

Appendix 1

Savings Delivery 2024/25

Progress Report

Summary Position

Data as at 31st July 2024



RESET

RESHAPE

RESTART

Executive Summary

- This slide pack provides an update on the delivery of agreed savings based on data reported as at 31st July 2024.
- There are a total of 166 projects delivering £226.128m in savings over 2 years with 66% of value, £149.765m, scheduled to be delivered in financial year 2024/25. All 166 savings have been reported, reviewed and assured. RAG ratings are Red – will not deliver in full; Amber – delayed/at risk of delay; Green – on track; Blue – delivered.
- A total of 9 savings are now reporting Red implying some risk of non-delivery. 7 of these have a target in 2024/25 and the other 2 have a target in 2025/26 only. There are also 23 savings reporting Amber implying the full target for the year may not be deliverable in year and there is some risk of slippage.
- Of the 24/25 savings this month, those reporting red and amber reflect 23% of the target. 77% has already been delivered or is on track to deliver.
- There are 39 specific savings that fall under the remit of the Corporate and Finance Scrutiny Committee. 3 of these are RAG'd Red indicating that these will not deliver the full target, 4 Amber indicating that the full target will not be achieved in year and some savings will slip into the following year, 29 Green and on track to be delivered and 3 Blue and fully delivered. Slides 3-5 provide a list of these savings and provide a page/slide number where further information on these savings can be found.
- The committee may want to review the RED and AMBER savings and consider the risk reported on these savings.

Savings that fall within the Corporate & Finance Scrutiny Committee Portfolio

Ref	Title	Directorate	2024/25 Target (£m)	2025/26 Target (£m)	Finance RAG 2024/25	Page
175	5G Small Cells and LoRoWAN	Council Management	0.115	0.168	RED	32
188	Procurement Contract Savings	Cross-cutting	1.000	3.000	RED	31
221	More efficient use of BCC Operational Estate - Resident Facing Community Assets	Adults Social Care	0.000	2.000	RED	18

Ref	Title	Directorate	2024/25 Target (£m)	2025/26 Target (£m)	Finance RAG 2024/25	Page
12	Corporate Procurement Service – Mini restructure and refined recharging of services delivered to non-general fund budget areas.	Council Management	0.240	0.240	AMBER	33
145	Governance efficiencies – fewer meetings/clerking	Legal & Governance	0.057	0.066	AMBER	34
215	Business Improvement & Support Consolidation	Council Management	0.000	0.300	AMBER	33
216	Debt recovery consolidation	Council Management	0.000	1.823	AMBER	34

Savings within Corporate & Finance Scrutiny Committee Portfolio

Ref	Title	Directorate	Finance RAG 2024/25	Page
1	Traded Services surrender of pay and price increases subsidy(Group & Capital Finance)	Finance	GREEN	46
2	Reduction in traded services performance subsidy (Group & Capital Finance)	Finance	GREEN	46
3	Review Benefits Advice Team	Council Management	GREEN	45
4	Insource Enforcement work	Council Management	GREEN	45
6	Cease Local Welfare Provision Scheme	Council Management	GREEN	45
7	Review Council Tax Single Person Discounts	Council Management	GREEN	45
9	New Homes Bonus	Council Management	GREEN	45
10	Increased tax collection - Additional Recovery Team	Council Management	GREEN	45
100	Ongoing revenue savings in the delivery of public services, by removing telephone lines and mobile phones (Analogue, mobile and land lines).	Council Management	GREEN	48
101	Transforms service delivery to reduce costs, via third party contracts and greater utilisation of commercial relationship	Council Management	GREEN	48
102	Reduction in agency costs	Council Management	GREEN	48
103	Voice Automation within Contact Centre Services	Council Management	GREEN	48
105	Business Support Re-design	Council Management	GREEN	48
118	In-sourcing	Legal & Governance	GREEN	47
119	Counsel Spend Reduction	Legal & Governance	GREEN	47
120	Review current contracts for best value - subscriptions / case management system.	Legal & Governance	GREEN	47
121	Review of election and committee structure	Legal & Governance	GREEN	47
123	Transport for Members (Taxi / Rail)	Legal & Governance	GREEN	47
142	Review of spans and layers and reorganisation of services within the directorate	SEP	GREEN	46
143	Return non-pay inflation and other budget efficiencies	SEP	GREEN	46
144	Restructure and redesign	Legal & Governance	GREEN	47
177	DTS staffing and licence savings for smaller organisation	Council Management	GREEN	48
178	Digital and Technology Services Redesign	Council Management	GREEN	48
190	Automation of Manual Processes	Cross-cutting	GREEN	47
191	Greater use of digital tools	Cross-cutting	GREEN	47
209	Service review and rationalisation of vacant posts	Finance	GREEN	46
210	Workforce People Services savings	Council Management	GREEN	47
217	Customer contact consolidation	Council Management	GREEN	48
228	Fees and Charges - further savings TBC	Cross-cutting	GREEN	46

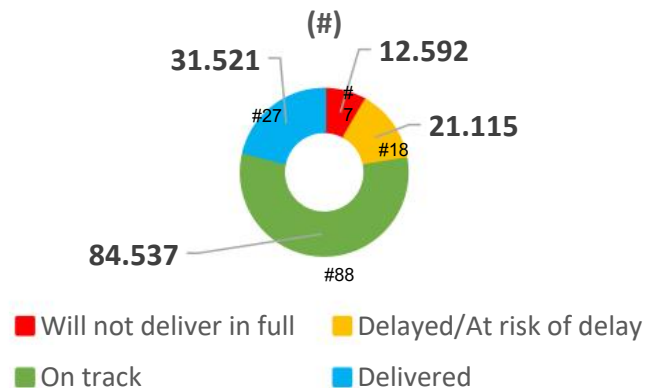
Savings within Corporate & Finance Scrutiny Committee Portfolio

Ref	Title	Directorate	Finance RAG 2024/25	Page
104	Contact Centre SLA reduction from 90% to 85%	Council Management	Delivered	54
112	Recruitment Portal review	Council Management	Delivered	54
113	Annual Staff Survey review	Council Management	Delivered	54

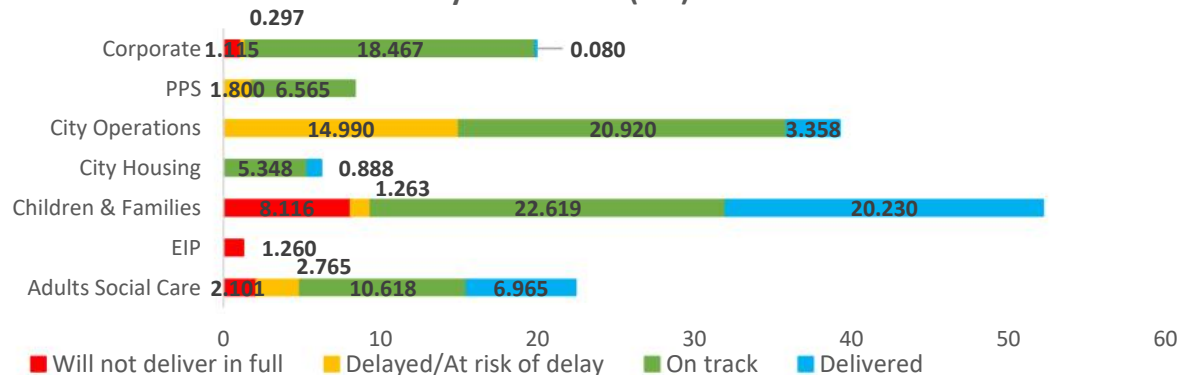
Portfolio Status – Savings 24/25 Summary – Month 4

02

RAG by In Year Value 24/25 (£m) and Volume



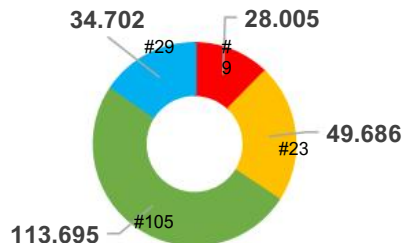
In Year Value by Directorate (£m)



Portfolio Status – Savings 25/26 Summary – Month 4

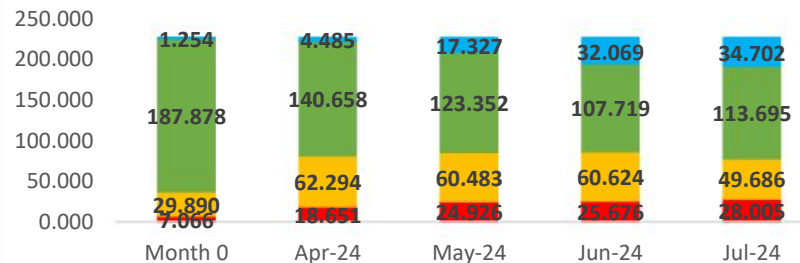
02

RAG by 2 year Value 25/26 (£m) and Volume (#)



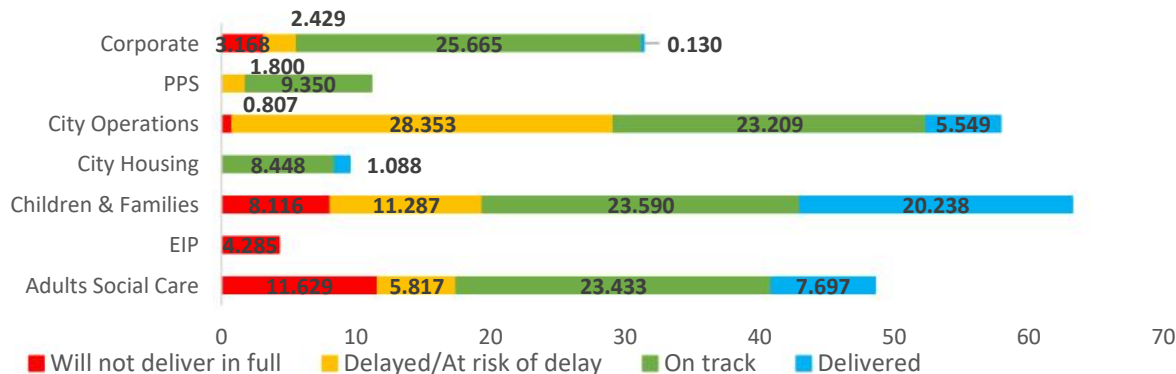
Will not deliver in full Delayed/At risk of delay On track Delivered

Monthly Progress Against 25/26 Overall Directorate Savings Target (£m)



Will not deliver in full Delayed/At risk of delay On track Delivered

25/26 Value by Directorate (£m)



Savings 24/25 Summary Financial Position – Month 4

- The Council has a total savings target of £149.765m that needs to be delivered in 2024/25.
- Currently there are £7.207m worth of savings that will not deliver fully during 2024/25.
- £4.838m of this has been mitigated through additional savings from other approved projects, vacancy management or early delivery of savings from 2025/26, leaving £2.430m that is currently not mitigated.
- This amount will present a budget pressure across directorate and corporate budgets in 2024/25.
- **Slide 10 provides an analysis of the areas that have been flagged as not able to deliver the full target in 2024/25 and comments on the status of mitigating actions.**



Summary of Forecast Savings Delivery

Directorate	2024/25 Target (£m)	2024/25 Forecast (£m)	Variance July (£m)	Variance June (£m)	2025/26 Target (£m)	2025/26 Forecast (£m)	2025/26 Variance (£m)
Adults Social Care*	23.709	22.438	1.271	1.260	52.861	47.800	5.061
Children & Families	52.228	52.228	0.000	0.000	63.231	63.231	0.000
City Housing	6.236	6.236	0.000	0.000	9.536	9.536	0.000
City Operations	39.268	39.186	0.082	(0.024)	57.151	57.003	0.148
Corporate	18.959	18.357	0.602	0.708	26.992	26.851	0.141
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
Grand Total	149.765	146.810	2.955	2.944	226.128	216.571	9.557
One-off Mitigation		0.525	(0.525)	(0.467)			
Total	149.765	147.335	2.430	2.477	226.128	216.571	9.557

* ASC variance also includes EIP #193 and #221



Savings 24/25 Summary Financial Position – Month 4

02

Directorate/Service	Value of Target (£)	Value of Risk (£m)	Mitigated (£m)	Not Mitigated (£m)	RAG	Comments
Children's & Families – CYPTS #150	7.066	3.966	(3.966)	0.000		Children's & Young People's Travel Service - #150 will not deliver £3.966m 2024/25 but this is expected to be fully mitigated by additional savings in #93/148/151/152 (all savings within the travel service) This is anticipated to be addressed through the proposed change control process
EIP – Libraries #193	1.260	1.260	0.000	1.260		EIP Project #193 (Libraries) has a target of £1.260m in 24/25 is forecasting nil savings. This is due to additional consultation requirements and resulting delays in the implementation process. Previously identified mitigation options through vacancy management and reducing running cost on buildings is no longer possible and this presents a corporate budget pressure in 2024/25.
Corporate – DTS #175	0.115	0.027	0.000	0.088		This is being reviewed and mitigation options are being explored.
Cross Cutting – Procurement#188	1.000	1.000	0.000	1.000		Corporate Procurement Project #188 - it will not be possible to deliver these cross savings during 2024/25 due to the complexity and timeframe needed to deliver contract savings and the target has been reallocated across directorate targets in 2025/26.
Corporate – Legal & Governance #144 & #145	0.892	0.638	(0.638)	0.000		Legal & Governance directorate are proposing to deliver £610k of its savings target via additional income generation rather than the original proposal which required a reduction in staffing structure. This will need to be approved via change control and monitored. The remaining £28k on #145 is being mitigated via vacancy management.
City Operations – Various	1.394	0.316	(0.234)	0.082		There are a number of small positive and negative variances across 14 city ops projects. The net impact is an estimated shortfall of £82k in 24/25. The directorate will need to identify mitigation for this gap.
	11.727	7.207	(4.838)	2.430		

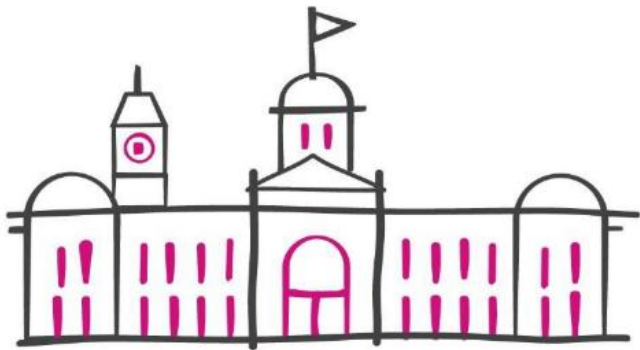
Savings at Risk in 25/26 – Month 4

There are a number of projects which appear to be at risk of non-delivery/slippage in 2025/26 and these include:

- £1.600m risk of slippage being reported on #126 (Review of Care Centre Model) – Current plans 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.
- A new risk of £1.500m slippage has emerged in July on #131 (Review of Enablement Service) – Options for a new service model/structure have had to be revised and this will require further consultation with 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). There are significant vehicle related savings already agreed within City Operations directorate reducing the scope of this target, however, funding has been approved to explore opportunities from across other directorates. The deliverability of this target can only be confirmed once this review has been concluded.
- In addition to the above, £9.300m risk is also being reported in Children & Families #219 (Children's Services Efficiencies), while scope and funding of the Improvement Partner is being agreed. This is not currently forecasting slippage, but the risk needs to be monitored until a detailed delivery plan is agreed.
- 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



RESET

RESHAPE

RESTART

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: 31.07.2024

Overall Summary

Statutory and Under 16 Transport Applications - The AER team have processed all applications received before 1st July. Processing underway for late applications - these have not been sent to transport providers yet. Will be sent across in August after initial batch have been processed.

Legal Challenge & Appeals - Post 16 students have been taken off transport leading to increased backlog of appeals. Senior team across CYPTS are processing additional appeals as quickly as possible.

Savings - The savings numbers will need to be re-validated once the appeals process has been completed as a number of the students could be awarded transport again instead of a PTB.

Solo Review Analysis - Approximately 201 solo routes were reviewed [costing over £5.00m per annum]. 21 students have been awarded solo transport and the remainder have been moved onto suitable shared transport. The estimated savings are still being validated and will be confirmed in September.

Savings Finance Update

Savings Profile	24/25	25/26
Savings Target	7.066	7.066
Forecast	3.100	5.313
Variance (Slippage)	2.213	0
Non-Deliverable	1.753	1.753

Finance Commentary

Savings gap of £3.966m has been identified in 24/25. This is going to be mitigated by additional savings on #93, #148 & #152.

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: 31.07.2024

Overall Summary

The overall RAG rating remains at Red from the last reporting period due to the Passenger Assistant Service redesign being delayed. This was because of new corporate legal advice and conflicting timing with the general election.

As a result of the delay in starting the consultations for the service redesign, there is a risk that CYPTS may not be able to achieve the budget savings target for 24/25 as there could be an increase in Agency spend for the period up to the new target implementation date. Any Savings achieved between January and March will need to offset this potential over spend. However, mitigation plans are being explored to cover the original forecast. It is anticipated that the Business case as well as the EIA which is being redrafted, will be re-signed off by all relevant stakeholders by 23rd August 2024.

It is anticipated to commence the service redesign after September mobilisation, beginning the consultation process with the Trade unions week commencing the 16th September. The pupil guides work term time only therefore this process cannot begin any earlier.

In addition, the job evaluation team and trade unions have identified, as part of SWIM LANE 5, that the current Pupil Guide JD/JS needs to be reviewed. These 2 consultation activities cannot happen at the same time; therefore, the job evaluation is currently being undertaken and will be completed to ensure no conflict in September.

There are concerns regarding sufficient People Services (HR) capacity to support the delivery of the service redesign to enable the delivery of the saving required within the timeframes. Additional HR support will be crucial to the service redesign of the current 374 workforce which will increase to 800.

Savings Finance Update

Savings Profile	24/25	25/26
Savings Target	1.050	1.050
Forecast	1.370	1.370
Variance (Slippage)	-0.320	-0.320
Non-Deliverable	0	0

Finance Commentary

The redesign of the Pupil Guide area is now delayed from September 2024 till January 2024. This is largely due to legal advice; employee relations advice as well as the timing of general elections.

The team is currently working on plans to mitigate the financial impact of these changes

Children & Families - Amber Priority 1

219 : Further efficiencies in 25/26

Cabinet Member: Cllr Mick Brown /
Cllr Sharon Thompson

Priority 1

Overall RAG

Programme Update:

The agreed efficiencies will be delivered with an improvement partner through:

- Trust 2025 Transformation Programme
- 0-19 Transformation/Efficiencies
- Travel savings

This transformation work will be delivered over 12-18 months with benefits accrued over four years, starting from 25/26. The current IRP funds allocated is not sufficient to cover the costs to engage a transformation partner, this will cost £10million over the next 18 months to 2 years.

Draft specifications and decision reports (to align with PPAR process) have been completed. Cabinet decision (as part of the PPAR process) received in July.

Procurement route is agreed funding now needs to be formalised. Any delays will impact on MTFP processes and delay implementation of any planned savings.

ITT will be opened on 12th August with successful bidder planned to start work week commencing 30th September.

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	0	9.300	Additional funding is required before the strategic partner can continue with the discovery work necessary to identify where and how the savings can be achieved.
Forecast	0	9.300	Until this is agreed, there is a risk that the full savings target may not be realised, or savings may be delayed.

89 : Services for young people (including Careers, NEET and youth services including working focussed on preventing knife crime)

Cabinet Member: Cllr Mick Brown

Priority 1

Overall RAG

Programme Update:

Newton Europe delivered the final report in July.

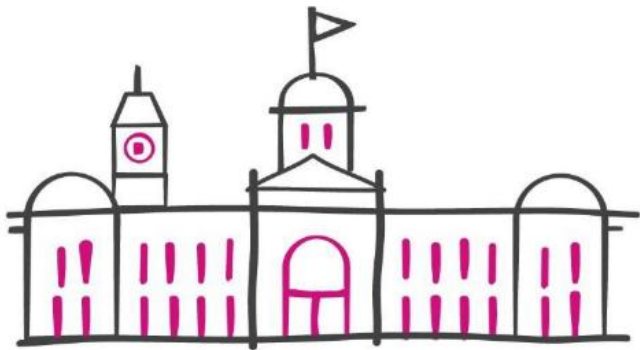
Head of Service has been identified to lead the work for the Directorate and governance arrangements have been established. A savings group meets on a weekly basis to cover people and estates savings targets. Work has been defined into two workstreams across the 'people' and 'estates' elements. These will be presented as separate business cases. It has been agreed that the 'people' business case will be prepared and shared with Trade Unions and staff in September. The 'estates' proposal requires a six-month engagement programme in order to fully engage young people, staff, elected members and other stakeholders in an options appraisal to determine the capital estate requirements against the budget envelope.

Work is on target to present the proposed staffing structure to s188 CTU on 25 September and to launch consultation following Local s188 TU meeting on 26 September. A Voluntary Redundancy scheme will be launched simultaneously.

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	1.263	1.987	Against a savings target of £1.263m, £1.014m has been identified through 21 agreed VR in tranche one and unfilled vacant posts (7.36 FTE.) Invites will be sent out in September 2024 for tranche two VR.
Forecast	1.263	1.987	Once the applicants have been approved and identified with leaving dates, the next set of savings can be calculated.

Early Intervention & Prevention

RED & AMBER SAVINGS



 **RESET**

 **RESHAPE**

 **RESTART**

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: 31.07.2024

Overall Summary

Programme is rated red due to savings risk. In year savings of £1.26m are at risk after consultation timelines have slipped due to both Legal and DCMS advice. First phase of consultation is now complete with 4500 responses on BeHeard. The Integrated View of the Citizen, which has been approved by spend control, has been procured via direct award. This project will fundamentally change the way we connect with citizens across many services and initially, will enable EI&P to proactively reach people before they are in crisis. Commissioners have reviewed and approved this spend.

Savings Finance Update

Savings Profile	24/25	25/26
Savings Target	1.260	2.285
Forecast	0	2.285
Variance (Slippage)	1.260	0
Non-Deliverable	0	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 no longer viable on legal advice during consultation period.

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: 31.07.2024	
Programme Summary						
<p>Delivery responsibility for progressing all operational asset disposals has moved to PPS directorate which is already responsible for investment portfolio asset disposals, as such new programme management resource has been established under the corporate landlord service to lead on the identification of surplus assets for potential divestment, but significant further work needs to be carried out to mobilise a detailed delivery plan to align this workstream with the proposed centralisation of all corporate (operational and investment) property related activity.</p> <p>As a result of this change in approach and the capacity now in place to implement a challenge methodology around the requirement to hold any and all corporate property assets, 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. More specifically to release any community facing assets the occupying services will need to embrace a model whereby their accommodation footprint is significantly reduced, and control of assets can be readily relinquished.</p> <p>It has been agreed that the Corporate Landlord team are now underway in progressing a programme of area-by-area asset reviews over the course of the next 9 months, this will provide an opportunity to review what asset divestment opportunities exist in each locality and work with Directorates to determine those that can be deemed surplus. An initial mapping of all assets currently included in existing savings proposals also needs to be undertaken to give clarification of those asset related savings that 'are' and 'are not' currently in scope to realise a pre-existing saving and then use this as a baseline for testing through the agreed area review process. This should enable the team to make some initial assumptions and associated projections by November 24 of what if any savings can be achieved from the identification of additional surplus assets and the associated revenue cost efficiencies.</p> <p>There are a number of key dependencies and risk to this approach: The total scope and quantum of total operational revenue savings is inextricably linked to the need to dispose of operational assets to realise capital receipts, the identification of assets that can be made available for disposal/transfer needs to be recognised as an urgent and essential corporate activity to ensure a pipeline of sufficient scale and value is available</p> <p>All directorates will need to support this activity and ensure services operate from an absolute minimal accommodation footprint in terms of cost (for the purposes of this exercise such total cost will need to be a true reflection of holding of the asset as such some forensic budget and spending review work will be essential). Directorates and services will also be called upon to provide support in terms of vacating assets where it can be demonstrated more cost-effective accommodation solutions are feasible.</p> <p>The approach to the disposal of Resident Facing Assets is slightly nuanced due to the need for additional engagement and consultation (as opposed to say an underutilised 'back office' building) however the need for accelerated rationalisation and divestment remains consistent with the principles set out above. It is therefore up for debate if this savings line should be progressed in isolation or terminated in light of the wider review exercise now in play, the quantum of possible delivery against the 221 savings profile cannot however be assessed at this juncture.</p>						
Savings Finance Update			Finance Commentary			
Savings Profile	24/25	25/26	<p>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.</p> <p>The forecast potential saving is currently unchanged as we await a revised projection from the Corporate Landlord function this is likely to take some time and is anticipated in November following ward area reviews.</p>			
Savings Target	0	2.000				
Forecast	0	2.000				
Variance (Slippage)	0	0				
Non-Deliverable	0	0				

Adult Social Care Directorate

RED & AMBER SAVINGS

 **RESET** **RESHAPE** **RESTART**

Adult Social Care – Red Priority 1

126 : Review of Care Centre Model

Priority 1

Overall RAG

This Month

Responsible Delivery Lead: John Williams / Shazia Hanif

Cabinet Member: Cllr Rob Pocock

Data as at: 31.07.2024

Overall Summary

Overall RAG Rating of Red 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 as follows and a detailed project plan is in place to manage this:

- dialogue with NHS colleagues regarding current costs and current Pathway 2 bed funding
- confirming the building arrangements/leases with Property Services
- seeking legal advice regarding consultation
- ongoing development of an Options paper - this has commenced, and 8 options have currently been developed
- reviewing the property valuations received and using to inform options development and disposal recommendation for Norman Power
- reaching internal agreement for the operational disposal of Norman Power Care Centre

Savings Finance Update

Savings Profile	24/25	25/26
Savings Target	0.346	6.400
Forecast	0.346	4.800
Variance (Slippage)	0	1.600
Non-Deliverable	0	0

Finance Commentary

A Project Group has been established and has considered a draft options paper which was presented to ASCMT on 31st July 2024. There are still some ongoing legal and property implications that need to be considered further options may need to be considered and fully costed. It is anticipated that a report will go to Cabinet in January 2025 for them to consider these options. An operational decision to dispose of the Norman Power Care Centre has been confirmed and the Cabinet Member has been briefed. Property Services are commencing the Cabinet Committee - Property disposal process which is scheduled for mid-September 2024. Initial KC advice has been received regarding consultation and the focus will now be on progressing to consultation for end of August 2024. 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 April 25, and a three-month slippage (£1.6m) has been included to recognise the extremely tight deadlines from a Cabinet decision in January 2025. Options for mitigations are being explored.



Adult Social Care – Red Priority 1

131 : Review of the Enablement Service

Priority 1

Overall RAG

This Month



Responsible Delivery Lead: Temitope Ademosu

Overall Summary

Overall RAG Rating of Red reflects:
Home Care Enablement (Part 1): Options Paper: A Final options paper has been finalised at the end of July. Recommendation of options paper has been reviewed by executive/cabinet and confirmed that the recommendation of hybrid option (2c and option 5) will be implemented from August onwards. There has been political approval to proceed with a hybrid option (2c and option 5)
TVR Process: Ongoing for Home Care Enablement staff. 49 confirmed staff have signed the COT3 and working period of notice.
Packages of Care Review: Social Workers have reviewed 13 affected packages. Phase 2 will be taking forward recommendation option 2c for remaining 163 staff in the service.
Specialist Enablement (Part 2a), Business Analyst resources have concluded work on data analysis and benchmarking information, and this will form part of the options paper for Mid-August. Next project board meeting on August 14th, to take forward recommendation from options paper. Further Voluntary Redundancy decisions are on hold.
Hearing Impairment and Visual Impairment (Part 2b), Options Paper for HI/VI to be finalised for end of August. Further Voluntary Redundancy decisions are on hold due to impact on citizens and unique staff skillset, however there is only a small number if staff in this area (3). There is a Risk of non-delivery of savings if service retained.

Cabinet Member: Cllr Rob Pocock

Savings Finance Update

Savings Profile	24/25	25/26
Savings Target	1.755	5.229
Forecast	0.425	3.768
Variance (Slippage)	1.330	1.461
Non-Deliverable	0	0

Data as at: 31.07.2024

Finance Commentary

The savings delivery target for 2024/25 is a part year effect from December 2024. From the Phase 1 VR process 49 staff have accepted VR and are expected to exit in early September, which has generated an in year saving towards the target of £673k. A member request has been made to review a workable structure for the Extra Care Sheltered Housing schemes and this is currently being worked through and costed. It will then need to be negotiated with Corporate Trade Unions over a 12-week period. A paper on the options for the provision of Specialist Enablement is also being prepared. Due to the timescales involved in these it is unlikely that any further savings from staffing will be achieved in this financial year and this would result in a slippage of £1.332m (including Homecare and Specialist Enablement). 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 investigated for 2025/26.



Adult Social Care – Amber Priority 1

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 decision has been made to defer the report to Cabinet to October 2024 as opposed to September 2024.
The delay in the access to NVIVO as the reputable software package has created a risk that was escalated to the ASCMT on the 24th of July. A decision has been made to defer the report to Cabinet in 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 expected in October 2024. A public consultation to share the proposals to rationalize the number of Day Centres the Council provides concluded on 9th July 2024 and the feedback from this is being analysed. This will inform the final recommendation for the report that will be taken to Cabinet. Projected savings for 2024/25 of £1.95m will be achieved through the loss of non-essential vacant posts, however some of these posts have needed to be recruited to on a short-term basis or have agency staff cover to ensure the current Day Centres are staffed adequately and safely for the citizens that attend them. At Q1 an overachievement of saving is anticipated due to these held vacancies of £0.550m, this will be reviewed at Q2. Once agreement on the proposals has passed through Cabinet, these posts can be reviewed and deleted from the staffing assignments and savings realised, until then these will be held vacant pending the decision on the future of the internal Day Centres.
Forecast	2.500	3.350	



Adult Social Care – Amber Priority 2

134 : Review Learning & Development Team external training offer

Cabinet Member: Cllr Rob Pocock

Priority 2

Overall RAG

Programme Update:

The Project is rated Amber overall due to:

An initial delay in relation to progressing the initial Business Delivery Plan as a result of a lack of an identified delivery lead; and

A lack of visibility in relation to the current operating model and associated activity which has exacerbated the confirmation of the 'as is'. The TLDS Project Group is now established with key stakeholders and the TOR approved. The Options Paper has been completed in relation to proposed future delivery models and reviewed by the ASC Management Team on the 17th of July. The HR process is on track. The PSW has been appointed and will be key in relation to the implementation phase. Business Support has now been identified.

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	0.315	0.567	A Voluntary Redundancy scheme has now closed and 4 staff have accepted and are due to leave BCC between July and September. 2 staff have secured roles within BCC and 5 vacancies are being held while the service is under review. A further VR process is anticipated. Whilst there have been delays identifying a lead for this service review, a highlight report has been completed and the saving is expected to deliver in full for 2024/25.
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:

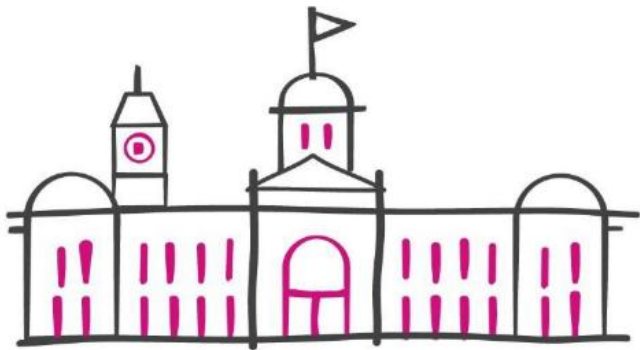
The Shared Lives Service aims to recruit 59 Shared Lives Carers by March 2025, including 5 carers through a Shared Lives Partnership and joint funding with Solihull Council. As of July 28, 2024, they have placed 8 new Shared Lives carers out of the required 59. To track progress, a forensic monitoring 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, and transitions and carers hub have been invited to project board meetings. The Workforce Review Board approved new posts recruitment within the Shared Lives Team, prioritising priority movers, these Interviews are scheduled for July/August.

Shared Lives Plus will train social workers on behalf of Birmingham, with confirmed training dates in September. An FAQ/criteria and briefing document has been produced to explain processes and best practices. Working with SLP to engage and promote SL with key stakeholders. A number of start-up meetings have taken place in June with Children's Trust, Children's and Families and ASC (care leavers and hospital teams).

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	0.500	1.900	Whilst there have been delays recruiting and onboarding Shared Lives Carers as at 28th July 2024 there has been 11 new placements. However there are still some delays around the relevant checks required before SL Carers can be matched with Citizens and relevant placement meetings can take place. The Social Work teams will be pivotal to future placements and training for them has been arranged between July and September to ensure Shared Lives Placements are considered when reviewing citizens care packages. 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. At the current pace 25 new SL placements is achievable and savings are expected to be realised by March 2025.
Forecast	0.669	1.900	

City Operations Directorate RED & AMBER SAVINGS

 **RESET** **RESHAPE** **RESTART**

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: 31.07.2024

Overall Summary

Following discussions at the Business Transformation Board on 30/05 and with Commissioners on 05/06, and again with Commissioners on 08/07, a revised approach has been developed. This focuses primarily on:

- 1) Ongoing transformation of Street Scene fleet services / transport unit. This work is part of the Street Scene IRP Transformation Programme and the existing Street Scene savings. A council-wide ITU will not be achievable without this transformation.
- 2) Expansion of the above to drive efficiencies with other fleet provision in City Ops.
- 3) A parallel activity to procure specialist resource to review and recommend opportunities for achieving consolidation and driving efficiencies from vehicle / fleet functions in other parts of the Council.

An initial 6-month review project will deliver on items 2) and 3), as well as seeking to learn best practice from other councils and identify further opportunities for savings and service improvement and provide advice on steps to create a consolidated fleet / vehicle management approach across the whole Council. Experienced ITU / Fleet Advisor has been recruited to lead this work. Start date 9th September.

Savings Finance Update

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

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	
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 Government choosing not to support the project moving forward. Plans for a corporate approach to cover the potential shortfall are to be developed.							
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, but the saving is now at risk (£12m in 24/25 rising to £20m in 25/26). Plans for a corporate approach to cover the potential shortfall are to be developed.				
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	
Programme Update: Planning for the introduction of food waste and AWCs is ongoing alongside procurement of a new waste collection digital system and reroute designs for recycling and residual. The alternate week collections will start April 2025. This is a key activity within the Waste Transformation Programme. The Cabinet report has been approved for the procurement of vehicles, food waste containers and the IT solution replacement. We are currently out to tender for vehicles and the procurement for food waste containers and IT solution will commence this week.							
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0	4.500	Work ongoing to deliver this on time for 25/26. Amber rating to reflect complexities of the business and implementation. Currently work is progressing following cabinet report approval				
Forecast	0	4.500					
72 : Community Facilities - Cease Direct Management				Cabinet Member: Cllr Sharon Thompson	Priority 1	Overall RAG	
Programme Update: Progress has been made with the initial collective consultation being concluded and a VR process launched; engagement has been made with EI&P and 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 (and without bespoke adverts/particulars setting out the various conditions there have been a number of ineligible bids/bidders). More positively, CL have recruited two surveyors who will support market valuations, viewings etc, and specialist resource to manage properties held in trust is due to start in the Autumn. Overall, activity remains on track for this saving to be delivered in Financial Year 2025/26 and the next steps are to shortlist the Eols and arrange interviews.							
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0	0.300	Saving profiles 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.				
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: The 2 x FTE have now been removed from the service and returned to their substantive posts at depots. The excess plant has now been removed from the site.							
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.260	0.260	Onset has been delayed due to delay in completing risk assessment but saving still expected to be delivered in full by closing the wood yard.				
Forecast	0.260	0.260					
239 : Strategic Review of Street Scene Fleet				Cabinet Member: Cllr Majid Mahmood	Priority 2	Overall RAG	
Programme Update: Released tender for procurement of new waste fleet. Completed a Health & Safety audit of the workshops. Reviewing and updating processes and procedures around fleet management and compliance. Engaging with the supply chain around outsourced maintenance.							
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.520	0.520	Review not completed. There is a risk around the delivery of this saving however it cannot be quantified at this point in time. Should this result in a shortfall, appropriate mitigating actions will be put in place				
Forecast	0.520	0.520					



City Operations – Amber Priority 3

15 : Local engineering (Non-Statutory Service) - amend delivery model				Cabinet Member: Cllr Majid Mahmood	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.316	0.474	A joint Highways and transportation Capital Programme was agreed by Cabinet on 25th June 2024. Consultations will be finalised by the end of July 2024 resulting in a new delivery plan.				
Forecast	0.316	0.474					
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	As below saving 17, Saving for £100k not achieved. This saving is amber as delays in implementing the new team. The JD for the new Permit Function are still to be finalise.				
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	Six VR accepted 2024/25m saving £191k, 2025/26 saving £354k. Leave dates 26.07.24 and one 02.08.2024				
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	Awaiting Court decision BCC have court decision, the decision will need to be remade by DFT, awaiting the outcome.				
Forecast	0.500	0.750					



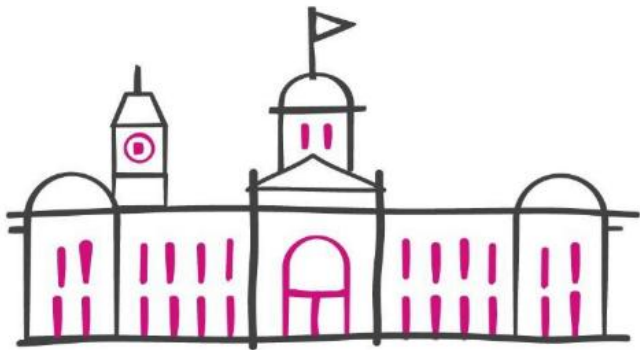
City Operations – Amber Priority 3

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	Service has seen a steep decline in requests for rat treatments since the introduction of the fee. Recharges to HRA will be processed where requests relate to HRA tenants - this has led to a moderate increase in requests. Will mitigate in 24/25 through underspend on Environmental Health budget until new operating model is introduced with lower expenditure costs. Note: requires Savings Change control process.				
Forecast	0.072	0.195					
35 : Remove Ranger Patrol and delete vacant posts within the Ranger Service				Cabinet Member: Cllr Majid Mahmood	Priority 3	Overall RAG	
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0.807	0.807	Potential 3-month delay has been included in the forecast. CR to be progressed to deliver saving in full. Mitigations in place to offset shortfall in 24/25. Only one VR accepted 2024/25 saving £28k, 2025/26 saving £42k				
Forecast	0.759	0.807					
53 : Increase income and reduce expenditure in internal leisure – breakeven budget				Cabinet Member: Cllr Majid Mahmood	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), the service are planning mitigations for the balance.				
Forecast	0.062	0.083					



Corporate Services

RED & AMBER SAVINGS



RESET

RESHAPE

RESTART

Chief Operating Officer Directorate - Red Priority 1

188 : Procurement Contract Savings

Priority 1

Overall RAG

This Month

Responsible Delivery Lead: Maria Huggon

Cabinet Member: Cllr Karen McCarthy

Data as at: 31.07.2024

Overall Summary

The approach to Corporate savings has been re-strategised into a pragmatic 5 phase approach:

- Phase 1 - Data capture
- Phase 2 - Data cleanse and analysis
- Phase 3 - Initial Savings Pipeline Development & Communication
- Phase 4 - Enablement for the continued development of the benefits pipeline and making compliance management a BAU function for the Council
- Phase 5 - Savings Delivery & Reporting

We are currently at the end of phase 2 moving towards phase 3. This has resulted in an updated report to Commissioners that presents identification of findings to date including:

- Addressing top contracted vendors
- Contracted vendors with 5 or more live contracts
- Contracted Vendors - Expiry and Pipeline Procurement Workplan
- Non-Compliant Spend
- Analysis of General Fund (or where funding is still to be incorporated)
- Recently Expired Contracts and current spend status check
- Savings Action Plan

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 ongoing, in addition, Procurement is to work closely with Service Areas to understand what contracts are required. This will also help to identify what savings can be delivered in 2024/25, however until this work is completed, a reliable savings forecast cannot be confirmed due to the process and time required to implement any contract changes.

For 25/26, CLT have discussed an alternative approach to delivering the targets whereby the savings target will be split across Directorates and each Directorate will need to identify their own savings.

Chief Operating Officer Directorate - Red Priority 2

175 : 5G Small Cells and LoRaWAN

Priority 2

Overall RAG

This Month

Responsible Delivery Lead: Paul Busst / Raj Mack

Cabinet Member: Cllr Saima Suleman

Data as at: 31.07.2024

Overall Summary

There has been no significant change in the project status since the previous update. Updated data has been received from the neutral host providers to confirm the number of small cells on City Council street-based assets.

In addition:

- i. Connexins are still awaiting authorisation from Severn Trent Water to rollout their LoRaWAN network
- ii. A further request for an additional 14 5G small cells have been requested by one of the Neutral host organisations - the request is being dealt with by Highways.

Savings Finance Update

Savings Profile	24/25	25/26
Savings Target	0.115	0.168
Forecast	0.027	0.027
Variance (Slippage)	0	0
Non-Deliverable	0.088	0.141

Finance Commentary

This initiative is predicated on working with 5G small cells suppliers and a LoRaWAN network infrastructure to generate income. The Digital City and Innovation team leading on this is being disbanded meaning that for now, there is limited engagement with the market to attract additional digital infrastructure.

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. More are expected to be deployed next year, however it is difficult to predict without further discussions with the market suppliers.

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. 400 Gateways will be required but the customer has only agreed to around 70 at the moment, but this has not materialised and is not guaranteed, hence no income projected. Future rollouts are dependant on utility and alternative methods of collecting data could be used, it is prudent to assume that there may be limited future rollout of LoRaWAN gateways.

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 AMBER, progress is being made on the newer list of posts to consolidate and the first transfer due mid to late August.

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 12 Aug 2024 which will enable the delivery of these savings. Once consolidated this will be reconfigured to enable release of savings from efficiencies.
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. Remainder £120k is from recharging to non GF budgets but further work is required so flagged as delayed.
Forecast	0.120	0.240	



Legal & Governance – Amber

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 1 x GR3 post - this has been put forward. Reductions in Special Resp Allowances (x 2) impact delivery on savings if scrutiny meetings not reduced in line with plan.				
Forecast	0.029	0.066					

Finance - Revenues, Benefits & Rents – Amber

216 : Debt recovery consolidation				Cabinet Member: Cllr Karen McCarthy	Priority 1	Overall RAG	
Programme Update: Programme has been transferred to Finance with Fiona Greenway now acting as SRO. The Debt management project has changed in scope to a full discovery project with the aim of working up an options paper by Dec 24 as well as identifying "quick wins" to meet the savings target. Tim Savill and Jonathan Woodward are leading the project. An update report was taken to CLT on 30 July to agree the new scope. The project team is not however fully resourced yet. An idea was raised in July to get a PM and Business Analyst but DTS have yet to allocate them to the project.							
Savings Profile	24/25	25/26	Finance Commentary				
Savings Target	0	1.823	Project Lead appointed w/c 3 June 2024. Impacting 25/26 - Discovery work completed, CLT have agreed that this work moves to Finance Directorate to undertake further work and return to CLT with Options Appraisals in a few months. This will involve another 12-week discovery phase and recruitment of staff onto the project based on CLT approved funding for c.£370k to come out of the IRP pot. Based on the transition of savings target and in the absence of a clear delivery plan which will only be available once the discovery phase has been completed this being flagged as an amber risk.				
Forecast	0	1.823					

PPS Directorate

RED & AMBER SAVINGS



 **RESET**

 **RESHAPE**

 **RESTART**

PPS – Amber

108 : European Affairs and Business Enterprise Teams to be self-financing and funded from external grant

Cabinet Members:
Cllr John Cotton / Cllr Sharon Thompson

Priority 2

Overall RAG

July 2024: Rating remains as amber overall as no significant changes as at 02.08.2024. The European and International Affairs Team have identified external funding resources which will meet the full cost recovery targets for 2024/2025. This includes funding from UK SPF, West Midlands Innovation Accelerator, Horizon 2020 and other residual EU funded projects. There is currently no guarantee of secured resources for 2025/2026, however, potential sources have been identified and are under review e.g. devolution deal / single settlement and potential extension of UK SPF. The City Council is currently working on a new Place based strategy to draw down Single Settlement Funding from 1st April 2025. Much of the certainty and clarity of the process to finalise the West Midlands Single Settlement will be dependent on the general election and fiscal events/spending reviews later this autumn. The situation will be monitored closely but we may not have certainty before 2025/26 budget setting. Should the timelines slip beyond budget setting the rag rating will need to change to red.

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	0.8	0.8	Budgets adjusted to reduce GF contributions. c5 VR's agreed. Additional contracts to manage grant programmes have been secured - these will generate additional management fee income to contribute further savings
Forecast	0.8	0.8	

109.1 : Income generation - increase in planning fee income

Cabinet Member: Cllr Sharon Thompson

Priority 2

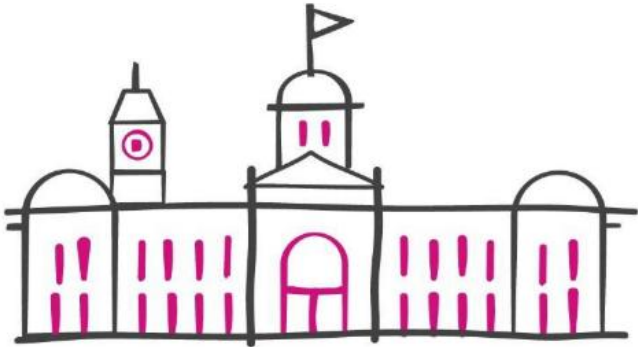
Overall RAG

July 2024: No change to last month's update. Increase planning fee income. Statutory planning fees have been increased significantly and we have increased our non-statutory fees for pre-application advice. This has been published and we are now charging these fees. However, there is concern that it has been much slower than expected in the last 2 months in terms of the number of applications received. Pre-applications have risen so this could indicate a rise in future months. It is anticipated that as we go into the next quarter numbers should rise but it's market driven and there are several external variables which impact this (inflation, General Election etc).

Savings Profile	24/25	25/26	Finance Commentary
Savings Target	1	1	1.New planning fees agreed and introduced in Dec 23 2.Assumes demand will not fall further 3.Actual income will be monitored during year 4. Will look at closely during 24-25 budget forecasting comparing information in the Oracle system and planning system.
Forecast	1	1	

ON TRACK SAVINGS

All Directorates' savings RAG-rated as Green



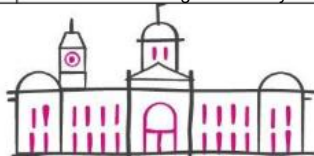
Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
1	93	Children's Travel Transport Contracts Reprocurement	13.700	14.980	13.700	14.980	Savings Already achieved through contracts agreed £5.02m Further savings on target to be achieved in year £2.75m Budget Re-alignment - agreed & actioned £2.00m Demographic & Inflation Growth Not Used £4.00m Total £13.77m Plus Independent Travel Training £1.205m (Additional savings being worked on) Revised Total £14.975m	Adrian Weissenbruch
1	148	Establishment of Permanent Children's Travel Service Structure	1.066	2.200	1.066	2.200	New structure in place April 2024. Permanent £2.3m Guides £7m Agency £1.7m It was intended that the service would release a number of consultancy posts from October. However, they will now be retained until the end of the financial year as they are seen as essential to drive through efficiencies.	Adrian Weissenbruch
1	152	Reviewing transport packages for compulsory school age pupils	1.963	3.200	1.963	2.170	Policy agreed and scheduled for implementation in July. Additional savings of £1.237m will also be delivered through this project to mitigate shortfall in #150. This will involve review of solo occupancy routes for compulsory age students.	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 placement (Education/Health/Social Care) and Personal Transport Budget contributions.	Paul Durrant
2	186	Headcount reductions in Children and Families	2.474	2.474	2.545	2.545	On target for delivery of new structure in accordance with the agreed timeline. The proposal is for the reduction of 33 posts (17 staff are leaving and 16 posts are currently vacant. This does leave a pressure of £150k, which the service are currently addressing.	Sue M Harrison
3	96	Funding to Vulnerable Young People at Risk of Exploitation	1.476	1.476	1.376	1.376	Funding has been agreed, pending formal sign off of MOU's. They are Consultancy Support £300k (received), Young Carers Support £200k (received) & Empower U £976K (received).	Sue M Harrison
3	146	Children's Travel Agency Passenger Assistants Reprocurement	0.148	0.148	0.148	0.148	New contracts are in place.	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



Green – Adult Social Care

Cabinet Member: Cllr Rob Pocock

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	5.687	10.187	10.187	Evidence provided of £5.3m of savings achieved to date with the remaining £0.4m on track to be achieved. £2.8m relates to the full year effect of savings made in 2023/24, the additional £2.5m relates to savings achieved and reflected in the Case Management System (CMS) in 2024/25. There is a further c£2.0m identified and agreed with providers, however these are yet to be reflected in the CMS so are not included in the £5.3m 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 recommitment services with a reduced budget was approved in April 2024. Current contracts will run at 2023/24 values until the end of November 2024 when they will be recommissioned with a reduced budget. When contracts have been recommissioned later this financial year the saving will be classed as achieved. Invitations to Tender for the new contracts closed on 14th June 2024. 53 bids were received from providers, evaluation panel members briefed, and evaluations of the bids has now commenced. No issues are anticipated with the recommissioning of these contracts and the saving is on track to fully achieve in 2024/25.	Saba Rai
2	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, opportunities for mitigations are being explored.	Alison Malik
2	224	Integrated 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 relates to contractual arrangements for Domestic Abuse (DA) Part 4 Accommodation Services Grant which are on track to deliver general fund savings when contracts expire in November 2024 and are recommissioned utilising £1.7m (full year effect) of the DA Government Grant.	Saba Rai
3	232	Bharosa	0.170	0.170	0.292	0.292	A draft review paper and a plan on options has been prepared and circulated to Adults Management Team. When this has been agreed it will be shared with Trade Unions for consideration and progressed. Legal have raised the possible issue of TUPE for the remaining 4 staff and the impact of this is being investigated. 4 VR applications have been finalised with staff anticipated to leave in September. The value of this saving for 2024/25 is £91k and there are currently no vacancies in this team. A further VR trawl is anticipated during 2024/25 and staff are also actively looking for other roles with the Council. 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		
2	46	Neighbourhood Waste Enforcement Officers - self financing	0.291	0.291	0.291	0.291	The staff has been transferred to Regulation & Enforcement hence the employment costs savings have been realised. Income will be monitored closely to ensure saving is delivered in full.	Sajeela Naseer
2	240	Redesign Recycling waste collection rounds	0.850	0.850	0.850	0.850	On track for September	Andy Vaughan
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 made. Finance and Managers continue to monitor the cost through the budget monitoring process. To date, there are not any reported movements in energy prices and therefore the saving is on track.	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. Journals to be processed in year. Service needs to be managed within the £750k agreed	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 going to be reviewed during the course of the year. YTD actuals are higher than budget therefore there is currently confidence that this saving will be achieved.	Andy Vaughan
3	26	Additional Garden waste income and fee increase	1.200	1.200	1.200	1.200	Increase in subscription fee has been implemented. YTD c 72,000 subscriptions have been secured. Only 3000 subscriptions to reach the target. Last year, 74,685 subscriptions were achieved. There is some sensitivity around achieving the full 75,000 subscriptions as we are tracking slightly behind last year's subscriptions for the same period.	Andy Vaughan
3	27	Cease non statutory Waste Prevention activities	0.180	0.140	0.200	0.200	Waste Prevention team has now moved to Reg and Enforcement.	Andy Vaughan
3	31	Introduce charging for car parks in parks	0	0	0.381	0.381	On track for delivery next year.	Andy Vaughan
3	32	Stop all chemical weed spraying	0.200	0.200	0.200	0.200	Proposal has been implemented. Awaiting sight of contract to confirm delivery	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	38	End contract with Keep Britain Tidy	0.100	0.100	0.100	0.100	KBT has been notified - awaiting sight of communication to confirm delivery of saving	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. Financial position will be monitored monthly	Andy Vaughan
3	45	Reduction in managerial posts	0.470	0.470	0.470	0.470	Vacant posts have been deleted. Work is on track for full saving to be delivered from September	Andy Vaughan
3	164	Cease non-statutory Love your Street activities	0.050	0.050	0.050	0.050	7 agency staff released and 2 hired caged tippers returned before 1st April. Agency staff will have to be reviewed throughout the year to ensure the saving continues to be realised.	Andy Vaughan
3	170	Reduce Flood Risk Maintenance Budget	0.050	0.050	0.050	0.050	Saving delivery is on track however this saving is not in line with the current Flood Strategy. Cost associated with updating the strategy is £50k, PH are going to fund this.	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

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
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	0.070	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	Work is on track to deliver these savings and will be monitored monthly	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. Agency costs will be monitored closely to calculate saving realised every month. The £53k forecasted overachievement will be used to mitigate the slippage in saving 35.	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	Andy Vaughan
3	236	Review Grounds Maintenance	0.106	0.106	0.106	0.106	2 vacant posts deleted. Awaiting HR confirmation that these have been removed from the structure	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.	Andy Vaughan
3	242	Remove 'additional' Deep Cleansing Crews	1.000	1.000	1.000	1.000	Agency staff released before 1st April. Agency costs will be monitored every month to validate saving amount	Andy Vaughan
3	243	Review of agency staff working arrangements	0.600	0.600	0.600	0.600	Process changes have been completed. Actuals will be reviewed to check savings are being achieved.	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	245	Reduce agency staff in Waste Collection	2.100	2.100	2.100	2.100	Agency staff have been released however agency usage remains high and over budget. The position will be monitored during the year to validate saving.	Andy Vaughan
3	246	Reduce agency resource in Street Cleansing	0.600	0.600	0.600	0.600	Agency staff has been released however agency usage will be monitored during the year to validate saving.	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

Green – City Operations

Cabinet Member: Cllr Nicky Brennan

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
3	47	Bereavement income - fees increase	0.880	0.880	1.280	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. Continued budget monitoring to ensure income levels are being achieved. Additional income derived through sale of reserved graves at Handsworth Cemetery.	Sajeela Naseer
3	48	Review income from registration of marriages	0.070	0.070	0.070	0.070	Additional postholder start date confirmed as September 2nd. Despite delays in recruitment, it is still anticipated that income target will be met in 24/25 due to additional income generation from citizenship ceremonies as the backlog is cleared.	Sajeela Naseer
3	49	Amend the Community Safety team	0.185	0.185	0.185	0.185	Actions have been undertaken - need confirmation that HR establishment has been updated accordingly	Waqar Ahmed
3	75	Restructure Resilience team and Reduce repairs and maintenance budget.	0.183	0.230	0.256	0.256	2 VR accepted, leaving dates in July. 2024/25 saving £55k, plus deletion of 2 Vacant posts £110k, plus £33k reduction in maintenance. Final VR date now agreed (August) will generate additional in year saving of £32k (acceleration)	Waqar Ahmed

Cabinet Member: Cllr Saima Suleman

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
3	57	Increase income from commercial events	0.095	0.095	0.075	0.095	Signed copy of FCM contract provided, so £75k is now classified as delivered. However, cancellation of Summer Music Event (£20k) so alternatives / mitigations will be required. Could use in year additional saving from 76	Chris Jordan
3	60	Review Film Birmingham	0.089	0.089	0.089	0.089	This is a trading account and with an expected breakeven position. Quarter 1, on track to breakeven. This saving will remain green until year end.	Chris Jordan
3	169	Cease Sports Development Function	0.020	0.033	0.100	0.067	Saving profiled for full delivery in 25/26 with small contribution in 24/25. Overachievement with offset shortfall on saving 53 Internal Leisure. Mitigations being considered for 25/26 shortfall. One VR accepted, saving for 2024/25 £33k, 2025/26 £66k (Leaving Sept 2024)	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 issued first two Civil Penalty Notices and will monitor payments and the impact of appeals to tribunals in order to firm up the forecasts of the financial impact	Sajeela Naseer

Cabinet Member: Cllr John Cotton

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
2	64	Neighbourhood Action Coordinators – cease the 22-ward pilot and do not roll out city wide	1.955	1.836	2.255	1.852	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. COTS3 to be signed shortly, however the staff member is due to next year.	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	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	0.167	0.190	0.167	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	Chris Jordan
3	160	Alexander Stadium future operating model	0	0	0.300	0.300	Saving profiled for 25/26 delivery - awaiting options paper	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	All recruitment and training has now been completed. Saving is based on Gross income target £3.84m with costs associated to delivery of £1.1m met by Reserve 225 in 24/25 only. 2025/26 will see a net income of £2.74m taking into account the £1.1m additional cost. Upskilling / training to be monitored to ensure savings achievement in 2024/25. The Collection Fund is being monitored by LG Futures and regular meetings are in place with Corporate Finance to ensure the additional income is tracked.	Tim Savill
2	3	Review Benefits Advice Team	0.122	0.066	0.162	0.162	3 staff, 2.2FTE overall, 1.21 FTE GR4 staff on VR and leaving end of July, 1X GR4 expected to move internally end of Sept resulting in a saving of c.£66k in 24/25 and c.108k in 25/26. This results in a shortfall of c.£56k which may be addressed by not recruiting into vacancies that may arise, but expectation is that the full saving of £168k will be delivered in 25/26.	Tim Savill
2	4	Insource Enforcement work	1.098	0.548	1.098	1.098	Issues with income have partly been addressed through an interim solution provided by Civica. Discussions are taking place with the Oracle Team in order to resolve the current issues which will help generate savings, however there is a hold on any further changes being made to Oracle. If the procurement issue is resolved then go live would be in Nov 2024. Note that there is £700k budget allocated to delivering the £1.098m saving and any delay in Oracle implementation will result in underspend against the budget. Additionally, savings will also be achieved by BCC retaining the agency fee charged per debt.	Tim Savill
3	6	Cease Local Welfare Provision Scheme	0.900	0.900	0.900	0.900	Following the closure of the scheme and low level feedback regarding the removal of emergency payments, savings are still projected to be on-track	Tim Savill
3	7	Review Council Tax Single Person Discounts	0.800	0.800	0.800	0.800	Financial impact likely to result in around c£2.5 million per annum upside based on approx. 25% success rates 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. The Collection Fund is being monitored to ensure that the target is achieved.	Tim Savill
3	9	New Homes Bonus	0	0	1.984	1.984	Financial impact will be impacting 2025/26 and is on track. BCC has identified around 11,000 empty properties and an external company is identifying which of these properties are now occupied. BCC will get £1.9k grant per property from Govt if these properties can become occupied. It is estimated that c.10% of these can become occupied, and BCC will get a charge of £150 for each property that gets the grant. Work will commence shortly before the September deadline.	Tim Savill

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
Finance								
3	1	Traded Services surrender of pay and price increases subsidy(Group & Capital Finance)	1.500	1.500	1.500	1.500	The draft outturn position for 2023/24 indicates a £2 million underspend against the pay and price increase subsidy budgeted that is no longer needed. At the current run rate, we are on track for delivering 2024/25 savings. This will be continuously monitored and confirmed as delivered once we reach the year-end and the budget is achieved with the elimination of the price and inflation subsidy.	Alison Jarrett
3	2	Reduction in traded services performance subsidy (Group & Capital Finance)	0.799	0.799	0.799	0.799	The draft outturn position for 2023/24 shows a £1.8 million improvement in performance subsidy, driven by City Service and City Laboratories. This puts us on track to achieve £0.8 million in 2024/25, with potential for overperformance based on the current run rate. This will be continuously monitored and confirmed as delivered once the final year-end position is within the budget envelope, including the anticipated savings.	Alison Jarrett
3	209	Service review and rationalisation of vacant posts	0.360	0.360	0.360	0.360	The cost-saving initiative remains on schedule through the removal of 7 vacant positions from the 2024-25 budget. A request for the vacant posts to be removed from Oracle has been made and the saving status will change to delivered once actioned in June.	Mohammed Sajid
Cross-cutting								
3	228	Fees and Charges - further savings TBC	0	0	1.000	1.000	The 2024/25 fees and charges process will launch in May for services to work on with returns due back to Finance by the end of July. Reviews of the returns will take place in August before the process moves on through governance, with a target of reporting to Cabinet in the autumn.	Steve Muldoon / Peter Sebastian

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. Original staff exits were expected by end of June this has been pushed by approximately 1 month. Shortfall is expected to be mitigated by vacancies so flagging as on track.	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

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
Cross-cutting								
2	190-191	The Foundry: Automation of Manual Processes Greater use of digital tools	0	0	0.400	0	This is no longer being pursued - or 25/26, CLT have discussed an alternative approach to delivering the targets whereby the savings target will be split across Directorates and each Directorate will need to identify their own savings.	Kat Sexton
People Services								
2	210	Workforce People Services savings	0.849	0.849	0.908	0.908	6 VRs 1 accepted plus two leavers - savings of £200K in year and £227K annuals. Vacancies of £393k for 8 roles to be deleted from Oracle. 1x GR 2 £34k. Total in year saving of c£631k and gap of £220k to be met by in year by internal moves to fill vacant roles not being deleted - 9.3FTE identified at GR4 from 1st August fill gap c£300k. HR has been reviewing the current and future structure and this is on course to deliver.	Martin Goudie
Legal & Governance								
2	144	Restructure and redesign	0.835	0.225	1.114	1.114	Original HR Business Case indicates savings of £1.114m to be delivered by 25/26 through 24 post reductions in legal services, however, there is now a different approach. For full year, c.12 post reductions are expected to deliver £0.550m saving and additional income of c.£0.610m though increasing fees and charges. However, delivering part of the saving through additional income represents a potential change in approach and will need to be reported/approved via change control. The additional income target is not tested/verified and presents/retains a level of risk to delivering savings on a permanent/recurring basis. For 24/25, expected saving from post reduction is £0.225m (part of the mitigation by increasing income by c.£0.305m in year is not reflected in the figures as it reflects a change in approach).	Julia Lynch / Deborah Carter- Hughes
3	118	In-sourcing	0.075	0.075	0.100	0.100	The restructure is being implemented on 1st September to achieve the savings target within the fiscal year. Further work includes centralisation of legal budgets back to Legal and Governance.	Julia Lynch
3	119	Counsel Spend Reduction	0.118	0.118	0.118	0.118	The restructure is being implemented on 1st September to achieve the savings target within the fiscal year. Further work includes centralisation of legal budgets back to Legal and Governance.	Julia Lynch
3	120	Review current contracts for best value - subscriptions / case management system.	0.006	0.006	0.006	0.006	Cost savings will be achieved by discontinuing the DX subscription service due October 24 will not be extended. This saving is on track and will be monitored through monthly cost reviews and the spending approval process by the control board.	Julia Lynch
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	Transportation costs are being reviewed and challenged as part of the approval process. Target is still being set for on track for delivery this year.	Robert Connelly

Priority Group	ID	Title	24/25		25/26		Finance Summary	RDL
			Target	Forecast	Target	Forecast		
COO Directorate								
1	103	Voice Automation within Contact Centre Services	1.490	1.490	1.690	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 40% that was estimated. This is now being evidenced in the reduction of agency staff required from April to July 2024, there is 35 less agency staff than the previous year.	Wendy Griffiths
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 areas already identified. Adult Client Financial Services alone will deliver the £0.219m saving. AP and AR are no longer in scope.	Wendy Griffiths
2	105	Business Support Re-design	0	0.800	2.660	2.660	A total of 41 VRs will take place in Jul 24, Sep 24, Dec 24 and March 25, which is on track, some brought forward savings will mitigate other budget pressures. If however, the volumes of calls continue to rise, then more resources may be required	Wendy Griffiths
2	178	Digital and Technology Services Redesign	2.200	2.200	2.200	2.200	Staff cost savings (ref 102,177,178) total £2.53m linked to re-design. £1.9m through 39 vacancies - WIP on deleting roles in Oracle. 9.5 FTE through redundancy scheme - 8 approved which is short of VR target to be managed via vacancy management. Agency reduction of £80k through staff re-design. On track for in year delivery.	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 £385k this year. This will continue to be monitored and reported through the year as operational usage and estate reduction work continue.	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 signed saving of £33k. Analogue lines target of £50k is on track - switch to digital 808 lines ceased. The snow contract re-negotiations are underway and on track for £25k. Cabling spend is on track to come in against £120k reduced budget.	Paul N Busst
3	102	Reduction in agency costs	0.080	0.080	0.080	0.080	Staff cost savings ref 102,177,178 total £2.53m linked to re-design. £1.9m through 39 vacancies - WIP on deleting roles in Oracle. 9.5 FTE through redundancy scheme - timings on leave dates TBC. Agency reduction of £80k through staff re-design. Vacancies that need to be filled have been advertised and the council is engaging with HAYS to address filling the posts that are more challenging to recruit into.	Paul N Busst
3	177	DTS staffing and licence savings for smaller organisation	0.250	0.250	0.400	0.400	Staff cost savings ref 102,177,178 total £2.53m linked to re-design. £1.9m through 39 vacancies - WIP on deleting roles in Oracle. 9.5 FTE through redundancy scheme - timings on leave dates TBC. Agency reduction of £80k through staff re-design. A reduction in core IT users will help deliver this saving.	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	1. Sale needs to complete by 30th Sept to achieve the £1m saving in 24/25 2. Disposal Report reviewed and considered by Finance. 3. Report has been to Cabinet Property Committee 26 June 2024 and recommendations approved (also endorsed by Commissioners)	David M Harris
2	109.2	Income generation - lease and rent reviews for commercial portfolio	0.500	0.500	1.000	1.000	1. Properties subject to RR identified and reviews are being undertaken by internal team and BNP Paribas 2. Finance awaiting latest list of properties with details of old and new rents.	Kathryn James / Sarah Scannell
3	106	Service re-design and restructure	4.365	4.365	5.325	5.325	1. 61 VR's agreed 2. 43 Vacancy deletions agreed 3. Further 9 Vacancies identified for deletion 4. Other recharge arrangements have been built into base budget 5. The above is sufficient to meet the savings target	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.	Philip Nell



Green – City Housing

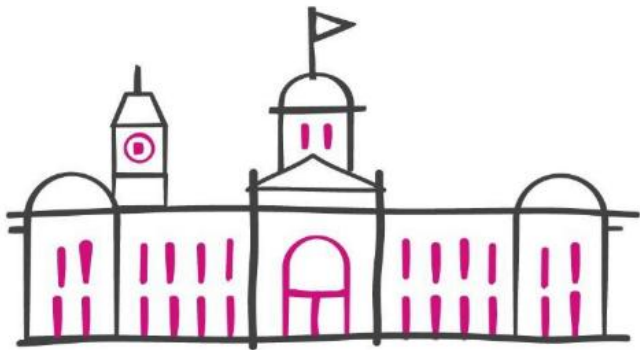
Cabinet Member: Cllr Jayne Francis

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 Summer 2024. Order book received from Council R&M 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 is being carried out by DT&S, then 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 2024.	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 2024.	Guy Chaundy



DELIVERED SAVINGS

All Directorates' savings RAG-rated as Blue



 **RESET**

 **RESHAPE**

 **RESTART**

Delivered Savings

PG	ID	Title	Directorate	24/25	25/26	Finance Summary	RDL	Cabinet Member
				Target	Target			
3	140	Review of third sector inflationary uplifts	Adults Social Care	4.464	4.464	This saving is now classed as delivered. All budgets have been rebased to remove the inflationary elements from service budgets which has returned them to their contractual values. General fund budgets have therefore been released and savings offset against them. Payments to providers are now for their contractually agreed rates and do not include any discretionary inflationary uplifts.	Saba Rai	Cllr Mariam Khan
3	211	Grant Maximisation - Public Health	Adults Social Care	1.000	1.000	There is an MOU in place for the additional funding from Public Health which has released general fund budgets so saving is classed as achieved at May 2024.	Saba Rai	Cllr Mariam Khan
2	137	Review of social work teams and improve efficiencies	Adults Social Care	1.501	2.233	A review of the social work service and support triage functions has been undertaken. Vacant posts were identified and have now all been deleted from the payroll system as at June 2024. Social Work Vacancies have also been identified and all have been deleted from the Payroll report. This totals 44 vacancies deleted from the payroll system. The remaining staff in post (7 FTE) have all been assimilated into vacancies across Adult Social Care on the 1st of July 2024 but are yet to be set up on the Oracle system in their new posts. The relevant old posts will be deleted from the system when this is done and the saving will be classed as delivered. Q1 monitoring has been completed and identified £0.6m of over delivery of saving in 2024/25 only. This is due to posts which were assumed as part year effect having a full year effect.	Shazia Hanif	Cllr Rob Pocock
3	88	Saving on the cost of Prudential Borrowing for Schools Basic Need Projects	Children & Families	0.710	0.710	The borrowing strategy was formally agreed by Cabinet with these assumptions are incorporated into this proposal.	Jaswinder Didially	Cllr Mick Brown
3	90	Commissioning of Early Help Contracts for Children, Young People and Families	Children & Families	8.378	8.378	Contract ceased in accordance with notice given 07/03/2024. Public Health Grant (MOU agreed) will be utilised to support the transition process.	Helen Price	Cllr Mick Brown
3	147	Termination of contract for existing CYPTS database	Children & Families	0.253	0.253	Contract termination notice given November 2023.	Adrian Weissenbruch	Cllr Mick Brown
3	149	Optimisation of Bus Passes	Children & Families	0.171	0.171	Policy was implemented in June based on the renewal dates of bus passes. Through not renewing the June applications the saving has been delivered.	Adrian Weissenbruch	Cllr Mick Brown
3	182	Release Children & Families Transformation Reserve	Children & Families	0.992	0.000	Accountancy transaction to draw down reserve (No risk).	Sue M Harrison	Cllr Mick Brown
3	183	Release of centrally held budgets	Children & Families	0.726	0.726	Budget removed as part of the 2024-25 Medium Term Financial Plan.	Sue M Harrison	Cllr Mick Brown
1	185	Reduction of contract sum for Birmingham Children's Trust	Children & Families	9.000	10.000	Contract sum £278,714m for 2024-25 was agreed by Full Council 5th March and incorporates the savings proposals. Pending Birmingham Children Trust Board minutes confirming this figure.	Sue M Harrison	Cllr Mick Brown

Delivered Savings (cont'd)

PG	ID	Title	Directorate	24/25	25/26	Finance Summary	RDL	Cabinet Member
				Target	Target			
3	79	Service charge increases to full cost recovery	City Housing	0.600	0.800	Service charge set by Cabinet and tenants informed. Bills will be raised throughout the year and collected by the TA rents team. Non-payment will therefore fall into existing collection policies and existing debt provision.	Stephen Philpott	Cllr Jayne Francis
3	85	Homeless Centre financing	City Housing	0.288	0.288	Confirmation received from Treasury Team of completion of repayments.	Stephen Philpott	Cllr Jayne Francis
3	56	Reduction of grant to The Active Wellbeing Society	City Operations	0.000	0.900	Saving profiled for delivery in 25/26 - formal notice to be given by end of June. TAWS letter sent May 2024.	Chris Jordan	Cllr Mariam Khan
3	61	Cultural Organisation Grant reductions	City Operations	0.630	1.261	Awaiting signed COGAs. S151 approval has been given for the reduced grant amounts.	Chris Jordan	Cllr Saima Suleman
3	62	Cease funding for cultural projects	City Operations	0.452	0.487	This budget has been reduced and now stands at £35k to fund Heritage Week and Black History Month - which must be delivered within budget. No other spend can be undertaken.	Chris Jordan	Cllr Saima Suleman
3	63	Restructure culture delivery team	City Operations	0.025	0.050	VR confirmed and post-holder has left the Council - this proposal and Saving 70 (BIDS) have been combined in the HR business case. £15k in year overachievement on this saving has been allocated against saving #70.	Chris Jordan	Cllr Saima Suleman
3	67	Reduce Ward Forum meetings to 3 per year and integrate ward planning	City Operations	0.150	0.200	Three VR accepted leaving 26.07.24 with value of £107k in 24/25 and full year effect of £161k. This represents an over-achievement of £57k in 24/25 and £61k in 25/26 which will support mitigation of saving #64 (NACs).	Chris Jordan	Cllr John Cotton
3	69	Neighbourhood Development Support Unit (NDSU) Management Restructure	City Operations	0.050	0.100	Three VR accepted, leaving 02.08.24 with value of £186k in 24/25 and full year effect of £279k. This represents an over-achievement of £136k in 24/25 and £179k in 25/26 which will support mitigation of saving #64 (NACs).	Chris Jordan	Cllr John Cotton
3	73	Delete 4 vacant posts - neighbourhoods division	City Operations	0.170	0.170	Posts were never created, The attached funding was removed in line with this saving proposal.	Chris Jordan	Cllr Nicky Brennan
3	74	Release service prudential borrowing capacity identified for Alexander Stadium	City Operations	0.141	0.141	Historic underspend. No new capital spend to be funded via this budget.	Chris Jordan	Cllr Sharon Thompson
3	76	Align Events & City Centre Teams – Refocus on contracted and commercial events	City Operations	0.400	0.400	Staff relating to 2024/25 VR has left. One VR remaining 2025/26 leaving in July 2024. Saving 2024/25 £91k, 2025/26 £117k - turned saving blue as 2024/25 VR completed.	Chris Jordan	Cllr Saima Suleman
3	154	Resilience - stop volunteering payments and payments to the regional Local Resilience Forum	City Operations	0.025	0.025	Saving has been delivered and evidence provided.	Waqar Ahmed	Cllr Nicky Brennan

Delivered Savings (cont'd)

PG	ID	Title	Directorate	24/25	25/26	Finance Summary	RDL	Cabinet Member
				Target	Target			
3	155	Allocation of Public Health funding to support Community Safety – 2-year allocation	City Operations	0.100	0.100	MOU has been signed - requires service to demonstrate public health outcomes through quarterly return.	Waqar Ahmed	Cllr Nicky Brennan
3	156	Public Health funding for Environmental Health and Trading Standards - 3 years only	City Operations	0.690	0.690	MOU has been signed - requires service to demonstrate public health outcomes through quarterly return.	Sajeela Naseer	Cllr Majid Mahmood
3	158	Reduce tourism budget	City Operations	0.025	0.025	Budget reduced and comms issued to visitor economy partners. Any tourism spend to be managed within remaining budget. Budget monitoring to confirm position.	Chris Jordan	Cllr Saima Suleman
3	163	Increase Public Health Funding of Wellbeing Leisure Centres	City Operations	0.500	1.000	MOU has been signed - requires service to demonstrate public health outcomes	Chris Jordan	Cllr Mariam Khan
3	104	Contact Centre SLA reduction from 90% to 85%	Corporate	0	0.050	Reduction of agency posts has resulted in achieving this saving in 24/25.	Wendy Griffiths	Cllr Saima Suleman
3	112	Recruitment Portal review	Corporate	0.030	0.030	Saving delivered based on non re-renewal contract ended with Vercida March 24 . No further ads will be placed via supplier and will continue to be monitored though monthly analysis of spend and control via the spend control board process.	Martin Goudie	Cllr Rob Pocock
3	113	Annual Staff Survey review	Corporate	0.050	0.050	Budget removed, savings have been delivered through in house staff survey.	Anju Dhir	Cllr Rob Pocock
Total				31.521	34.702			

