

**Birmingham City Council**  
**Health and Adult Social Care**  
**Overview and Scrutiny Committee**

Date 21 November 2023



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**Subject:** Scrutiny of Delivery of 2023/24 Budget Savings  
**Report of:** Christian Scade, Head of Scrutiny and Committee Services  
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**1 Purpose**

- 1.1 It was agreed at Co-ordinating Overview and Scrutiny Committee on 15 September 2023 that all O&S Committees will continue to scrutinise the delivery of existing 2023/24 savings and the September Health and Adult Care OSC received information on the delivery of savings by the end of Q1.
- 1.2 A further update was provided to the Committee on 17 October on the blue, red, amber, green rated savings for 2023/24 by Committee progress on delivery of savings at Quarter 2 attached as Appendix 1.
- 1.3 At the Committee meeting on 17 October members requested that greater detail be provided on the savings on the Adult Social Care Transformation Programme.
- 1.4 The purpose of this report is to enable members to scrutinise the delivery of the Adult Transformation Programme savings and to inform members of:
  - The components of the Adults Transformation Programme
  - Best possible figures on delivery of savings of the different components of the Adults Transformation Programme
- 1.5 Information responding to these points is attached as Appendix 2.
- 1.6 Members are asked to note that a Task and Finish Group to be led by Finance and Resources OSC has been established by Co-ordinating OSC and will look at budget and savings across the council in further detail.

**2 Recommendations**

That the Committee:

- 2.1 Notes the information set out in the appendices and the updates provided by officers in relation to in year savings including those issues set out in 1.4 above.
- 2.2 Identifies future issues regarding delivery of 2023/24 savings within the remit of the Committee's terms of reference ([outlined in the Council's Constitution, Part B, section 11.5](#)) and agrees any comments.

### **3 Any Finance Implications**

- 3.1 Following the review of the savings, if these are deemed deliverable then this will help reduce the budget gap from 2023/24 onwards. If there are deemed unachievable then alternative saving ideas/options will need to be put forward to reduce the council's budget gap from 2023/24 onwards.

### **4 Any Legal Implications**

- 4.1 There are no legal implications directly arising from this report, however the proposed Task and Finish Group led by Finance and Resources may require legal advice and support on specific issues as its work progresses.

### **5 Any Equalities Implications**

- 5.1 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.
- 5.2 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.
- 5.3 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.
- 5.4 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.

## **6 Appendices**

- 6.1 Appendix 1: Update on Delivery of 2023/24 Savings During Q2 O&S Committee
- 6.2 Appendix 2: 2023-24 HASC Update October 2023

**Appendix 2: Health & Adult Social Care Committee - 23/24 Savings Position as at Q2****Summary**

This report updates Health & Adult Social Care OSC on the progress in delivering the 23/24 savings agreed in the MTFS 2023/26 that fall under this committee portfolio.

An extensive review process has been undertaken between Q1 and Q2 and the position reported below is as at Q2 (End of September 23).

**Background**

There are six specific areas of savings in 23/24 totalling £9.708m that fall under the committee portfolio and these are listed below on page 2.

Each area has been risk rated to indicate the current level of confidence in achieving each savings target either in-year during 23/24 or over the longer term MTFS period 2023/26. Page 3 of this appendix explains the risk rating criteria.

**Quarter 2 Position**

Of the £9.708m total £1.000m is has been delivered (blue), £0.700m is green denoting low risk to delivery and the remaining £8.008m is Amber with medium risk to realising the savings in 23/24.

The Amber items totalling £8.008 relate to vacancy management, additional fees & charges income and savings through the wider Adults Transformation Programme. Currently these savings are rated Amber denoting medium risk partly due to the lack of monitoring information available through Oracle and partly due to the nature of changes being implemented, particularly through the adults transformation programme, which take much longer to realise.

However, work to deliver these savings is progressing and there is some confidence that most if not all of the target will be achieved in year. These Amber areas will need to be managed and monitored carefully throughout the year to ensure the full savings targets are achieved.

List of 23/24 Savings Projects & RAG status as at Q2

<b>Directorate</b>	<b>OSC Portfolio</b>	<b>Summary Description</b>	<b>Delivery Risk In-Year 2023/24 (Saving) £'000</b>	<b>Delivery Risk Over MTFS (Saving) £'000</b>
Adult Social Care	Health and Adult Social Care OSC	Looking at ways to enhance ICS/CCG partnership to harness pooled resources more efficiently eg BCF Inflation	(1,000)	(1,000)
		<b>TOTAL</b>	<b>(1,000)</b>	<b>(1,000)</b>
Adult Social Care	Health and Adult Social Care OSC	Special Impact team (SIT) complex case review accelerated and expanded to cover high cost packages	(500)	(500)
Adult Social Care	Health and Adult Social Care OSC	Case load packages Review	(200)	(200)
		<b>TOTAL</b>	<b>(700)</b>	<b>(700)</b>
Adult Social Care	Health and Adult Social Care OSC	3% Turnover factor (Vacancy management)	(2,850)	(2,850)
Adult Social Care	Health and Adult Social Care OSC	Fees & Charges 5%	(1,458)	(1,458)
Adult Social Care	Health and Adult Social Care OSC	Adults Transformation Programme. Savings from reducing demand for care services through building preventative and community models to provide low level, early interventions to help people live independently with minimal statutory support needed. At the programme's core is a strengths-based approach to adult social care provision, focussing on how individuals can lead fulfilling lives and filling in the gaps with support, rather than providing blanket support which invariably results in loss of independence and fulfilment. There are a range of initiatives included, (eg increased use of home adaptations, reenabling, review of complex care packages focusing on preparation for adulthood etc.), to ensure all levels and types of need, and all age groups, can be supported in this new way.	(3,700)	(3,700)
		<b>TOTAL</b>	<b>(8,008)</b>	<b>(8,008)</b>

**Caveats:**

- Many targets fit into multiple O&S portfolio, such as Fees & Charges, vacancy factor, thus for simplicity we have allocated to the O&S Committee where most of the target is more likely to fall.
- Some services also fall into more than one O&S portfolio – we have allocated the full target for these to the committee of higher alignment rather than split amounts.
- The total savings that need to be delivered in the 23/24 financial year may increase. Finance is currently working to close the 22/23 financial year accounts – this includes final assessment of savings delivery for the last financial year. Any further undelivered savings in 22/23 will need to be brought forward and found in 23/24 thereby increasing the overall target for 23/24.

**Criteria for determining the RAG status of savings**

Assessment Criteria	Delivered	Low Risk	Medium Risk	High Risk	Potential Write-Off
Savings RAG	Saving or income realised and evidence provided that costs have been reduced or income increased.	<p>Saving or income detail documented and robust plan in place to deliver agreed targets, showing when and who is responsible.</p> <p>- and / or -</p> <p>Saving / income will be delivered within agreed timeframes.</p>	<p>Saving or income lacks some clarity and / or not detailed at an adequately granular level, or at risk, <b>but agreed plan in place to resolve and being actively managed.</b></p> <p>- and / or -</p> <p>Some risk of not delivering saving within agreed timeframe, leading to cost of slippage.</p>	<p>Limited confidence in agreed saving / income being delivered</p> <p>- and / or -</p> <p>Saving / income unclear and / or not specified at adequate granular level.</p> <p>- and / or -</p> <p>Inadequate plan / no plan agreed.</p> <p>- and / or -</p> <p><i>Saving not yet agreed by Directorate / Service Manager</i></p> <p>- and / or -</p> <p>Major risk of not delivering saving / income within agreed timeframe, leading to cost of slippage.</p>	<p>Agreed saving cannot be delivered.</p> <p>- and / or -</p> <p>Alternative saving options to be identified.</p> <p>- and / or -</p> <p>CLT should consider writing off the agreed saving.</p>
Headcount Example	Officer has departed, budget has been reduced and posts have been deleted from the approved establishment.	Timescales and the specific posts to be vacated / deleted have been agreed.	Budget Manager has confirmed that posts (to agreed value and timing) will be vacated and deleted from budget.	Headcount saving proposed, but no clarity RE timescales/ posts.	Headcount reduction is considered unachievable.

2023-24 HASC Update - October 2023									
Project	Sub-Project	2023/24 Target	Delivered	Low Risk	Medium Risk	High Risk	Mitigation	Balance	Latest Position
ASC001 23+ Adults Transformation Programme.	Independence at Home	£0	£200,000	£0	£0	£0	£0	-£200,000	Whilst there is no step up saving for 2023/24 the Independence at Home programme continues to deliver savings over and above the initial target
	Neighbourhood Networks Scheme - Younger Adults	£1,300,000	£0	£0	£0	£1,300,000		£1,300,000	This is a cost avoidance saving and further work is required to assess the full impact of this scheme. Currently the Younger Adults cohort is showing increases in both numbers and complexity and work to understand this pressure is ongoing.
	Early Intervention Hospital Discharge	£500,000	£400,000	£0	£0	£0	£0	£100,000	Savings are on track to over deliver this fully within 2023/24 and £0.4m has already been delivered.
	Specialist Impact Team Complex Case Review	£200,000	£200,000	£400,000	£0	£0	£0	-£600,000	There is a small step up saving for 2023/24 for the Specialist Impact Team Complex Case Review. The programme of works has been successful in reviewing and reducing care packages and has delivered the 2023/24 target and is on track to further deliver £0.6m of savings above the initial target.
	Preparation for Adulthood	£400,000	£0	£0	£0	£400,000	£0	£400,000	Work in this area continues, and whilst savings are ultimately anticipated to be made, they are not expected within the 2023/24 finance year.
	Case Load Packages Review	£1,300,000	£1,300,000	£1,000,000	£0	£0	£0	-£1,000,000	Savings have been fully delivered within 2023/24 and a further £1.0m of further delivery is anticipated this year which will offset other transformation savings.
	TOTAL	£3,700,000	£2,100,000	£1,400,000	£0	£1,700,000	£0	£0	