make recommendations to the Executive for consideration when making their decision.	Pre-Decision Scrutiny: Informal meeting	<p>Cllr Sharon Thompson, Deputy Leader and Cabinet Member for Economy & Skills</p> <p>Philip Nell, Strategic Director Place, Prosperity and Sustainability</p>	Kathryn James, Assistant Director Investment and Valuations	This item was identified in 23-24 and has been carried forward. There are two asset disposals scheduled for pre decision scrutiny in June: Land at Peddimore, Sutton Coldfield and Woodcock Street Council Offices. They are scheduled for Cabinet Committee – Property on 26 June. It is intended that these two proposed decisions will be considered following the OSC meeting on 12 June. Update: Land at Peddimore was deferred to July.
July 24	<p>Asset Disposal Programme Update</p> <p>IRP Programme: Deliver Savings and Balance the Budget</p>	Provide an update to the Committee on progress to date	<p>Committee Meeting single item: Agenda item, 10 July 24</p> <p>Deadline for reports: 24 June 24</p> <p>Venue: Council House, Committee Room 6</p>	<p>Cllr Sharon Thompson, Deputy Leader and Cabinet Member for Economy & Skills</p> <p>Philip Nell, Strategic Director Place, Prosperity and Sustainability</p>	Kathryn James, Assistant Director Investment and Valuations	This item was agreed as a standard quarterly item in 23-24. The first report came to the OSC in April 24.

July 24	<p>Overview of Savings within Committees Terms of Reference</p> <p>IRP Programme: Deliver Savings and Balance the Budget</p> <p>Governance Stabilisation Plan Priority: Scrutiny will play an active part in the 24/25 Budget development process.</p>	Consider the impact from delivery of savings	Task and Finish Group	<p>CLlr Sharon Thompson, Deputy Leader and Cabinet Member for Economy & Skills</p> <p>CLlr Saima Suleman, Cabinet Member for Digital, Culture, Heritage and Tourism</p> <p>Philip Nell, Strategic Director Place, Prosperity and Sustainability</p>	<p>Philip Nell, Strategic Director Place, Prosperity and Sustainability</p> <p>Chris Jordan, Assistant Director, Neighbourhoods</p> <p>Azhar Rafiq, Interim Finance Business Partner – Place, Prosperity and Sustainability</p> <p>Carl Tomlinson, Interim Finance Business Partner – City Operations</p>	Savings to be considered at the July meeting will be agreed by the Committee in June. Future items on Budget Savings and Financial Recovery are to be scheduled.
July 24	Asset Disposal: Perry Barr Residential	Review the proposed decision. Make recommendations to the Executive to consider when making the decision.	Pre-Decision Scrutiny: Informal meeting 22 July	<p>CLlr Sharon Thompson, Deputy Leader and Cabinet Member for Economy & Skills</p> <p>Philip Nell, Strategic Director Place, Prosperity and Sustainability</p>	<p>Philip Nell, Strategic Director Place, Prosperity and Sustainability</p> <p>Mumtaz Mohammed, Programme Manager</p>	This had been identified for pre decision scrutiny in 23-24.

August 24	Place-Based Strategy	Understand what the Place Based Plan is and what it covers.	Informal Briefing: 1 August	<p>Cllr Sharon Thompson, Deputy Leader and Cabinet Member for Economy & Skills</p> <p>Philip Nell, Strategic Director Place, Prosperity and Sustainability</p> <p>Richard Brooks, Director of Strategy, Equalities & Partnerships</p>	Jake Sumner, Policy Advisor to the Chief Executive	This is an initial briefing to be followed by further briefings/ committee items as this piece of work progresses and to help the Committee to add value.
August 24	Corporate Assets Programme	Understand the purpose of the Corporate Assets Programme and consider how the Committee can contribute towards its future development	Informal Briefing: 28 August	<p>Cllr Sharon Thompson, Deputy Leader and Cabinet Member for Economy & Skills</p> <p>Philip Nell, Strategic Director Place, Prosperity and Sustainability</p>	<p>David Harris, Assistant Director, Corporate Landlord</p> <p>Nick Rhodes, Programme Manager</p>	<p>This is an initial briefing to be followed by further briefings/ committee items as this piece of work progresses and to help the Committee to add value.</p> <p>Raised by Cllr Trickett following email to some Members. Title has been changed from Community Assets to better reflect the scope of these assets.</p>

September 24	Place-Based Strategy	Understand the progress of the Place Based Plan. Consider how the Committee can add value to its ongoing development and implementation	Informal Briefing: 4 September 24	<p>Cllr Sharon Thompson, Deputy Leader and Cabinet Member for Economy & Skills</p> <p>Philip Nell, Strategic Director Place, Prosperity and Sustainability</p> <p>Richard Brooks, Director of Strategy, Equalities & Partnerships</p>	Jake Sumner, Policy Advisor to the Chief Executive	This follows an initial briefing on 1 August.
October 24	Savings 2024/25 Progress Report	To consider the report of the delivery of 2024/25 Savings within the Committees terms of reference.	<p>Committee meeting – single item: Agenda item, 16 October 24</p> <p>Deadline for reports: 30 September</p> <p>Venue: Council House, Committee Room 6</p>	<p>Cllr Sharon Thompson, Deputy Leader and Cabinet Member for Economy & Skills</p> <p>Philip Nell, Strategic Director, Place Prosperity and Sustainability</p> <p>Craig Cooper, Strategic Director, City Operations</p>	Chris Jordan, Assistant Director Neighbourhoods	

October 24	Inquiry: Employment and Skills for Young People	Review progress on recommendations in inquiry	Committee meeting – single item: Agenda item, 16 October 24 Deadline for reports: 30 September Venue: Council House, Committee Room 6	Cllr Sharon Thompson, Deputy Leader and Cabinet Member for Economy & Skills Sue Harrison, Strategic Director for Children, Young People and Families	Spencer Wilson, Interim Head of Service – Employment and Skills	This inquiry and its recommendations were agreed by Council in April 2023. A subsequent report on progress towards recommendations was agreed by the Economy and Skills OSC on 11 October 2023. This may also lead into discussion on Employment and Skills Rapid Review.
October 24	Asset Disposal Programme Update IRP Programme: Deliver Savings and Balance the Budget	Provide an update to the Committee on progress to date	Committee Meeting single item: Agenda item, 16 October 24 Deadline for reports: 30 September 24 Venue: Council House, Committee Room 6	Deputy Leader, Councillor Sharon Thompson Philip Nell, Strategic Director Place, Prosperity and Sustainability		This item was agreed as a standard quarterly item in 23-24. The first report came to the OSC in April 24 followed by July 24. There will be a demonstration set up for the Committee to review the dashboard used to capture performance information for Asset Disposals.
November 24	Inquiry: Council owned assets	Review progress on recommendations in inquiry	Committee Meeting single item: Agenda item, 27 November 24	Deputy Leader, Councillor Sharon Thompson Philip Nell, Strategic Director	David Harris, Assistant Director, Corporate Landlord	This report and its recommendations was approved by Council on 15 March 2022. A subsequent report on progress towards

			<p>Deadline for reports: 11 November 24</p> <p>Venue: Council House, Committee Room 6</p>	Place, Prosperity and Sustainability		recommendations was agreed by Finance and Resources committee in November 2022. Two recommendations remain outstanding. To be programme.
November 24	Young People working at the Council	Evidence Gathering – Birmingham City Council	<p>Committee Meeting single item: Agenda item, 27 November 24</p> <p>Deadline for reports: 11 November 24</p> <p>Venue: Council House, Committee Room 6</p>	<p>Cllr Sharon Thompson, Deputy Leader and Cabinet Member for Economy & Skills</p> <p>Katy Fox, Strategic Director People</p>	Louise Ward, Head of Talent and Early Careers	This is a new area of work for the committee agreed at October Committee. A Terms of Reference is included as an appendix with the Work Programme for 27 November. This is the first evidence gathering session. Further sessions to take place.
January 25	Savings 2024/25 Progress Report	To consider the report of the delivery of 2024/25 Savings within the Committees terms of reference.	<p>Committee Meeting single item: Agenda item, 8 January 25</p> <p>Deadline for reports: 18 December 24</p> <p>Venue: Council House, Committee Room 6</p>	<p>Cllr Sharon Thompson, Deputy Leader and Cabinet Member for Economy & Skills</p> <p>Philip Nell, Strategic Director, Place Prosperity and Sustainability</p>	Chris Jordan, Assistant Director Neighbourhoods	

				Craig Cooper, Strategic Director, City Operations		
January 25	Asset Disposal Programme Update IRP Programme: Deliver Savings and Balance the Budget	Provide an update to the Committee on progress to date	Committee Meeting single item: Agenda item, 8 January 25 Deadline for reports: 18 December 24 Venue: Council House, Committee Room 6	Deputy Leader, Councillor Sharon Thompson Philip Nell, Strategic Director Place, Prosperity and Sustainability		This item was agreed as a standard quarterly item in 23-24. The first report came to the OSC in April 24, followed by July and October 24.
February 25	Heritage and Cultural Assets	Assess the current 'health' of our arts, heritage and cultural assets, their risk of disposal and strategies to protect their provision in the short, mid and long term.	Committee Meeting single themed meeting: Agenda item, 12 February 25 Deadline for reports: 27 January 25 Venue: Council House, Committee Room 6	Councillor Saima Suleman, Cabinet Member for Digital, Culture, Heritage and Tourism Craig Cooper, Strategic Director, City Operations	Chris Jordan, Assistant Director Neighbourhoods	External organisations will also be invited. On 7 November 2023 Full Council agreed to develop a work programme for Scrutiny to review the policy plans of the "Digital, Culture, Heritage and Tourism" portfolio to assess the current 'health' of our arts, heritage and cultural assets, their risk of disposal and strategies to protect their provision in the short-, mid- and long-term. This item will consider the

						specific challenges faced by the Birmingham Museum Trust (BMT), and B:Music.
April 25	Savings 2024/25 Progress Report	To consider the report of the delivery of 2024/25 Savings within the Committees terms of reference.	Committee Meeting single item: Agenda item, 2 April 25 Deadline for reports: 17 April 25 Venue: Council House, Committee Room 6	Cllr Sharon Thompson, Deputy Leader and Cabinet Member for Economy & Skills Philip Nell, Strategic Director, Place Prosperity and Sustainability Craig Cooper, Strategic Director, City Operations	Chris Jordan, Assistant Director Neighbourhoods	
April 25	Asset Disposal Programme Update IRP Programme: Deliver Savings and Balance the Budget	Provide an update to the Committee on progress to date	Committee Meeting single item: Agenda item, 2 April 25 Deadline for reports: 17 April 25 Venue: Council House, Committee Room 6	Deputy Leader, Councillor Sharon Thompson Philip Nell, Strategic Director Place, Prosperity and Sustainability		This item was agreed as a standard quarterly item in 23-24. The first report came to the OSC in April 24, followed by July, October and January.
May 25	To be confirmed					

Menu of Issues for Consideration

The following items had been identified as potential topics for future consideration. This approach enables the Overview and Scrutiny Committee to remain flexible and respond in a timely manner to emerging issues.

This is a live work programme work programme. New items may be added, or items removed during the course of the year. Proposed aims and objectives as well as scrutiny methodology may also be subject to change.

Item/ Topic	Proposed Aims and Objectives	Proposed Scrutiny Method	Additional Information
Corporate Landlord Programme	To be confirmed	To be confirmed	The Committee received a briefing in August 2024. Further discussions to take place to enable committee to identify best way forward.
Local Enterprise Zones and Business Rates Maximisation	To be confirmed	To be confirmed	This item has been carried forward from 2023-24. As this links to the Place Based Plan, the Committee should consider when and how to take this forward following the second Place Based Plan briefing session on 4 September.
Place Based Plan	To be confirmed	To be confirmed	The Committee received two briefings during August and September 2024.

*Outcome: This will be populated once the item/topic has been completed. It will identify the added value and impact.

Scrutiny Method Options:

Committee meeting - single item; Committee meeting – single theme; Task and Finish Group; Inquiry Evidence Gathering; Site Visit; Briefing/ Workshop; Pre Decision Scrutiny