

**23/24 Savings Q1 Position by O&S Committee****Summary**

| <b>Savings by OSC Portfolio</b>          | <b>Delivered</b> | <b>Low Risk</b> | <b>Medium Risk</b> | <b>High Risk</b> | <b>TOTAL</b>    |
|------------------------------------------|------------------|-----------------|--------------------|------------------|-----------------|
| Co-ordinating OSC                        |                  |                 |                    | (14,851)         | (14,851)        |
| Economy and Skills OSC                   |                  | (133)           | (816)              | (9,595)          | (10,544)        |
| Education, Children and Young People OSC |                  |                 | (4,465)            | (6,000)          | (10,465)        |
| Finance and Resources OSC                |                  | (1,269)         | (8,799)            | 1,457            | (8,611)         |
| Health and Adult Social Care OSC         |                  | (700)           | (9,008)            | 2,000            | (7,708)         |
| Homes OSC                                |                  | (502)           | (592)              | (5,500)          | (6,594)         |
| Neighbourhoods OSC                       |                  | (19)            | (4,837)            | (990)            | (5,846)         |
| Sustainability and Transport OSC         |                  |                 |                    |                  |                 |
| <b>TOTAL</b>                             |                  | <b>(2,623)</b>  | <b>(28,517)</b>    | <b>(33,479)</b>  | <b>(64,619)</b> |

**List of Savings Projects**

| <b>Directorate</b>  | <b>O&amp;S Committee</b>             | <b>Savings Description</b>                                                                                   | <b>2023/24 (Saving) £'000</b> |
|---------------------|--------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------|
| Adult Social Care   | Health and Adult Social Care OSC     | Adults Transformation Programme.                                                                             | (3,700)                       |
| Adult Social Care   | Health and Adult Social Care OSC     | Adult Packages of Care (Reversal of previous year one-off savings)                                           | 1,000                         |
| Adult Social Care   | Health and Adult Social Care OSC     | Income Collection (Reversal of previous year one-off savings)                                                | 1,000                         |
| Adult Social Care   | Health and Adult Social Care OSC     | 3% Turnover factor (Vacancy management)                                                                      | (2,850)                       |
| 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)                         |
| Adult Social Care   | Health and Adult Social Care OSC     | Case load packages Review                                                                                    | (200)                         |
| 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)                       |
| BCT                 | Education, Children and Young People | Children's Trust - Family and Friends Cars                                                                   | (2,000)                       |
| BCT                 | Education, Children and Young People | Children's Trust - Stronger Families Programme                                                               | (3,000)                       |
| BCT                 | Education, Children and Young People | Children's Trust - Tackling Domestic Abuse to Support Families                                               | (1,000)                       |
| Children & Families | Education, Children and Young People | Schools Balances                                                                                             | (328)                         |
| Children & Families | Education, Children and Young People | Education and Skill Early Retirement                                                                         | (210)                         |

|                     |                                      |                                                                                                                                                                                                                      |         |
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| Children & Families | Education, Children and Young People | 3% Turnover factor (Vacancy management)                                                                                                                                                                              | (1,921) |
| City Housing        | Homes OSC                            | Reducing / Eradicating B&B Accommodation                                                                                                                                                                             | (5,500) |
| City Housing        | Homes OSC                            | 3% Turnover factor (Vacancy management)                                                                                                                                                                              | (502)   |
| City Ops            | Sustainability and Transport OSC     | Street Work Permits                                                                                                                                                                                                  | (100)   |
| City Ops            | Neighbourhoods OSC                   | Removal of Universal Superloos                                                                                                                                                                                       | (19)    |
| City Ops            | Co-ordinating OSC                    | Capitalise Salaries of Alexander Stadium Build (Reversal of previous year one-off savings)                                                                                                                           | 40      |
| City Ops            | Co-ordinating OSC                    | Revenue Benefit from Capitalising the Cost of Indoor Track at Arena (Reversal of previous year one-off savings)                                                                                                      | 150     |
| City Ops            | Neighbourhoods OSC                   | 3% Turnover factor (Vacancy management)                                                                                                                                                                              | (3,307) |
| Corporate Items     | Co-ordinating OSC                    | Localities / Public Hub (Savings from implementation of EIP Model)                                                                                                                                                   | (2,500) |
| Corporate Items     | Co-ordinating OSC                    | BCC Target Operating Model Design Principles - Voluntary Workforce Savings Programme                                                                                                                                 | (2,000) |
| Corporate Items     | Co-ordinating OSC                    | B/F_BCC Target Operating Model Design Principles - Voluntary Workforce Savings Programme                                                                                                                             | (2,000) |
| Corporate Items     | Finance and Resources OSC            | Maximise the Use of Grant Funding – Identifying opportunities to use grant funding to fund existing GF spend releasing GF budgets for savings.                                                                       | (1,000) |
| Corporate Items     | Finance and Resources OSC            | B/F_Maximise the Use of Grant Funding - Identifying opportunities to use grant funding to fund existing GF spend releasing GF budgets for savings.                                                                   | (1,000) |
| Corporate Items     | Finance and Resources OSC            | Improvements in Debt Management – Review Debt Management Process with a view to improving collection and reducing bad debt.                                                                                          | (900)   |
| Corporate Items     | Finance and Resources OSC            | B/F_Improvements in Debt Management – Review Debt Management Process with a view to improving collection and reducing bad debt.                                                                                      | (1,000) |
| Corporate Items     | Co-ordinating OSC                    | Traded Services – Review of traded services with a view to greater commercialisation and reduced GF subsidy)                                                                                                         | (1,500) |
| Corporate Items     | Co-ordinating OSC                    | B/F_Traded Services - Review of traded services with a view to greater commercialisation and reduced GF subsidy)                                                                                                     | (1,600) |
| Corporate Items     | Finance and Resources OSC            | Repayment of Borrowing Following Asset Disposal Resulting in Reduced Debt Management Costs (Reversal of one-off savings from previous years)                                                                         | 4,500   |
| Corporate Items     | Finance and Resources OSC            | Release Highways policy contingency for one year – Accounting Adjustment (Reversal of one-off savings from previous years)                                                                                           | 800     |
| Corporate Items     | Economy and Skills OSC               | B/F_Corporate Landlord (Efficiencies in Asset Management through Consolidation and Rationalisation of Council Assets/ Buildings)                                                                                     | (500)   |
| Corporate Items     | Co-ordinating OSC                    | Automation – Use of Robotic Process Automation Technology to automate manual processes and reduce manual handling, leading to efficiencies in process and savings on time/resource required to deliver services.     | (1,000) |
| Corporate Items     | Co-ordinating OSC                    | B/F_Automation - Use of Robotic Process Automation Technology to automate manual processes and reduce manual handling, leading to efficiencies in process and savings on time/resource required to deliver services. | (850)   |
| Corporate Items     | Co-ordinating OSC                    | Reducing Workforce (Centres of Excellence) – Consolidation of similar roles and teams to reduce duplication of effort and achieve efficiency in resource/process                                                     | (1,791) |

|                    |                           |                                                                                                                                                                 |         |
|--------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| Corporate Items    | Co-ordinating OSC         | Automation (Voice Automation) – Use of voice automation technology to reduce volume of manual call handling, leading efficiencies and better customer services. | (1,000) |
| Corporate Items    | Finance and Resources OSC | Automation (Oracle Optimisation) – Use of new oracle system to generate process efficiencies                                                                    | (500)   |
| Council Management | Finance and Resources OSC | Digital advertising on key assets to generate additional income                                                                                                 | (200)   |
| Council Management | Finance and Resources OSC | Operational Hub Programme – rationalisation of assets.                                                                                                          | (161)   |
| Council Management | Finance and Resources OSC | Application platform modernisation.                                                                                                                             | (11)    |
| Council Management | Finance and Resources OSC | 3% Turnover factor (Vacancy management)                                                                                                                         | (4,265) |
| Council Management | Finance and Resources OSC | Review all BCC leased properties and reduce cost of lease payments for assets                                                                                   | (460)   |
| Council Management | Finance and Resources OSC | System Efficiencies                                                                                                                                             | (600)   |
| Council Management | Neighbourhoods OSC        | Customer Services – Bereavement. Improvements in service design to deliver efficiencies                                                                         | (460)   |
| Council Management | Neighbourhoods OSC        | B/F_Customer Services - Bereavement. Improvements in service design to deliver efficiencies                                                                     | (250)   |
| Council Management | Neighbourhoods OSC        | Customer Services - Garden Waste. Introduce autorenewal and other process improvements to maximise levels of annual subscriptions.                              | (40)    |
| Council Management | Neighbourhoods OSC        | B/F_Customer Services - Garden Waste. Introduce autorenewal and other process improvements to maximise levels of annual subscriptions.                          | (40)    |
| Council Management | Neighbourhoods OSC        | Customer Services - Markets                                                                                                                                     | (50)    |
| Council Management | Neighbourhoods OSC        | B/F_Customer Services - Markets                                                                                                                                 | (50)    |
| Council Management | Neighbourhoods OSC        | Customer Services - Pest Control                                                                                                                                | (50)    |
| Council Management | Neighbourhoods OSC        | B/F_Customer Services - Pest Control                                                                                                                            | (50)    |
| Council Management | Finance and Resources OSC | Development & Commercial - Digital advertising income and offer up of growth                                                                                    | (60)    |
| Council Management | Finance and Resources OSC | Procurement - 2020/21 Expenditure Budget covered by funding                                                                                                     | (106)   |
| Council Management | Finance and Resources OSC | Audit - increase trading opportunities with Police, Housing Associations and Acivico                                                                            | (60)    |
| Council Management | Finance and Resources OSC | Finance - refinancing legacy systems                                                                                                                            | (700)   |
| Council Management | Finance and Resources OSC | Personal Assistant Allocation - review use of Personal Assistant Support                                                                                        | (200)   |
| Council Management | Finance and Resources OSC | Business Support Efficiencies                                                                                                                                   | (50)    |

|                                    |                                      |                                                                                                                                                                                    |                 |
|------------------------------------|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Council Management                 | Finance and Resources OSC            | Customer Services Efficiencies                                                                                                                                                     | (50)            |
| Council Management                 | Finance and Resources OSC            | Review Human Resources Target Operating Model - reduce posts that are vacant                                                                                                       | (170)           |
| Council Management                 | Finance and Resources OSC            | Human Resources reduce growth request in Medium Term Financial Plan (MTFP)                                                                                                         | (113)           |
| Place, Prosperity & Sustainability | Economy and Skills OSC               | B/F_CAB Premises - excluding Council House. Reduced costs associated with Council Admin Buildings                                                                                  | (1,314)         |
| Place, Prosperity & Sustainability | Economy and Skills OSC               | CAB Premises - excluding Council House. Reduced costs associated with Council Admin Buildings                                                                                      | (2,431)         |
| Place, Prosperity & Sustainability | Economy and Skills OSC               | CAB Premises - Council House Commercialisation Income generation through improved commercial offer including banqueting and events.                                                | (50)            |
| Place, Prosperity & Sustainability | Economy and Skills OSC               | Commercial Property - Lease Event Opportunities Review of commercial property leases – includes rent reviews and extension options                                                 | (600)           |
| Place, Prosperity & Sustainability | Economy and Skills OSC               | Commercial Property - Active Investment Additional income through investment in Public Works Loan Board (PWLb) compliant commercial property                                       | (2,250)         |
| Place, Prosperity & Sustainability | Economy and Skills OSC               | Commercial Property - Blended Approach Investment and Lease Events Additional income generated through a combination of lease reviews and investment                               | (2,500)         |
| Place, Prosperity & Sustainability | Sustainability and Transport OSC     | Street Work Permits - moved directorate                                                                                                                                            | 100             |
| Place, Prosperity & Sustainability | Economy and Skills OSC               | 3% Turnover factor (Vacancy management)                                                                                                                                            | (666)           |
| Place, Prosperity & Sustainability | Economy and Skills OSC               | Review all £5-10k leases – with a view to optimising lease income.                                                                                                                 | (150)           |
| Strategic Equals & Partnership     | Finance and Resources OSC            | 3% Turnover factor (Vacancy management)                                                                                                                                            | (116)           |
| Strategic Equals & Partnership     | Finance and Resources OSC            | Efficiencies amongst non-staffing budgets                                                                                                                                          | (116)           |
| Corporate Items                    | Co-ordinating OSC                    | B/F_New Ways of Working_Fieldworker. Rolling out field worker module to allow staff working in the field to update host systems directly rather than returning to office to update | (800)           |
| Adult Social Care                  | Health and Adult Social Care OSC     | Fees & Charges 5%                                                                                                                                                                  | (1,458)         |
| Children & Families                | Education, Children and Young People | Fees & Charges 5%                                                                                                                                                                  | (2,006)         |
| Council Management                 | Finance and Resources OSC            | Fees & Charges 5%                                                                                                                                                                  | (2,073)         |
| City Ops                           | Neighbourhoods OSC                   | Fees & Charges 5%                                                                                                                                                                  | (1,530)         |
| City Housing                       | Homes OSC                            | Fees & Charges 5%                                                                                                                                                                  | (592)           |
| Place, Prosperity & Sustainability | Economy and Skills OSC               | Fees & Charges 5%                                                                                                                                                                  | (83)            |
|                                    |                                      | <b>Total</b>                                                                                                                                                                       | <b>(64,619)</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                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Savings RAG         | Saving or income realised and evidence provided that costs have been reduced or income increased.          | Saving or income detail documented and robust plan in place to deliver agreed targets, showing when and who is responsible.<br>- and / or -<br>Saving / income will be delivered within agreed timeframes. | 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><br>- and / or -<br>Some risk of not delivering saving within agreed timeframe, leading to cost of slippage. | Limited confidence in agreed saving / income being delivered<br>- and / or -<br>Saving / income unclear and / or not specified at adequate granular level.<br>- and / or -<br>Inadequate plan / no plan agreed.<br>- and / or -<br><i>Saving not yet agreed by Directorate / Service Manager</i><br>- and / or -<br>Major risk of not delivering saving / income within agreed timeframe, leading to cost of slippage. |
| 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.                                                                                                                                                                                                                                                                                                                                                        |