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STRATEGIC COMMISSIONING BOARD

Day: Wednesday
Date: 22 June 2022
Time: 1.00 pm
Place: Committee Room 2, Tameside One, Market Square, Ashton-Under-Lyne

Item No.	AGENDA	Page No
1.	WELCOME AND APOLOGIES FOR ABSENCE	
2.	DECLARATIONS OF INTEREST To receive any declarations of interest from Members of the Board.	
3.	MINUTES	
a)	MINUTES OF THE PREVIOUS MEETING The Minutes of the meeting of the Strategic Commissioning Board held on 27 April 2022 to be signed by the Chair as a correct record.	1 - 6
b)	MINUTES OF EXECUTIVE BOARD To receive the Minutes of the Executive Board held on 13 April 2022.	7 - 12
4.	2021/22 REVENUE OUTTURN REPORT To consider the attached report of the First Deputy (Finance, Resources and Transformation)/CCG Co-Chair/Director of Finance.	13 - 80
5.	CORPORATE PLAN SCORECARDS UPDATE, JUNE 2022 To consider the attached report of the Executive Leader/CCG Co-Chair/Director of Transformation.	81 - 90
6.	SEND WRITTEN STATEMENT OF ACTION – HEALTH FUNDING REQUIREMENTS To consider the attached report of the Executive Member (Health)/Executive Member (Education and Achievement)/Clinical Lead (Children and Young Families)/Director of Commissioning.	91 - 98
7.	NOMINATION OF A PLACE LEAD FOR HEALTH AND CARE INTEGRATION To consider the attached report of the Executive Member (Health)/CCG Co-Chair/Director of Commissioning.	99 - 104
8.	URGENT ITEMS	

From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Carolyn Eaton, Principal Democratic Services Officer, to whom any apologies for absence should be notified.

To consider any items the Chair considers to be urgent.

9. DATE OF NEXT MEETING

To note that the next meeting of the Strategic Commissioning Board is scheduled to take place on Wednesday 27 July 2022.

STRATEGIC COMMISSIONING BOARD

27 April 2022

Comm: 1.00pm

Term: 1.45pm

Present: Dr Asad Ali – Tameside & Glossop CCG (In the Chair)
Councillor Brenda Warrington – Tameside MBC
Councillor Warren Bray – Tameside MBC
Councillor Gerald P Cooney – Tameside MBC (part meeting)
Councillor Bill Fairfoull – Tameside MBC
Councillor Allison Gwynne – Tameside MBC
Councillor Leanne Feeley – Tameside MBC
Councillor Joe Kitchen – Tameside MBC
Councillor Eleanor Wills – Tameside MBC
Steven Pleasant – Tameside MBC Chief Executive & Accountable Officer
Dr Christine Ahmed – NHS Tameside & Glossop CCG
Dr Kate Hebden – NHS Tameside & Glossop CCG
Dr Vinny Khunger – NHS Tameside & Glossop CCG
Carol Prowse – Tameside & Glossop CCG

In Attendance: Sandra Stewart Director of Governance & Pensions
Kathy Roe Director of Finance
Ian Saxon Director of Place
Jess Williams Director of Commissioning
Debbie Watson Interim Director of Population Health
Sarah Threlfall Director of Transformation
Tracey Harrison Assistant Director, Adults Services
Caroline Barlow Assistant Director of Finance
Catherine Moseley Head of Access Services
Lorraine Hopkins Head of Service, Neighbourhoods and Early Years
Samantha Jury-Dada Strategic Domestic Abuse Manager

Apologies for absence: Dr Ashwin Ramachandra – Tameside & Glossop CCG
Councillor Oliver Ryan – Tameside MBC

Further to the decision of Tameside Metropolitan Borough Council (Meeting of 25 May 2021), to enable the Clinical Commissioning General Practitioners to take part in decisions of the Strategic Commissioning Board, whilst they continue to support the NHS in dealing with the pandemic that all future meetings of the SCB remain virtual until further notice with any formal decisions arising from the published agenda being delegated to the chair of the SCB taking into the account the prevailing view of the virtual meeting and these minutes reflect those decisions.

96. CHAIR'S INTRODUCTORY REMARKS

The Chair welcomed everyone to the meeting and explained that to enable the Clinical Commissioning General Practitioner to take part in decisions of the Strategic Commissioning Board, whilst they continued to support the NHS in dealing with the pandemic, the meeting would be a hybrid of remote and physical presence.

As a physical presence was required to formally take decisions, any formal decisions arising from the published agenda have been delegated to the Chair, taking into the account the prevailing view of the virtual meeting.

The only people in the room were the Executive Members, the Chief Executive and Accountable Officer, Monitoring Officer, Democratic Services Officer and the Chair.

97. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Board members.

98. MINUTES OF THE PREVIOUS MEETING

RESOLVED

That the minutes of the meeting of the Strategic Commissioning Board held on 23 March 2022 be approved as a correct record.

99. MINUTES OF THE EXECUTIVE BOARD

RESOLVED

That the Minutes of the meeting of the Executive Board held on 9 March 2022 be noted.

100. DOMESTIC ABUSE FUNDING

Consideration was given to a report of the Executive Member for Adult Social Care and Population Health / Executive Member for Neighbourhoods, Community Safety and Environment / Clinical Lead / Interim Director of Population Health / Assistant Director of Operations and Neighbourhoods setting out the proposal for the Domestic Abuse Funding Commissioning Intentions 2022-23.

It was explained that in 21/22 TMBC was awarded £547,627 in additional grant funding to meet new duties under the 2021 Domestic Abuse Act (DA Act 2021). This year the Council would receive £549,143 to meet statutory obligations under the DA Act 2021. The funding should be spent on the delivery of accommodation-based support duties and expenditure related to compliance with these new duties. The funding was to be spent in-year and was recurrent, however the grant determination for future years would follow the annual spending review.

Additionally, there had been £72,813 allocated to programmes tackling domestic abuse through the Public Health Investment Fund.

The report proposed that the 22/23 funding be spent on consolidating and continuing the domestic abuse transformation programme initiated in 2021/22, informed by needs assessment and additional supporting domestic abuse improvement activity. Primarily:

- A perpetrator intervention programme pilot;
- Workforce development, training and practice improvement;
- Domestic abuse specialist officers within the local authority;
- Specialist domestic abuse provision in homelessness and accommodation based support services for children and adult victim-survivors of domestic abuse;
- Accommodation-based recovery and transition service for survivors of domestic abuse in safe accommodation; and
- A domestic abuse community grants scheme.

RESOLVED

That permission be granted for domestic abuse funds in 2022/23 to be allocated as follows:

<i>Total Funding Sources for Domestic Abuse in 2022/23</i>	
Jointly commissioned Bridges contract	£506,818

DA Act 2021 grant funding	£549,143
GMCA funding for DA roles	£61,099
Children's Services (CHIDVA)	£80,000
Public Health Investment Fund	£72,564
Total 2021/22 funding for Domestic Abuse	£ 1,269,624
<i>Funding committed 2022/23 to date</i>	
Bridges contract - outreach and CHIDVAs	£358,682
Bridges contract – accommodation based support	£228,136
Total 2022/23 committed for DA	£586,818
Total 2022/23 funds still available	£682,806
<i>Proposed further spend 2022/23</i>	
DA Act duties	£140,500
DA internal staffing in TMBC	£157,678
DA transformation activity	£283,667
GMCA funded IDVA posts	£61,099
Total 2022/23 proposed further spend for DA	£642,944
Discretionary DA Budget (Population Health)	£39,862
Total spend on DA 2022/23 if permission granted	£1,269,624

101. CONSOLIDATED 2021/22 REVENUE MONITORING STATEMENT AT 28 FEBRUARY 2022

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Lead Clinical GP / Director of Finance, which detailed actual expenditure to 28 February 2022 (Month 11) and forecasts to 31 March 2022.

It was reported that at month 11 the CCG was reporting an overspend of £2.285m, all of which was reimbursable through national schemes, meaning that once month 12 allocations had been transacted the position with balanced on an in year, non-recurrent basis. The same was true of the ICFT position where the trust was forecasting a breakeven position for 2021/22.

For the Council budgets an overspend of £0.622m was currently forecast. This represented an improvement of £0.079m compared to month 10, but more work was required to balance the position before year end.

The Council budget included a small contingency which was released throughout the year to offset expected pressures. A further £0.327m of contingency had been released at month 11, leaving an unallocated contingency budget of £0.100m, which would be released in month 12 if not required.

Looking forward, the long term financial position within the locality remained a cause for concern as the Council contended with the aftermath of the pandemic at the same time as addressing an underlying financial deficit and implementing comprehensive organisation change across the NHS.

2022/23 financial plans for the Council had been agreed, whilst the new ICB was in the final stages of planning for health budgets. This would be discussed in more detail in the months to come, but significant work would be required in order to recurrently balance budgets across the system in 2022/23 and beyond.

RESOLVED

That the forecast outturn position and associated risks for 2021/22, as set out in Appendix 1 to the report, be noted.

102. ADULT SOCIAL CARE REFORM WHITE PAPER IMPLICATIONS

Consideration was given to a report of the Executive Member for Adult Social Care and Health / Clinical Lead for Living Well / Director of Adult Services. Members were advised that the Government published its adult social care system reform white paper, 'People at the Heart of Care' on 1 December. The white paper set out a 10-year vision for care and support in England and was based around three key objectives:

- People had choice, control and support to live independent lives
- People could access outstanding quality and tailored care and support
- People find adult social care fair and accessible

It was explained that proposals were backed by the new Health and Social Care Levy announced in September this year, of which £5.4 billion was being invested into adult social care over the next 3 years. Beyond the next 3 years, an increasing share of funding raised by the levy would be spent on social care in England.

The spending review in October 2021 confirmed the investment would be used for the following areas and duties were outlined in the white paper:

- £3.6 billion to pay for the cap on care costs, the extension to means test, and support progress towards local authorities paying a fair cost of care, which together would remove unpredictable care costs; and
- £1.7 billion to improve social care in England, including at least £500 million investment in the workforce

The key elements of the White Paper were outlined, including:

- Providing the right care, in the right place, at the right time (Chapter 4);
- Empowering those who draw on care and support;
- Strategy for the social care workforce;
- Supporting Local Authorities to deliver social care reform; and
- Local context.

Financial implications and next steps were also detailed.

The report concluded that the introduction of a 10 year strategy for Adult Care was welcome and also reflected many of the challenges that were exacerbated by the pandemic. However, there was a risk to the local authority that the funding indicated to meet the new burdens placed on the local authority was likely to be insufficient and this would need to be built into a review of the medium term financial strategy. Preparation for implementing the new burdens and new inspection regime would begin immediately to ensure the local authority was able to meet the required timescales in line with the steps identified.

Members were advised that there were significant elements of the white paper to be fully confirmed and as such, there would be a series of reports presented to Strategic Commissioning Board over the next three years.

RESOLVED

- (a) It be noted that the People at the Heart of Care: Adult Social Care Reform White Paper places new burdens on the Council that are far reaching and will affect a number of functions across the council as outlined in sections 2 - 6 of the report;**
- (b) The indicative funding allocations for 2022-2025 for Tameside Adult Care be noted as outlined in section 8 of the report;**

- (c) That the key priorities for implementation of the Adult Social Care Reform in Tameside as identified in section 9 of the report, be agreed;
- (d) That the allocation of £779,000 implementation support fund for 2022/23 be accepted and it be approved that this allocation be utilised in full for the preparatory work as described in section 9 of the report, subject to the business case and necessary internal governance required; and
- (e) That the development of an Adult Care Strategy and associated medium term financial strategy (MTFS) for 2022-2025 aligned to the white paper and recovery of local activity following the pandemic, be agreed.

103. SENDIASS REVIEW UPDATE

A report was submitted by the Deputy Executive Leader (Children and Families) / Assistant Director, Children's Services setting out proposals for the future delivery of SENDIASS service in Tameside.

It was explained that options had been explored to identify if any efficiency saving could be made with regard to the delivery of the service. This included benchmarking across North West & GM, to look at how other LA's delivered the service and compared delivery/costs and outcomes against the in-house model.

Members were advised that work with STAR and commissioning colleagues was undertaken to explore how neighbouring LA's delivered their SENDIASS service. Models of delivery across GM was variable within authorities aligned to STAR - Oldham and Stockport currently commissioning the service externally with good outcomes.

Identification of savings where appropriate, were explored, building on discussions with other LA's, to see if this would be a viable option for Tameside. Discussions with Tameside's finance and HR services were maintained throughout the process to assess and manage any identified risks against the options explored.

An options appraisal, as appended to the report, was completed by STAR, which outlined the procurement routes available for the various requirements in order to deliver the council's SENDIASS service effectively and in a timely manner.

The following four options were considered.

- Open Procurement;
- Deliver In-House Service;
- Modify Stockport Agreement with Together Trust; or
- Direct award following soft market test. This would be procured via an Exemption – '*The ASO can demonstrate that there is no genuine completion can be obtained of the purchase of particular Supplies, Services or execution of Works*'

Having undertaken an analysis on the variety of options as detailed above, STAR procurement recommended that the preferred option was to modify the Stockport Council agreement with Together Trust to include Tameside Council for one year with the ambition to procure a joint service from 1 April 2023.

RESOLVED

- (i) That the commissioning out of the SENDIASS to the Together Trust by way of a modification of Stockport Council's existing contract with the Together Trust for one year and thereafter for Tameside and Stockport Councils to procure a joint recommissioning from 1 April 2023, be agreed;
- (ii) It be agreed that Stockport Council be the lead authority in relation to the contract; and
- (iii) That the necessary steps be undertaken in relation to the transfer of affected staff.

104. URGENT ITEMS

The Chair reported that there were no urgent items for consideration at this meeting.

105. DATE OF NEXT MEETING

RESOLVED

It be noted that the next meeting of the Strategic Commissioning Board is scheduled to take place on 22 June 2022.

CHAIR

BOARD

13 April 2022

Present: **Elected Members** **Councillors Warrington (In the Chair),
Bray, Fairfoull Feeley, Gwynne, Kitchen,
and Wills**
Borough Solicitor **Sandra Stewart**
Section 151 Officer **Kathy Roe**

Also in Attendance: **Simon Brunet, Stephanie Butterworth, Tony Decrop, James
Mallion, Samantha Jury-Dada, Dr Ashwin Ramachandra and Ian
Saxon**

Apologies for Absence: **Councillor Ryan**

254 DECLARATIONS OF INTEREST

There were no declarations of interest.

255 MINUTES OF PREVIOUS MEETING

The minutes of the Board meeting on the 6 April 2022 were approved as a correct record.

256 LGA CORPORATE PEER CHALLENGE - JUNE 2022

Consideration was given to a report of the Executive Leader / Director of Transformation. The report provided an update on the preparations for the Local Government Association (LGA) corporate peer challenge in June 2022.

The Director of Transformation advised the Board that the last LGA corporate peer inspection in Tameside was cancelled due to Covid-19 in 2020. Corporate Peer challenges take place once every 5 years. It was stated that there was no cost implications and a narrative report would be published. In regards to the scope of the peer challenge, it was reported that the LGA core themes in addition to Tameside's local theme of transformation were as follows:

- Local Priorities and outcomes
- Organisational and place leadership
- Governance and culture
- Financial planning and management
- Capacity for improvement

It was reported that Interviews and focus groups would start on the 21 June. A draft report would be available within 4 weeks of the peer challenge completing and the final report would be published in early August.

AGREED

That Strategic Commissioning Board be recommended to note the update and next steps in preparation for the LGA corporate peer challenge in June 2022.

257 REVISED GAMBLING ACT POLICY 2022 - 2025

Consideration was given to a report of the Executive Member, Neighbourhoods, Community Safety and Environment / Director of Place, which explained that Licensing authorities were required to

develop, consult on, and publish a Statement of Principles every three years that set out the principles they proposed to apply in exercising their functions under the Gambling Act 2005.

It was further explained that, in preparing the Statement, the Authority had to have regard to codes of practice and guidance issued by the Gambling Commission. The Statement reflected collaboration across Greater Manchester with, for the first time, a joint Statement of Gambling Principles approved at local level. The aim of this was to provide a more consistent policy position across Greater Manchester; with the shared aim of preventing and reducing the negative impacts of gambling on individuals, families and communities.

A copy of the proposed Gambling Statement of Principles was attached at Appendix 1 to the report.

Details were given of the 8 week consultation process, which had taken place between 29 November 2021 and 24 January 2022 and copies of responses received were appended to the report.

An Equality Impact Assessment (EIA) had been completed showing there was no adverse impact on the community. The EIA form was also appended to the report.

AGREED

That Executive Cabinet recommend to Full Council to adopt the Gambling Policy set out herein.

258 REVISED STATEMENT OF LICENSING POLICY – LICENSING ACT 2003

The Executive Member, Neighbourhoods, Community Safety and Environment / Director of Place submitted a report, which explained that Licensing authorities were required to prepare, consult on, and publish a Statement of Licensing Policy every five years. The policy detailed how the Council would administer and enforce the provisions of the Licensing Act 2003.

Members were advised that Tameside Council's Statement of Licensing Policy was last revised in January 2016. Due to the impact of the coronavirus pandemic a full review of the Licensing Policy was unable to take place, therefore the policy was extended for a period of 12 months in May 2021.

The revised draft policy reflected recent changes to legislation including the Immigration Act 2016. The most significant change was the proposed removal of the Cumulative Impact Policies (in Stalybridge town centre and Ashton-under-Lyne town centre).

A copy of the proposed Statement of Licensing Policy was attached at Appendix 1 to the report.

Details were given of the 8 week consultation process, which had taken place between 29 November 2021 and 24 January 2022 and copies of the response received was appended to the report.

An Equality Impact Assessment (EIA) had been completed showing there was no adverse impact on the community. The EIA form was also appended to the report.

AGREED

That Executive Cabinet recommend to Full Council to adopt the Licensing Policy set out herein.

259 OUTCOME OF CONSULTATION TO ESTABLISH A TEN PLACE RESOURCE BASE AT CORRIE PRIMARY AND NURSERY SCHOOL

A report was submitted by the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Director of Children's Services, which informed Members of the outcome of a school

organisation consultation to establish, with effect from 1 September 2022, a designated resource base at Corrie Primary and Nursery School to enable up to 10 pupils aged 5 – 11 with cognition and learning and/or communication and interaction and/or social, emotional and mental health needs to be supported.

The report outlined the consultation process and the responses received.

It was concluded that there was a clear need to develop additional resourced provision in the borough. The pilot project had been successfully received by governors and staff at Corrie Primary and Nursery School and parents, as evidenced by the responses to the consultation. The proposal was in line with the SEND Forward Plan and provided better value for money. The 10 place unit avoided potential additional costs of up to £348,200 to the DSG High Needs budget, which was expected to be £3.2m in deficit by the end the financial year.

AGREED

The Executive Cabinet be recommended to approve the proposal to establish a designated resource base at Corrie Primary and Nursery School to enable up to 10 pupils aged 5 – 11 with cognition and learning and/ or communication and interaction and / or social, emotional and mental health needs without modification from 1 September 2022;

260 SUPPORTING FAMILIES GRANT

Consideration was given to a report of the Deputy Executive Leader (Children and Families) / Assistant Director, Children’s Services providing an update following the confirmation of continued funding from the Supporting Families Programme Grant, its amount and the proposed financial allocation of monies. It was explained that Early Help Services were currently funded from TMBC core budget funding and other grants, one of which was Supporting Families.

Members were advised that the government had confirmed the continuation of the grant for a further 3 years with £1,194,683 being allocated for 2022/2023. This was an increase in previous years, of £390,600 and it was proposed to continue to fund existing services with an opportunity to develop and expand further services.

The Strengthening Families Programme grant currently funded services and posts as set out in the appendix A to the report and as described in section 3 of the report.

The report set out proposals to agree the spending for the continued Supporting Families Grant, which had been allocated to the Local Authority via Greater Manchester Combined Authority (GMCA) (Earned Autonomy) for 2022 to 2025.

The Supporting Families Programme grant was a continuation of the established grant Tameside had received for 8 years as identified in previous reports.

AGREED

That Executive Cabinet be recommended:

- (i) To continue to fund the current arrangements with Action Together, Domestic Abuse services and HomeStart.**

Provider	Amount pear year	Type of Arrangement
HomeStart	£50,000	Service Contract
Action Together	£65,000	Grant Agreement
Domestic Abuse Services	£152,443	Services Contract

- (ii) To agree to the extension of the Inspire Family Intervention service contract delivered**

- by Jigsaw for a further 6 months till 30 September 2022, then this contract will cease.
- (iii) The current commissioned Family Intervention service provided by Jigsaw, Inspire services is put out to tender for a 2.5 year period

Year 1(6 months) Sept 2022 – March 2023	£108,000
Year 2 April 2023 – March 2024	£216,000
Year 3 April 2024 – March 2025	£216,000

- (iv) To approve spend of £207,358 budgeted from the Supporting Families grant that will be used to obtain more resources to support wider service delivery and strategic leadership to build capacity within Early Intervention over the next 3 years on fixed term contracts as outlined in 3.32.

261 CORPORATE PLAN SCORECARDS UPDATE, APRIL 2022

Consideration was given to a report of the Executive Leader / Co-chairs for Tameside and Glossop Clinical Commissioning Group / Director of Transformation. The report summarised the corporate outcomes and corporate health scorecards. The report also detailed the measures proposed for the Government to track the performance of Levelling Up missions and details on how these measures compared to the indicators used locally in the outcomes scorecard.

Members were advised that the number of Tameside residents receiving Universal Credit in January was down slightly on the same month in 2021, although the percentage of UC recipients in employment in December was higher than in December 2020. The number of households in receipt of council tax support continued to fall after climbing during the pandemic, and almost 700 fewer households were receiving this support than in January last year. The number Covid-19 self-isolation support payments made in February 2022 was three times greater than in February last year, with 437 payments made.

The estimated number of rough sleepers in the borough had increased over the last 12 months from 0.13 per 10,000 households in 2020 to 0.48 in 2021. In contrast, the number of households owed a relief or prevention duty has fallen from 13.6 per thousand households in 2019/2020 to 11.4 in 2020/2021.

It was reported that orders placed with local companies increased in February to its highest point in the financial year, reaching 20.4% of orders placed. The percentage of invoices which were paid within 30 days of being received by the Accounts team remained above 97% since dipping to 95.7% in August 2021.

The number of IT support tickets taking longer than 48 hours to resolve had fallen to 3.26% in February, while the average ticket resolution time had fallen to 5 hours and 38 minutes, falling below six hours for the first time this financial year.

Financial indicators show a further decrease in the forecast budget overspend for the year, down to £701,000 as of January. At the same time, however, the forecast savings for the year had also fallen by £44,000. The cost of agency staffing in Quarter 3 was around £95,000 higher than the previous quarter, costing a total of £1,485,245 across the Authority.

In adult social care, the percentage of annual reviews which were overdue continues to climb from a low of 38.8% in May 2021 to 45.7% in December. The number of residential and nursing placements outside of the borough had also increased over the last few months, from a low of 12.51% in November to 13.37% in January.

Children's social care data showed a recent downward trend in the rate of child protection cases, peaking in August at 82 per 10,000 under-18's before falling to 65 in January. Meanwhile, the slight upward trend in the number of children in need per 10,000 under-18's continues, with the rate climbing to 546 in January 2022.

In the health section, performance had fallen recently around cancer referrals; the total number of cancer specialist appointments fell by 27.4% from 1,225 in November 2021 to 889 in January; the proportion of waits for a cancer specialist appointment lasting two weeks or less had also fallen, with 7.2% of waits lasting longer than the target time of two weeks in January.

AGREED

That Strategic Commissioning Board be recommended to agree that the contents of the report, scorecards Appendix 1 and Appendix 2, the list of Levelling Up indicators Appendix 3, and the Tameside profile Appendix 4 are noted.

262 SENDIASS SERVICE REVIEW UPDATE

A report was submitted by the Deputy Executive Leader (Children and Families) / Assistant Director, Children's Services setting out proposals for the future delivery of SENDIASS service in Tameside.

It was explained that options had been explored to identify if any efficiency saving could be made with regard to the delivery of the service. This included benchmarking across North West & GM, to look at how other LA's delivered the service and compared delivery/costs and outcomes against the in-house model.

Members were advised that work with STAR and commissioning colleagues was undertaken to explore how neighbouring LA's delivered their SENDIASS service. Models of delivery across GM was variable within authorities aligned to STAR - Oldham and Stockport currently commissioning the service externally with good outcomes.

Identification of savings where appropriate, were explored, building on discussions with other LA's, to see if this would be a viable option for Tameside. Discussions with Tameside's finance and HR services were maintained throughout the process to assess and manage any identified risks against the options explored.

An options appraisal, as appended to the report, was completed by STAR, which outlined the procurement routes available for the various requirements in order to deliver the council's SENDIASS service effectively and in a timely manner.

The following four options were considered.

- Open Procurement;
- Deliver In-House Service;
- Modify Stockport Agreement with Together Trust; or
- Direct award following soft market test. This would be procured via an Exemption – *'The ASO can demonstrate that there is no genuine completion can be obtained of the purchase of particular Supplies, Services or execution of Works'*

Having undertaken an analysis on the variety of options as detailed above, STAR procurement recommended that the preferred option was to modify the Stockport Council agreement with Together Trust to include Tameside Council for one year with the ambition to procure a joint service from 1 April 2023.

AGREED

That Strategic Commissioning Board be recommended to agree:

- (i) **That the commissioning out of the SENDIASS to the Together Trust by way of a modification of Stockport Council's existing contract with the Together Trust for one**

year and thereafter for Tameside and Stockport Council's to procure a joint recommissioning from 1 April 2023.

- (ii) That Stockport Council will be the lead authority in relation to the contract
- (iii) That the necessary steps be undertaken in relation to the transfer of affected staff

263 FORWARD PLAN

The forward plan of items for Board was considered.

CHAIR

Report To:	STRATEGIC COMMISSIONING BOARD
Date:	22 June 2022
Executive Member / Reporting Officer:	Councillor Jacqueline North - First Deputy (Finance, Resources & Transformation) Dr Ash Ramachandra – Lead Clinical GP Kathy Roe – Director of Finance
Subject:	STRATEGIC COMMISSION AND NHS TAMESIDE AND GLOSSOP INTEGRATED CARE FOUNDATION TRUST FINANCE OUTTURN REPORT 2021/22
Report Summary:	<p>This is the final financial report for the 2021/22 financial year, reflecting actual expenditure to 31 March 2022.</p> <p>At the end of another unusual and challenging financial year for the Strategic Commission and ICFT, the final outturn position on 2021/22 budgets presents a broadly balanced position, with a small overspend on Council Budgets (which will be funded from general reserves). CCG budgets represent a break even position, while the ICFT have delivered a small surplus.</p> <p>Longer term financial outlooks remain a cause for concern as we contend with the aftermath of the pandemic at the same time as addressing an underlying financial deficit and implementing significant organisational change across the NHS. The national and global economic conditions, with increasing inflationary pressures across a number of areas, present significant financial risk for a number of Council budgets.</p> <p>APPENDIX 1 summarises the integrated financial position on revenue budgets as at 31 March 2022. The final outturn position presents a broadly balanced position, with a small overspend of £131k on Council Budgets. CCG budgets have achieved a balanced position with nil variance against budget.</p> <p>The final outturn position is net of a range of significant under and over spends across a number of service areas. Further detail on budget variances, savings and pressures, is included in APPENDIX 2.</p> <p>APPENDIX 3 provides an update on Council Tax and Business Rates collection performance and the year-end position on the Collection Fund.</p> <p>APPENDIX 4 provides an update on the Dedicated Schools Grant (DSG). The 2021/22 cumulative deficit on DSG is £3.243m, mainly as a result of the continued pressure on High Needs.</p> <p>APPENDIX 5 summarises the write-offs of irrecoverable debts for the period 1 January to 31 March 2022.</p>
Recommendations:	<p>Members are recommended to:</p> <ul style="list-style-type: none">(i) Note the outturn position as set out in Appendix 1.(ii) Note the significant variations and pressures facing Budgets as set out in Appendix 2.(iii) Approve the reserve transfers detailed on pages 38-43 of Appendix 2.(iv) Note the outturn position on the Collection Fund.

- (v) Note the outturn position in respect of Dedicated Schools Grant as set out in **Appendix 4**.
- (vi) **Approve** the write off of irrecoverable debts set out in **Appendix 5**.

Policy Implications:

Budget is allocated in accordance with Council Policy

**Financial Implications:
(Authorised by the Section
151 Officer & Chief Finance
Officer)**

The Council set a balanced budget for 2021/22 which included savings targets of £8.930m whilst also being reliant on a number of corporate financing initiatives to balance. Whilst the overall position is better than previously forecast, this is due to significant one-off income and one-off savings which have mitigated pressures and delays to savings delivery. These one-offs are unlikely to be available in future years. A new financial turnaround process is being implemented across all budget areas to address financial pressures on a recurrent basis.

The final outturn position on Council Budgets is a small overspend of £131k which will be funded from general reserves. As part of the budget setting process each year, the Director of Finance assesses the required minimum level of general balances required to protect the financial sustainability of the Council and general balances currently stand at £27,244k. This overspend can be absorbed within the general fund balances.

With the outbreak of COVID-19 in 2020, emergency planning procedures were instigated by NHSE and a national 'command and control' financial framework was introduced. While some national controls have been relaxed over time, normal NHS financial operating procedures have still not yet been fully reintroduced.

CCG plans were approved by NHS England in mid November and allocations have now been transacted. As a result of this, full year budgets are now in place across the NHS.

It should be noted that the Integrated Commissioning Fund (ICF) for the Strategic Commission is bound by the terms within the Section 75 and associated Financial Framework agreements..

**Legal Implications:
(Authorised by the Borough
Solicitor)**

Section 151 of The Local Government Act 1972 states that "every local authority shall make arrangements for the proper administration of their financial affairs..." This includes delivering a balanced budget and failure to do so can result in intervention from the Secretary of State

Revenue monitoring is an essential part of these arrangements to provide Members with the opportunity to understand and probe the council's financial position.

Members will note that the current outturn position is currently predicting that the CCG will break even whilst there is a forecast net deficit on the Council budgets which it is proposed will be remedied by using £131k from the Council's reserve account to bring the budget back to a balanced position.

Generally the use of reserves should be a last resort as once spent it is difficult for reserves to be built back up. Therefore Members need to be content that the use of £131k from the Council's reserves is appropriate in this situation.

In addition legislation does not state how much Council's should hold in reserves, rather it states that this is a matter for the Council's 151 Officer to decide in line with the general principles of prudent budgetary management. Therefore it would be advisable if there could be a comment added to the financial implications to expressly confirm that the 151 Officer is content.

Risk Management:


Associated details are specified within the presentation.

Failure to properly manage and monitor the Strategic Commission's budgets will lead to service failure and a loss of public confidence. Expenditure in excess of budgeted resources is likely to result in a call on Council reserves, which will reduce the resources available for future investment. The use and reliance on one off measures to balance the budget is not sustainable and makes it more difficult in future years to recover the budget position.

Background Papers:


Background papers relating to this report can be inspected by contacting :

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1. BACKGROUND

- 1.1 Monthly integrated finance reports are usually prepared to provide an overview on the financial position of the Tameside and Glossop economy.
- 1.2 The report includes the details of the Integrated Commissioning Fund (ICF) for all Council services and the Clinical Commissioning Group. The total gross revenue budget value of the ICF for 2021/22 was in excess of £1 billion.
- 1.3 Please note that any reference throughout this report to the Tameside and Glossop economy refers to the three partner organisations namely:
 - Tameside and Glossop Integrated Care NHS Foundation Trust (ICFT)
 - NHS Tameside and Glossop CCG (CCG)
 - Tameside Metropolitan Borough Council (TMBC)

2. REVENUE BUDGET SUMMARY

- 2.1 **APPENDIX 1** summarises the integrated financial outturn on revenue budgets at 31 March 2022.
- 2.2 The final outturn position on 2021/22 budgets presents a broadly balanced position, with a small overspend of £131k on Council Budgets (which will be funded from general reserves). CCG budgets represent a break even position, while the ICFT have delivered a small surplus. Further detail on budget variances, savings and pressures, is included in **APPENDIX 2**.
- 2.3 Given the significant pressures and challenges that have been faced over the last 12 months, this position is a significant achievement. The finance teams are currently in the process of preparing annual reports and accounts, which will be audited in the months to come.
- 2.4 Much of the focus has now shifted towards 2022/23, which looks set to be another unusual and challenging financial period. Longer term financial outlooks remain a cause for concern as we contend with the aftermath of the pandemic at the same time as addressing an underlying financial deficit and implementing significant organisational change across the NHS. The national and global economic conditions, with increasing inflationary pressures across a number of areas, present significant financial risk for a number of Council budgets.
- 2.5 Non recurrent COVID related funding which has helped to balance the financial position over the last couple of years has now come to an end, further intensifying pressure on the financial position
- 2.6 The CCG will cease to exist as a statutory body in June, with commissioning responsibilities for Tameside patients transferring to Greater Manchester Integrated Care Board, while Glossop moves into the Derby & Derbyshire system.
- 2.7 Precise operational arrangements to support this change are still under development and future iterations of this report will need to adapt to support new governance arrangements, while continuing to provide insight into the integrated financial position across the Tameside locality.

3. COLLECTION FUND 2020/21

- 3.1 **APPENDIX 3** provides an update on Council Tax and Business Rates collection performance and the year-end position on the Collection Fund. The outturn position on the Collection Fund for 2021/22 is an in year surplus of £23.072m, reducing the

overall deficit at 31 March 2022 to £7.054m. The MTFP assumes that the remainder of this deficit will be recovered over the 2022/23 and 2023/24 financial years.

4. DEDICATED SCHOOLS GRANT (DSG)

- 4.1 **APPENDIX 4** provides an update on the Dedicated Schools Grant (DSG) financial pressures and outturn for 2021/22. The Council is facing significant pressures on High Needs funding and started the 2020/21 financial year with an overall deficit on the DSG reserve of £0.557m. **The 2021/22 cumulative deficit on DSG is £3.243m**, mainly as a result of the continued pressure on High Needs but partly offset by surpluses on the other funding blocks. Under DfE regulations the authority has produced a deficit recovery plan which has been submitted to the DfE outlining how we expect to recover this deficit and manage spending over the next 3 years.

5. WRITE OFF OF IRRECOVERABLE DEBT

- 5.1 Appendix 5 provides details of write offs of irrecoverable debt requiring Member approval in the period 1 January 2022 to 31 March 2022.

6. RECOMMENDATIONS

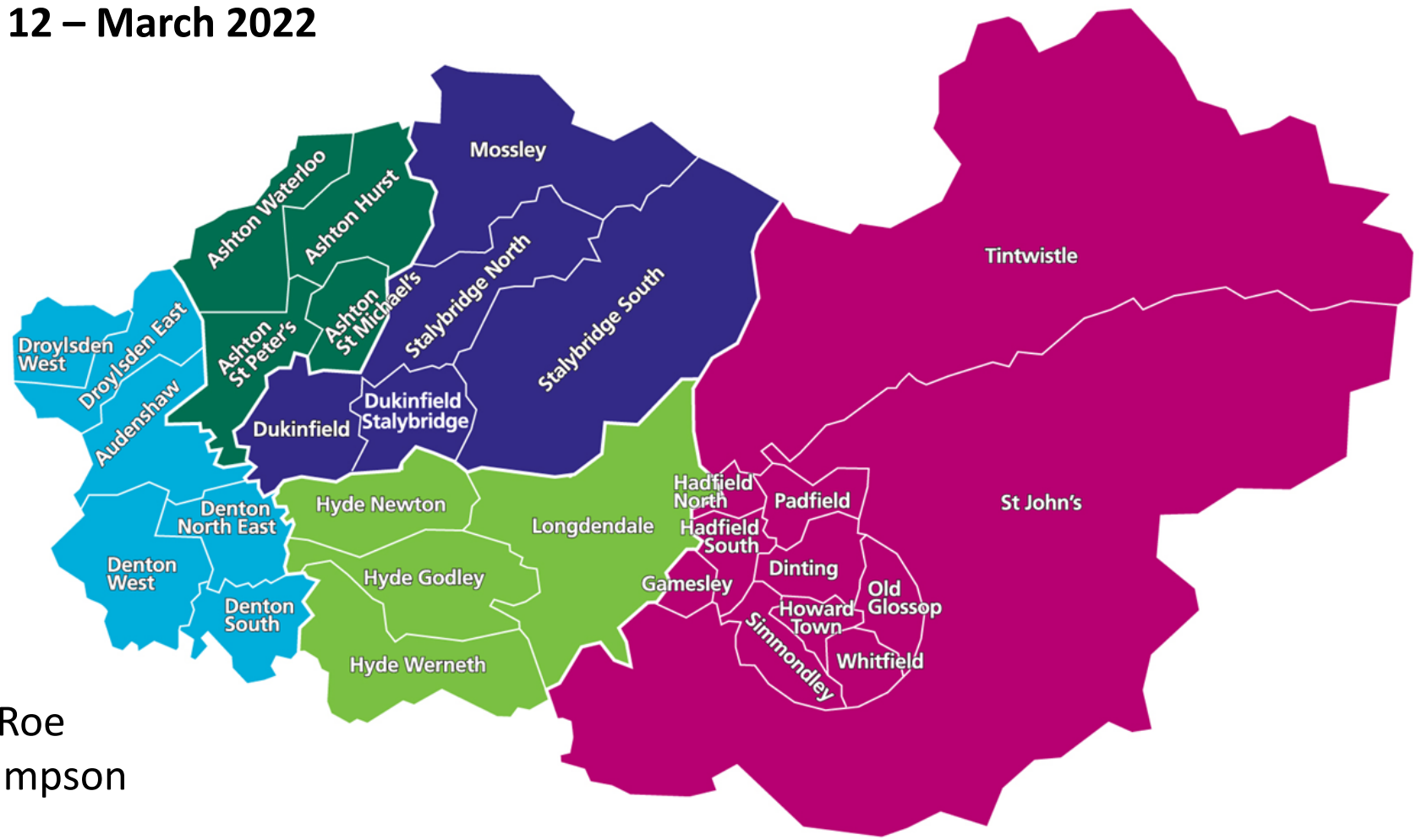
- 6.1 As stated on the front cover of the report.

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Tameside and Glossop Strategic Commission

Finance Outturn Report
Financial Year Ending 31st March 2022
Month 12 – March 2022

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Kathy Roe
Sam Simpson

Period 12 Finance Report

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This report covers the Tameside and Glossop Strategic Commission (Tameside & Glossop Clinical Commissioning Group (CCG) and Tameside Metropolitan Borough Council (TMBC)) and Tameside & Glossop Integrated Care Foundation Trust (ICFT). It does not capture any Local Authority spend from Derbyshire County Council or High Peak Borough Council for the residents of Glossop.

Finance Update Report – Executive Summary

Message from the DOFs:

At the end of an unusual and challenging financial year for the Strategic Commission and ICFT, the final outturn position on 2021/22 budgets presents a broadly balanced position, with a small overspend on Council Budgets (which will be funded from general reserves). CCG budgets represent a break even position, while the ICFT have delivered a small surplus.

Given the significant pressures and challenges that have been faced over the last 12 months, this position is a significant achievement. The finance teams are currently in the process of preparing annual reports and accounts, which will be audited in the months to come.

Much of our focus has now shifted focus towards 2022/23, which looks set to be another unusual and challenging financial period.

Longer term financial outlooks remain a cause for concern as we contend with the aftermath of the pandemic at the same time as addressing an underlying financial deficit and implementing significant organisational change across the NHS. The national and global economic conditions, with increasing inflationary pressures across a number of areas, present significant financial risk for a number of Council budgets.

Non recurrent COVID related funding which has helped to balance the financial position over the last couple of years has now come to an end, further intensifying pressure on the financial position

The CCG will cease to exist as a statutory body in June, with commissioning responsibilities for Tameside patients transferring to Greater Manchester Integrated Care Board, while Glossop moves into the Derby & Derbyshire system.

Precise operational arrangements to support this change are still under development and future iterations of this report will need to adapt to support new governance arrangements, while continuing to provide insight into the integrated financial position across the Tameside locality.

TMBC Financial Position (£131k)

Overspend against the Council position, but this will be funded by general reserves resulting in an overall balanced position

Children's Social Care (£3,840k)

Overspend against full year budget. An improvement of £393k since last month.

CCG Financial Position £0k

The CCG has reported a break even position for 2021/22.

ICFT Forecast Position £35k

The Trust is has delivered a small financial surplus in 2021/22.

Forecast Position £000's	YTD Position			Outturn Position (Net)			Variance	
	Budget	Forecast	Variance	Budget	Forecast	Variance	Previous Month	Movement in Month
CCG Expenditure	456,024	456,024	0	456,024	456,024	0	(2,285)	2,285
TMBC Expenditure	194,494	194,625	(131)	194,494	194,625	(131)	(622)	490
Integrated Commissioning Fund	650,518	650,649	(131)	650,518	650,649	(131)	(2,907)	2,775

Finance Update Report – Year End Position

Year End Position

At the end of another challenging financial year for the Strategic Commission and ICFT, the final outturn position on 2021/22 budgets will result in a balanced position. As shown in the financial summary tables on slides 3 & 5 there is a small £131k overspend against the Council position, but this will be funded by general reserves resulting in an overall balanced position.

The CCG have reported a break even while the ICFT has delivered a £35k surplus against budget

A more detailed exploration of variances and expenditure within the Integrated Commissioning Fund are contained within Appendix 2 of this report.

CCG Position

The CCG are reporting a break even position for 2021/22. At M11 the CCG position showed a £2,285k overspend all of which was reimbursable through the M12 allocation process. M12 allocations have now been transacted and resulting in a balanced position.

This break even position has been possible as a result of QIPP achievement of £5,164k.

QIPP delivery in 2021/22 was largely transactional in nature, with just £500k of recurrent prescribing related savings.

While the transactional savings have contributed towards balancing the in-year financial position. It does not contribute towards the underlying financial challenge for 2022/23 and beyond..

TMBC Position

The overall outturn position is an overspend of £131k which is an improvement on the position forecast at period 11 of £622k overspent. The improved position is largely due to the release of contingencies for the 21/22 Local Government Pay award which was finally settled in March 2022.

Whilst the overall position has improved, there have been some changes within Directorate budgets, and underlying cost and demand pressures remain. The final outturn position is underpinned by a number of one-off savings, and additional income which will not be available in 22/23 or future years.

There remain a number of savings targets which have not been delivered in full in 2021/22, and mitigated by one-off alternatives. These savings plans must be delivered in 2022/23 to avoid increasing the already significant financial pressures facing Council budgets in the coming year.

ICFT Position

The ICFT has delivered a £35k surplus for 2021/22. This is a huge achievement particularly in light of all of the challenges and pressures that have faced the Trust over the course of 2021/22.

The position includes delivery of £7,561k of efficiencies during 2021/22, £90k better than the £7,471k target.

Finance Outturn Report – Integrated Commissioning Fund Budgets

Outturn Position £000's	YTD Position (Net)			Outturn Position (Net)			Net Variance		Gross Position (full year)	
	Budget	Actual	Variance	Budget	Forecast	Variance	Previous Month	Movement in Month	Expenditure Budget	Income Budget
Acute	229,449	229,023	426	229,449	229,023	426	519	(93)	229,449	0
Mental Health	45,424	45,241	183	45,424	45,241	183	149	35	45,424	0
Primary Care	96,868	96,789	79	96,868	96,789	79	(1,091)	1,170	96,868	0
Continuing Care	14,990	14,418	572	14,990	14,418	572	833	(262)	14,990	0
Community	43,267	43,550	(283)	43,267	43,550	(283)	(828)	545	43,267	0
Other CCG	21,235	22,406	(1,171)	21,235	22,406	(1,171)	(1,922)	751	21,235	0
CCG TEP Shortfall (QIPP)	0	0	0	0	0	0	0	0	0	0
CCG Running Costs	4,790	4,596	194	4,790	4,596	194	55	139	4,790	0
Adults	40,703	39,709	994	40,703	39,709	994	895	100	91,312	(50,608)
Children's Services - Social Care	54,345	58,185	(3,840)	54,345	58,185	(3,840)	(4,233)	393	65,993	(11,648)
Education	7,467	7,045	422	7,467	7,045	422	372	50	32,053	(24,586)
Individual Schools Budgets	0	(0)	0	0	(0)	0	0	0	124,741	(124,741)
Population Health	14,843	13,846	997	14,843	13,846	997	897	100	16,246	(1,403)
Place	58,943	59,842	(899)	58,943	59,842	(899)	(762)	(137)	121,576	(62,634)
Governance	9,319	9,517	(199)	9,319	9,517	(199)	(573)	374	71,706	(62,387)
Finance & IT	8,411	7,944	466	8,411	7,944	466	803	(337)	10,237	(1,827)
Quality and Safeguarding	147	147	0	147	147	0	0	0	388	(241)
Capital and Financing	7,590	6,717	873	7,590	6,717	873	505	368	11,779	(4,189)
Contingency	1,503	499	1,004	1,503	499	1,004	600	405	2,259	(756)
Contingency - COVID Costs	0	27,534	(27,534)	0	27,534	(27,534)	(26,639)	(895)	0	0
Corporate Costs	5,080	4,887	193	5,080	4,887	193	161	32	5,381	(301)
LA COVID-19 Grant Funding	(13,856)	(38,022)	24,166	(13,856)	(38,022)	24,166	24,454	(288)	(5,239)	(8,617)
Other COVID contributions	0	(3,225)	3,225	0	(3,225)	3,225	2,898	327	0	0
Integrated Commissioning Fund	650,518	650,649	(131)	650,518	650,649	(131)	(2,907)	2,775	1,004,456	(353,938)

Forecast Position £000's	YTD Position			Outturn Position (Net)			Variance		Gross Position (full year)	
	Budget	Forecast	Variance	Budget	Forecast	Variance	Previous Month	Movement in Month	Expenditure Budget	Income Budget
CCG Expenditure	456,024	456,024	0	456,024	456,024	0	(2,285)	2,285	456,024	0
TMBC Expenditure	194,494	194,625	(131)	194,494	194,625	(131)	(622)	490	548,432	(353,938)
Integrated Commissioning Fund	650,518	650,649	(131)	650,518	650,649	(131)	(2,907)	2,775	1,004,456	(353,938)

A: Section 75 Services	357,333	355,474	1,859	357,333	355,474	1,859				
B: Aligned Services	216,564	219,151	(2,587)	216,564	219,151	(2,587)				
C: In Collaboration Services	76,620	76,024	596	76,620	76,024	596				
Integrated Commissioning Fund	650,518	650,649	(131)	650,518	650,649	(131)				

Finance Summary Position – T&G ICFT

	Month 12			Full Year 2021-22		
	Plan £000's	Actual £000's	Variance £000's	Plan £000's	Actual £000's	Variance £000's
Total Income	£23,220	£26,096	£2,876	£276,312	£284,886	£8,574
Employee Expenses	(£16,171)	(£16,882)	(£711)	(£190,226)	(£193,173)	(£2,947)
Non Pay Expenditure	(£5,257)	(£8,091)	(£2,834)	(£75,690)	(£81,655)	(£5,965)
Total Operating Expenditure (excl. COVID-19)	(£21,428)	(£24,973)	(£3,545)	(£265,916)	(£274,828)	(£8,912)
Income - COVID-19	£30	£30	£0	£181	£317	£136
Employee Expenses - COVID-19	(£739)	(£577)	£162	(£8,513)	(£8,544)	(£31)
Non Pay Expenditure - COVID-19	(£142)	(£228)	(£86)	(£2,064)	(£1,796)	£268
Total Operating Expenditure - COVID-19	(£851)	(£775)	£76	(£10,396)	(£10,023)	£373
Total Operating Expenditure	(£22,279)	(£25,748)	(£3,469)	(£276,312)	(£284,851)	(£8,539)
Net Surplus/ (Deficit) before exceptional Items	£941	£348	(£593)	£0	£35	£35
Trust Efficiency Programme	£1,689	£1,401	(£288)	£7,471	£7,561	£90
Capital Expenditure	£1,421	£3,193	£1,772	£11,878	£11,881	£3
Cash and Equivalents		£30,256				

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Trust Financial Summary – Month 12

The Trust delivered a small surplus of £35k against a planned breakeven position. This is a huge achievement particularly in light of all of the challenges and pressures that have faced the Trust over the course of 2021/22.

The in month actual position is a reported surplus of c.£348k. This represents an adverse movement of c.£275k compared to the previous month. Total COVID expenditure incurred in month equated to c.£775k against planned spend of c.£851k which is an underspend against plan of c.£76k. Although Critical care occupancy levels remained high, the level of COVID positive patients requiring critical care intervention, reduced during the month. Total spend on COVID for 2021/22 is c£10.023m against a plan of c.£10.396m which represents an underspend of £373k.

Activity and Performance:

Overall, the Trust has delivered activity in line with its planned target for 2021/22. However, the Trust continues to experience significant pressures within Urgent Care and Non-elective activity, further compounded by bed pressures and flow. Delivery of Elective and Day Case activity has been particularly challenging.

Efficiency target:

The Trust has delivered £7.561m of efficiencies during 2021/22 against its planned efficiency target of £7.471m /22, reporting a small overachievement of £90k. Of the efficiencies delivered, c.49% (c.£3.7m) have been delivered recurrently, predominantly achieved through productivity improvements and income generation schemes.

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£000's	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M11
Acute Commissioning	217,493	217,567	(74)	217,493	217,567	(74)	(77)
Ambulance Services	9,880	9,880	(0)	9,880	9,880	(0)	0
Clinical Assessment & Treatment Centres	1,367	742	625	1,367	742	625	32
Collaborative Commissioning	166	180	(14)	166	180	(14)	(14)
High Cost Drugs	276	271	4	276	271	4	(6)
NCAS/OATS	169	258	(89)	169	258	(89)	(8)
Winter Resilience	97	125	(27)	97	125	(27)	(21)
Total - Acute	229,449	229,023	426	229,449	229,023	426	(93)

Acute Commissioning - There is a movement from M11 of £77k against Acute Commissioning which can be broken down into two parts:

- An increase in the budget of £64k which relates to an additional Elective Recovery Fund (ERF) allocation the CCG has received for H2 performance. This brings the total value of ERF the CCG has received in 2021/2022 to £871k.
- An increase in the outturn position of £141k which is explained in the table below.

£35k	An accrual has been posted for expected performance invoices from the Big 5 independent sector providers for the final months of 2021/2022. This is to ensure that 12 months of ERF expenditure and allocation are both shown in the outturn position.
£64k	This relates to ERF funding which had been reflected as income in the M11 position until the GM H2 allocation adjustments were transacted.
(£8k)	An improvement in the outturn position across all other independent sector providers.
£141k	Total

Clinical Assessment & Treatment Centres - The improvement to the position in this area of £32k wholly relates to the M11 activity being less than forecast in the previous month's position. The provider did anticipate activity returning to pre COVID levels, however we haven't seen this increase materialise, hence the improvement to outturn.

Collaborative Commissioning - There has been a worsening of the outturn in this area of £14k which relates to two invoices received from Stockport CCG in relation to Cancer Contributions. These invoices were not included in the M11 position, hence the worsening of the position at M12.

High Cost Drugs - There has been a slightly worsening to the outturn in this area of £6k which relates to increased activity levels in more recent months and the assumption that activity in March 21 will continue at the slightly higher level.

NCA - The forecast against NCA has slightly increased by £8k which relates to increased activity in recent months and the assumption that activity will continue at a slightly higher level at the end of the financial year.

Mental Health

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M11
Child & Adolescent Mental Health	798	1,105	(308)	798	1,105	(308)	22
Improving Access To Psychological Therapies	543	534	8	543	534	8	1
Learning Disabilities	953	748	206	953	748	206	10
Mental Capacity Act	166	156	10	166	156	10	(11)
Mental Health Contracts	31,179	30,607	572	31,179	30,607	572	525
Mental Health Services - Adults	1,242	1,464	(222)	1,242	1,464	(222)	24
MH - Collaborative Commissioning	969	1,494	(525)	969	1,494	(525)	(525)
MH - Non Contracted Activity	16	16	0	16	16	0	(0)
Mental Health Services - Other	252	791	(540)	252	791	(540)	(0)
MH - Specialist Services	1,053	1,053	0	1,053	1,053	0	0
Mental Health Transformation	219	121	97	219	121	97	(0)
Mental Health - Individualised Commissioning	7,328	6,553	774	7,328	6,553	774	(12)
Mental Health Neighbourhood	599	487	112	599	487	112	0
MENTAL HEALTH SERVICES - WINTER RESILIENCE	0	0	(0)	0	0	(0)	0
DEMENTIA	109	109	(0)	109	109	(0)	0
Total - Mental Health	45,424	45,241	183	45,424	45,241	183	35

The Mental Health directorate concluded 21-22 with a year-end underspend of 183k.

Pennine Care – A year end settlement of £33.9m was agreed with Pennine Care. This included new investments in Children & Young People and Adults Services, taking account of in-year slippage due to delayed. Into 22-23 there will be significant challenges across GM in order to deliver the place based outcomes in line with affordability, while working towards levelling up Mental Health services across GM.

Other Providers –We have fulfilled our commitment to support Community MH through additional investment in enhanced capacity at Richmond Fellowship and to support the Living Life Well service expansion.

Individualised Commissioning in Mental Health – is underspent against budget this financial year. As with CHC, there were no Winter spikes. One of the main drivers of Winter pressures in previous years is the PICU placements which can be extremely expensive. All male PICUs since August have been funded from other areas of Mental Health.

Mental Health Investment Standard (MHIS) – Not all of the spend above is eligible for inclusion against MHIS. However the CCG has achieved its MHIS in 21-22 by demonstrating increased investment in line with our allocation. The key drivers being:

- Investment in CYP Access and Adult and Older People SMI.
- GMMHFT Eating Disorders
- CYP health commissioned packages of care
- Richmond Fellowship enhanced capacity

	2021-22 Programme Growth	2021-22 Target MHIS Spend (£000's)	2021-22 Actual Spend (£000's)	Excess in delivering MHIS (%)	Excess in delivering MHIS (£000's)
Mental Health Investment Standard (MHIS) Achievement	3.75%	45,389	46,973	3.49%	1,584

Primary Care

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M11
Prescribing	44,641	44,613	28	44,641	44,613	28	5
Delegated Co-commissioning	40,707	40,852	(146)	40,707	40,852	(146)	1,165
Local Enhanced Services	4,552	4,429	123	4,552	4,429	123	(11)
Out of Hours	2,420	2,418	2	2,420	2,418	2	1
Primary Care IT	1,594	1,533	60	1,594	1,533	60	17
Central Drugs	1,403	1,479	(76)	1,403	1,479	(76)	(7)
Medicines Management - Clinical	539	451	88	539	451	88	2
Oxygen	395	437	(42)	395	437	(42)	(6)
Commissioning Schemes	310	288	22	310	288	22	0
Primary Care Investments	291	285	5	291	285	5	2
GP FORWARD VIEW	18	4	14	18	4	14	0
Total - Primary Care	96,868	96,789	79	96,868	96,789	79	1,170

Prescribing – Prescribing spend for the year was £44,613k which is an increase of 1% on last year. This change is primarily driven by increased prices for drugs, which we were able to factor into budget setting. The Medicines Management Team have been heavily involved in the vaccination programmes, but have still contributed £500k to TEP through a focussed effort on reducing spend at those GP Practices with the highest spend. A number of new rebate schemes have helped to contribute to the TEP saving.

Delegated – The M12 overspend of £146k is made up of: a GP Additional Roles and Responsibilities (ARRS) pressure of £252k, a Winter Access Fund pressure of £40k. We prudently increased the QOF position by £145k due to the ambiguity and complexity around 21/22 QOF achievement. This is offset by underspends in GP Contracts (£88k); Direct Enhanced Services (£175k); Premises (£73k); Dispensing / Prescribing (£85k); and other GP Services (£61k). £187k of this underspend is being reinvested in Primary Care non recurrently.

The ARRs and Winter Access Fund pressure is purely presentational and the CCG received an additional allocation of £40k for Winter Access Fund and a further £252k for ARRS as a P13 adjustment. Currently the CCG has 55.6% of ARRS funding built into baseline allocations. T&G are projecting to utilise 78% of the available ARRS funding in this financial year. Therefore, the true Delegated position is a £149k underspend. The Winter Access Fund is a non-recurrent £1.04m fund available to Primary Care over the winter period.

Local Enhanced Services – The £123k underspend at M12 relates to prior year benefits for LCS schemes (£30k), further in year underperformance on activity based LCS schemes (£38k), underperformance on the Minor Ailments Pharmacy activity (£42k) and an underspend on Meeting room expenses (£13k). Due to the COVID-19 Pandemic, many of the activity based services that would usually happen in a face to face environment has been low. The movement of £6k from last month can be attributed to movement in activity for the LCS schemes.

Central Drugs – are calculated nationally to apportion unidentified prescribing costs which cannot be directly attributed to practices. There has been an overspend against budget of £76k.

Home Oxygen – has seen an overspend of £42k which is primarily due to an increase in electricity costs. This will continue to cause additional pressure during 22.23 as electricity prices continue to rise sharply.

Continuing Care

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M11
Adult Joint Funded Continuing Care Personal Health Budgets	5	1	4	5	1	4	0
CHC Adult Fully Funded	8,303	7,695	608	8,303	7,695	608	(109)
CHC Adult Joint Funded	647	531	117	647	531	117	35
CHC Adult Personal Health Budgets	3,110	3,191	(80)	3,110	3,191	(80)	(130)
CHC Assessment & Support	972	866	106	972	866	106	(2)
Children's CHC Personal Health Budgets	38	36	2	38	36	2	0
Children's Continuing Care	132	228	(97)	132	228	(97)	(101)
Funded Nursing Care	1,783	1,871	(88)	1,783	1,871	(88)	46
Total - Continuing Care	14,990	14,418	572	14,990	14,418	572	(262)

CHC – There was an underspend in Continuing Healthcare in 21/22. This was mainly driven by there being no Winter spike as anticipated. Also up to 4 weeks of packages discharged from hospital were funded from HDP (Hospital Discharge Plan). This has also reduced the spend on Fast Tracks.

FNC – Funded Nursing Care continues to be at lower levels than previous years. In the financial years pre-COVID there were on average circa 215 patients with Funded Nursing Care with TMBC at any point in time. This has been on average 165 for this financial year.

RESTITUTIONS – There have been more restitutions arise in year than had been provided for at the end of the last financial year. It is anticipated by the CHC team that there will be further ones arising from a reduction in referrals this year so an anticipated further increase has been accounted for this financial year.

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M11
Community Services	38,652	38,964	(312)	38,652	38,964	(312)	(314)
INTERMEDIATE CARE	3,218	3,218	(0)	3,218	3,218	(0)	852
Hospices	689	692	(2)	689	692	(2)	(2)
Wheelchair Service	515	528	(13)	515	528	(13)	(2)
Palliative Care	193	149	44	193	149	44	11
Total - Community	43,267	43,550	(283)	43,267	43,550	(283)	545

The majority of the community services budget relates to services provided by the ICFT, which is within the scope of the block contract.

Lung Health Checks – Funding of £1,610k was received to fund a targeted lung cancer screening programme which selects participants from a local population at high risk of lung cancer. An additional 2,000 patients were screened as part of the programme. The increase in screening has resulted in an additional expenditure of £496k at Manchester FT as the screenings have identified cases earlier than would normally be expected.

Ageing Well – Funding of £1,296k was received as part of the Ageing Well programme. This was invested in existing services (Digital Health and IUCT) and also new services aimed to assist High Intensity Users of A&E and improving the Community Response Service.

Discharge to Assess – With the Hospital Discharge Plan (HDP) of Discharge to Assess (D2A) the CCG were able to claim for pre-assessment placements costs of patients discharged from hospital for the first 4-6 weeks. (6 weeks claimed up to end June, 4 weeks claimed July onwards). The CCG and LAs worked collaboratively to ensure that all related costs for HDP were claimed for to maximise funds available to the CCG.

The total in year claim was £3.217m. The spend was predominantly with TMBC and DCC. The CCG received full funding for this spend by M12.

HDP funded ~400 patients to have a placement/package of care for up to 4 weeks. It also funded other expenditure which aided a timely discharge from hospital so that assessments would be made in a more appropriate setting and free up hospital beds.

Other

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M11
Better Care Fund	14,152	14,149	3	14,152	14,149	3	3
Property Services	3,661	3,765	(104)	3,661	3,765	(104)	(178)
NHS 111	1,656	1,655	2	1,656	1,655	2	(19)
Patient Transport	1,211	1,189	22	1,211	1,189	22	(5)
Programme Projects	649	661	(12)	649	661	(12)	1,968
Safeguarding	557	523	35	557	523	35	167
Clinical Leads	325	322	3	325	322	3	(23)
Transformation Funding	202	202	0	202	202	0	(33)
Nursing and Quality Programme	213	196	16	213	196	16	16
Commissioning - Non Acute	31	37	(6)	31	37	(6)	(22)
Commissioning Reserve	(1,422)	(292)	(1,130)	(1,422)	(292)	(1,130)	(1,123)
Total - Other	21,235	22,406	(1,171)	21,235	22,406	(1,171)	751

Better Care Fund – There has been a total spend of £14,149k on the Better Care Fund, an increase of over 5% on 2020.21. This is in line with the minimum spend for BCF which is mandated centrally.

£330k was spent on the Greater Manchester Clinical Assessment Service (CAS). The CAS manages calls made to 999 and urgent calls to NHS 111. Funding will continue into 22.23 after a review identified a number of patient benefits arising from the service.

Patient Transport - underspent by £22k as the cost of a number of funded local transport schemes were eligible to be claimed under the Hospital Discharge Programme.

Funding Without Prejudice – There were 3 placements funded which did not meet the criteria of D2A as they were already discharged but had not yet had their assessment. These ended within the financial year and either went on to be funded from elsewhere in the CCG budget or were LA funded.

CCG Running Costs

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M11
Finance	1,235	1,228	7	1,235	1,228	7	9
Commissioning	894	850	44	894	850	44	6
CEO/Board Office	523	524	(1)	523	524	(1)	(3)
ADMINISTRATION & BUSINESS SUPPORT	423	423	0	423	423	0	0
Corporate Costs & Services	361	360	1	361	360	1	1
IM&T	328	320	8	328	320	8	(0)
Communications & HR	210	210	(0)	210	210	(0)	(0)
IM&T Projects	147	143	4	147	143	4	1
Nursing	123	123	0	123	123	0	0
Estates & Facilities	104	104	0	104	104	0	(0)
Chair & Non Execs	91	91	0	91	91	0	0
Corporate Governance	76	75	1	76	75	1	(1)
Contract Management	68	67	1	68	67	1	1
Human Resources	46	49	(3)	46	49	(3)	(4)
Equality & Diversity	29	29	(0)	29	29	(0)	(0)
QIPP	128	0	128	128	0	128	128
General Reserve - Admin	3	0	3	3	0	3	0
Total - CCG Running Costs	4,790	4,596	194	4,790	4,596	194	139

The CCG received an allocation of £4,790k to fund running costs in 2021/22. We are not allowed to exceed this limit, but any underspend on running costs can be used to offset pressures across the CCG as a whole.

This includes an additional £234k to fund the 6.3% pension uplift with all NHS employers need to pay – all of which is coded to the finance directorate as this is managed centrally by NHSE, rather than being built into individual budgets.

£128k of corporate QIPP savings have been achieved this year, contributing towards the full realisation of the CCG level QIPP targets from Month 10. This is primarily made up vacancies and other slippage in staffing budgets (e.g. business mileage, expenses and printing).

Beyond this there was further underspend of £66k, primarily relating to slippage against staffing budgets.

Adult Services	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Variance £000's
Adults Commissioning Service	58,329	(20,178)	38,151	38,412	(261)
Adults Neighbourhood Teams	9,263	(323)	8,940	7,801	1,139
Integrated Urgent Care Team	2,181	(92)	2,089	2,076	13
Long Term Support, Reablement & Shared Lives	14,850	(1,192)	13,658	12,767	891
Mental Health / Community Response Service	5,458	(1,481)	3,978	4,005	(27)
Senior Management	1,230	(27,343)	(26,113)	(25,351)	(761)
TOTAL	91,312	(50,608)	40,703	39,709	994

BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures including:

Underspends:

- **£1,237k** - There are a number of core vacant posts across the directorate. Funding has also been allocated from the Contained Outbreak Management Fund (COMF) which supports the costs for those staff working on outbreak management.
- **£850k** - Hospital Discharge Funding has been received as a contribution towards additional costs in the Community Equipment Store, which provides mobility/disability equipment to service users
- **£724k** - The work of the Reablement service to support patients discharged from hospital, is now being part-funded through the NHS' Hospital Discharge Programme
- **£569k** - Support at Home has received Contain Outbreak Management Funding which is supporting the costs of the Support of Home Model. This is offset by reductions in Continuing Healthcare income and client contributions towards care based on current client assessments. There is also a reduction in demand for off-contract homecare placements as clients are being supported within contracted service provisions.

BUDGET VARIATIONS (continued)

- **£558k** - Day Services costs are expected to be reduced overall, with several contracted services not expected to resume at all during FY21/22. However, the use of Day Services for one-to-one support has increased during the pandemic, at a greater cost to the budget for off-contract provision. Infection Control Funds have been allocated to in-house Day Services, supporting work to manage outbreaks and reduce COVID infections
- **£481k** - Costs of the Direct Payments function have been offset due to a 342k clawback of funds from Client Managed Account Balances, currently displayed as a debtor anticipating income to arrive in 22/23. Historically, payments have been made on the basis of commissioned hours, but actual service uptake has been lower and it is now planned to recoup most of the current balance.
- **£80k** - Minor cost reductions have arisen across all areas in the directorate.

Pressures:

- **(£1,365k)** - Residential & Nursing placements have remained stable, the variation has derived from budgeting methodologies.
- **(£607k)** - There has been an increase in demand in supported accommodation placements, both in terms of numbers of clients either as new demand or transitioning into adulthood and the average weekly rate of the placement type has seen an increase due to client needs.
- **(£887k)** - Increased in assessed hours required by clients who are supported within the internal supported accommodation properties. When the 21/22 budget was set, it was based on the service supporting 7048 hours per week. This has increased to 7565 assessed per week, which is showed in the increase in staffing related costs. Mount St and Hart St which have been part of the resettlement scheme have seen the largest change in assessed hour requirement.
- **(£164k)** - Housing benefit income has reduced in both Supported Accommodation and Long-term Support due to the assets of some clients rising above the reaching the £16k benefit threshold
- **(£146k)** - There has been an increase in demand in off contract Mental Health supported accommodation placements, both in terms of numbers of clients either as new demand or transitioning into adulthood and the average weekly rate of the placement type has seen an increase due to client needs.

SAVINGS

- **(£336k)** Adult Services intended to deliver £665k in Resettlement savings from the replacement of expensive out-of-borough placement with in-house provision, whilst improving quality of life for service users.

£329k of savings have been delivered for 21/22 leaving a shortfall of £336k. The full savings target has not been achieved due to a number of placements not being in the best interest of the service user either due to changes in circumstances or a change in their presentation which has resulted in them needing more intensive support than planned.

However, in addition to the savings achieved the project has supported 11 more people who would have moved into out of borough placements if this work had not been completed.

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Achieved £000's
Out of borough savings	665	336	329
Oxford Park	11	11	0
Closure of Day Services	0	0	11
Total	676	347	340

Childrens Services- Social Care	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Outturn Variation £000's
Child Protection & Children In Need	8,315	(503)	7,813	8,124	(311)
Children's Social Care Safeguarding & Quality Assurance	2,052	(10)	2,042	1,816	226
Children's Social Care Senior	639	(7,269)	(6,630)	(6,721)	90
Early Help & Youth Offending	1,071	(689)	382	375	7
Early Help, Early Years & Neighbourhood	6,601	(2,362)	4,239	3,943	296
Cared for Children (External	28,538	(519)	28,020	31,291	(3,271)
Cared for Children (Internal Placements)	11,468	(184)	11,284	12,607	(1,323)
Cared for Children (Support Teams)	7,307	(112)	7,195	6,751	444
TOTAL	65,993	(11,648)	54,345	58,185	(3,840)

BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures including:

Underspends:

- **£704k** – Underspend on council general funded staffing posts due to vacancies and recruitment and retention issues.
- **£669k** - Underspend on Interagency Adoption Fees. The underspend is largely due to an increased number of children that are able to be placed with adopters from the Regional Adoption Agency; therefore avoiding the need to pay interagency adoption fees. .
- **£269k** - Additional grant income including an additional £34K in relation to the Holiday Activities and Food Programme (HAF), additional £162K Home Office Funding for additional Unaccompanied Asylum Seeking Children, Apprenticeship levy (£73K) and other minor grants
- **£397k** - Overall underspend on resources for children with disabilities; including personal care, homecare and community based short breaks. The forecast underspend is also partially due to additional continuing care funding and direct payment recoveries.
- **£387k** – Additional CCG support for health related costs on transformation schemes related to Children's services within the Section 75 agreement.

BUDGET VARIATIONS

- **£107k** - Underspend on staff travel due to reduced travel during the pandemic
- **£92k** - Underspend on premise related expenditure primarily due to delays in opening the short break and assessment units and also delays in receiving the final two transitional support properties.

Pressures:

- **(£4,497k)** - Overspend on external residential placements due to the number of Cared for Children (CfC) and the cost of placements. In addition there are a number of care leavers in placements paid for by Children's Services that are tenancy ready but are unable to move on into their own property due a lack of social housing stock which accounts for £1.326m of the total pressure on external placements. There is also an increased number of Unaccompanied Asylum Seeking Children.
- **(£1,445k)** - Overspend on internal placements due to the number of Cared for Children (CfC) and payments for children that are no longer cared for (adoption allowances, SGOs).
- **(£34k)** - Additional payments to schools, community and voluntary organisations to deliver the Holiday Activities and Food Programme (HAF) as a result of an increase in the grant allocation
- **(£108k)** - Overspend on internal transport recharge costs for children due to the number of journeys and cost of the journeys.
- **(£313k)** - Overspend on professional services including translation, therapy and mentoring, nursery fees, assessment units and placements for children that are not cared for.
- **(£46k)** - Overspend on financial assistance payments to families.
- **(£20k)** - Overspend in relation to the Local Offer for Care Leavers primarily due to financial support to those young people attending university

SAVINGS

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Achieved £000's
Portage Review	10	0	0
Reduction in Signs of Safety Training Budget	0	0	10
Review of Contact Centre	70	0	70
Alignment of services to neighbourhoods model	64	0	64
Alignment of services to neighbourhoods model	32	0	32
Duty and Locality Teams	235	0	235
Review of staffing	81	0	81
Total	492	0	492

Education	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Variance £000's
Access Services	17,195	(13,447)	3,747	4,033	(285)
Assistant Executive Director - Education	437	(112)	326	131	195
Education Improvement and Partnerships	1,177	(732)	445	267	179
Schools Centrally Managed	1,876	(219)	1,657	1,546	111
Special Educational Needs and Disabilities	11,368	(10,076)	1,291	1,068	223
TOTAL	32,053	(24,586)	7,467	7,045	422

BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures including:

Underspends:

- **£253k** - Staffing expenditure is £325k less than budget due to part and full year staffing vacancies partly offset by severance costs, for non-grant funded area. This is further offset by the £72k vacancy factor included for the service.
- **£149k** - A review of the spending has been undertaken to understand commitments in year, which has resulted in a budget saving. This will be utilised to mitigate pressure on the delivery of savings in 2021/22, and support the shortfall on traded services income within Education.
- **£75k** - Additional Central Schools Service Support Grant received in 2021/22 has resulted in a reduction to the budget the council have had to put into this area as the grant does not fully cover the cost of this work. This identified saving is being offered towards the 2022/23 savings.
- **£71k** - A reduction in the use of associates within the Education Psychology (EP) team and a reduction in the contract with Salford has led to a projected saving on professional fees this financial year further to the review of the service. This is in line with growing the service internally to reduce external costs.
- **£57k** - Funding received from the Covid Outbreak Management Fund to support the costs of staff who have been involved in containing the Covid outbreak.
- **£108k** - Other minor variations under £50k.

BUDGET VARIATIONS (continued)

Pressures:

- **(£269k)** - SEN Transport - pressure has materialised above the pressure allocation. The demand for SEN Transport has continued to rise due to the increase in the number of pupils eligible and the increase in out of borough placements. £33k of this pressure relates to additional costs of transporting pupils in the Summer term due to social distancing measures being put in place during the Covid 19 situation.
- **(£89k)** – The Education service under achieved its traded income target by £89k due to a reduced buy in to services, £24k of the £89k is related to Covid and lockdown restrictions. This is again a significant improvement from the £139k previously reported due to further increased buy in of services. The remaining pressure is being mitigated through the savings identified through budget review and the services involved in trading holding vacancies.
- **(£80k)** - There is a decrease in Education Welfare penalty notice income due to changes in government legislation during the Covid 19 lockdown periods.

SAVINGS

- **£113k** - There is reduced demand on the budget for Teachers retirement pension costs. This will be offered for additional savings in 2022/23.

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Achieved £000's
Behaviour & Attendance Offer	124	70	54
Pensions Increase Act	88	0	201
Total	212	70	255

Service Area	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Variance £000's
Population Health	16,246	(1,403)	14,843	13,846	997
TOTAL	16,246	(1,403)	14,843	13,846	997

BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures including:

Underspends:

- **£572k** - A contribution is allocated from the Contain Outbreak Management Fund (COMF), to support COVID testing and outbreak management work carried out by the service
- **£68k** - Staffing costs are less than budget due to several vacancies within the core Population Health team.
- **£123k** - Additional one off savings have materialised at Period 10, due to changes made to the programmes of work within Population Health that have been necessary to support with the Omicron variant, which have been funded via covid grant.
- **£195k** - Prescribing costs are lower than budget due to service delivery changes and the impact of the pandemic. A review is currently planned for March 2022.
- **£108k** - The Population Health Contract with the ICFT was budgeted to increase by 200k in cost anticipating pay awards and other inflation. However more recent NHS guidance has confirmed that inflation is less than expected due to efficiencies now being required of the providers, and the overall uplift has been agreed at only £92k.
- **£96k** - There are various minor cost reductions across various Population Health programmes.

Pressures:

- **(£22k)** – Various minor overspends across the directorate

SAVINGS

- **(£93k)** - The recommissioning of the Be Well Health Improvement Fund was intended to secure savings from FY21/22, but has not progressed on schedule with delays caused by COVID. Savings have been fully identified for FY22/23 so this will not be a continued pressure.

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Achieved £000's
Schools Health & Wellbeing Reductions	13	0	13
Health Improvement Recommissioning	93	93	0
CYP Emotional Health and Wellbeing	16	0	16
Sport and Leisure	150	0	150
Integrated Drug and Alcohol services	200	0	200
Total	472	93	379

Quality & Safeguarding	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Outturn Variation £000's
Safeguarding and Quality Assurance	388	(241)	147	147	0
TOTAL	388	(241)	147	147	0

BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures including:

Underspends:

- **£14k** - Employees - underspend mainly due to a part year vacant post.
- **£9k** - Premises Related Expenditure: Reduced costs for room hire – Training courses have been delivered online due to Covid
- **£6k** - Transport Related Expenditure: Reduced transport related costs as a result of Covid - training courses are being delivered online.
- **£60k** - Supplies and Services: Reduction in commissioned services for training courses and a number of training courses are being delivered online.
- **£6k** - Recharge Expenses: Reduction in printing and supplies & services recharges as a result of Covid, as staff are continuing to work from home.

Pressures:

- **(£93k)** – Capital and Reserve Movements – Underspend transferred to reserve for future funding and investment in the jointly commissioned service.
- **(£2k)** – Income – Minor underachievement of income target.

Operations and Neighbourhoods	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Variance £000's
Community Safety & Homelessness	7,380	(2,744)	4,635	4,998	(363)
Cultural & Customer Services	3,398	(358)	3,040	2,767	272
Engineers, Highways & Traffic Management	14,646	(10,844)	3,802	4,969	(1,167)
Management & Operations	1,399	(2,738)	(1,338)	(1,164)	(174)
Operations & Neighbourhoods Management	30,938	(31)	30,907	30,709	198
Operations & Greenspace	5,631	(439)	5,192	4,870	322
Public Protection & Car Parks	4,274	(3,027)	1,247	573	674
Waste & Fleet Management	10,289	(6,238)	4,051	4,582	(530)
Markets	977	(1,187)	(209)	(234)	24
TOTAL	78,932	(27,605)	51,327	52,070	(743)

BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures including:

Underspends:

- **£322k** - Underspends in Operations & Greenspace predominantly on Street Cleansing Waste Disposal Costs as a result of the waste now being disposed of through the Waste Levy at a reduced cost per tonne.
- **£697k** - Engineers staffing underspends due to a number of vacant posts, pending service redesign. This partially offsets expected income shortfalls as detailed under the pressures section
- **£70k** - Contribution from the Waste Levy Reserve to partially offset the expected shortfall in savings from proposed 3 weekly bin collections and charging for replacement bins
- **£272k** - Underspend across Cultural & Customer Services, primarily on staffing costs and purchase of Library materials in order to mitigate known overspends elsewhere in the Directorate
- **£247k** - There was a net saving across Waste and Transport levies in 2021/22, this is due to a combination of timing issues of when the budget was set and when the final allocations are agreed and latest data from GMCA indicating reduced tonnages resulting in a reduction in the current year forecast. The figure also includes a rebate of £135k on the Waste Levy

BUDGET VARIATIONS (continued)

- **£89k** - Reduction in the forecast subsidy required to fund Temporary Accommodation costs not funded by Housing Benefits. This is as a result of lower cost accommodation being secured
- **£1,589k** - Allocation of Covid funding to finance additional and core service costs in Homelessness Services, Licensing & Enforcement and Customer Services.

Pressures:

- **(£136k)** - There was a shortfall of income in the Bereavement Service. This is due to the replacement cremator project impacting on the number of funerals the Council are able to deliver each week. Capacity has been reduced by 15 funerals per week until the project is completed, which is now estimated to be May 2022
- **(£228k)** - There continues to be a shortfall in Car Parks income due to a combination of COVID and legacy budget issues. A car parking review will aim to address this issue in subsequent financial years.
- **(£156k)** - Business Rates - backdated Business Rate charges have been incurred on 5 car parks following a revaluation of the rateable values.
- **(£1,094k)** - Engineers income budgets are historic and work is required to align them to the capital programme. There was a shortfall this financial year, however this is partially offset by underspends on staffing budgets in Engineers pending a planned service redesign. Further work will be carried out in this area in conjunction with project and service managers.
- **(£280k)** - The Council has a statutory duty as Lead Local Flood Authority (LLFA), in order to fulfill its function as a statutory consultee there is a need for external support due to the specialist nature of these enquiries / developments. There has been an accumulation of related expenditure in excess of available budget. This is due to the increased demand for planning applications which results in the requirement for additional resource and specialist advice.
- **(£82k)** - Winter Gritting expenditure exceeded the available budget. It should be noted that the Council benchmark well against statutory neighbours for this function. The recurrent budget shortfall needs to be addressed within the 2022/23 Directorate budget.
- **(£300k)** - There is a recurrent budget pressure in the Homelessness Service within the ABEN Project (A Bed for Every Night). The Council incur security costs for a number of properties where service users are supported. These costs have never been funded by the grant allocation received from GMCA.
- **(£159k)** - An invoice relating to 2019-20 for a core Homelessness Contract was found to be outstanding
- **(£729k)** - Additional COVID related expenditure in the Homelessness Service on dispersed properties. A significant proportion of this relates to properties that the Council has rented on behalf of service users to comply with social distancing regulations. This cost has been funded through the Covid Grants highlighted in the top section
- **(£44k)** - Other minor variations across the Directorate

SAVINGS

- **(£393k)** - There was a delay in the implementation of 3 weekly bin collections and charging for replacement bins. Both schemes were implemented on 31st January 2022. It has been agreed that this will be partially offset by a contribution from the Waste Levy Reserve for 2021/22 as shown above
- **(£50k)** - The service redesign in the Homelessness Service has been delayed, due to capacity pressures elsewhere in the Homelessness Service. On 24 November 2021 the Executive Cabinet approved the serving of a 6 month notice period to terminate the existing Housing Options service contract with Jigsaw Homes. The service will be delivered within the Directorate at the end of the notice period supported by an associated service redesign to realise recurrent savings.
- **(£49k)** - The CCTV maintenance savings target was not achieved as a capital bid upon which the saving was dependant was not progressed. Further work is required around potential alternatives in 2022-23
- **(£119k)** - Targeted procurement savings across the Directorate did not materialise in 2021-22, work is ongoing with STAR procurement to address this but it is envisaged that this target will be extremely challenging to achieve given cost increases in fuel and materials over recent months.
- **(£100k)** - The commercialisation income target was not achieved in the 2021-22 due to a combination of COVID and capacity issues within the Directorate which has delayed the implementation of an associated strategy.
- **(£110k)** - The Neighbourhoods service redesign has been delayed due to increased COVID related resourcing demands on the service. This has been mitigated non recurrently by the use of Covid Outbreak Management Funding (COMF) to finance existing service expenditure.

SAVINGS (continued)

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Achieved £000's
Bring Statutory Housing Service in house	50	50	0
Removal of 1 Cemetery Operative	30	0	30
Reduction in costs for Dog Wardens	12	0	12
Bring Security Activities in House	10	0	10
Transfer processing of street sweepings into the waste levy	200	0	200
Reduction of budgets for vehicle costs	100	0	100
Grounds Maintenance Staffing	53	0	53
Street Cleansing Staffing	20	0	20
Cancellation of the Tour of Britain Series, Tour of Britain and associated cycling events	140	0	140
Markets Events	50	0	50
Public Protection staffing review	110	110	0
CCTV Equipment	49	49	0
Removal of Staffing budget for Museum of Manchester Regiment (MMR)	70	0	70
Removal of excess budget	9	0	9
Reduce collection frequency - 3 weekly Blue Bin collections	130	106	24

SAVINGS (continued)

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Achieved £000's
Reduce collection frequency - Black bin collections to 3 weekly	130	106	24
Charge for all new bins ordered	190	181	9
STAR Procurement	50	50	0
Review of customer services face to face offer	51	0	51
Review of book access points in post office	6	0	6
Removal of surplus staffing budgets	157	0	157
Design Charges	70	0	70
Highways maintenance efficiencies	67	0	67
Work with STAR to ensure procurement in Stores is best value and on contract	69	69	0
Extending commercial offer	100	100	0
Waste levy reduction	257	0	257
Transport Levy Reduction	0	0	0
Total	2,180	821	1,359

Growth	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Variance £000's
Growth Management	287	0	287	241	46
Development & Investment	1,813	(831)	983	1,034	(51)
Economy, Employment & Skills	2,308	(1,411)	897	867	30
Major Programmes	500	0	500	500	0
Infrastructure	202	0	202	97	105
Planning	1,666	(1,211)	454	555	(100)
BSF, PFI & Programme Delivery	21,311	(24,126)	(2,815)	(2,815)	0
Asset Management	616	(336)	280	194	86
Capital Programme	1,645	(440)	1,206	1,148	58
Corporate Landlord	8,184	(2,361)	5,822	5,952	(130)
Environmental Development	576	(28)	548	494	54
Estates	1,401	(2,154)	(752)	(558)	(194)
School Catering	2,136	(2,132)	4	(26)	30
Vision Tameside	0	0	0	88	(88)
TOTAL	42,644	(35,028)	7,616	7,772	(156)

BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures including:

Underspends:

- **£233k** - Reduced level of utility costs within the Council estate due to closure during covid restrictions
- **£138k** - Delays in recruitment to posts within Employment and Skills
- **£85k** - Delays in recruitment to posts within Building Control
- **£42k** - Non-recruitment to Director of Growth post
- **£132k** - Delays in recruitment to posts within the Capital Programme team
- **£171k** - Delays in recruitment to posts within Asset Management

BUDGET VARIATIONS (continued)

- **£77k** - Delays in recruitment to posts within the Estates service
- **£50k** - Reduced Actuals on professional services budget within the Estates Service
- **£129k** - Delays in recruitment to posts within Corporate Facilities service
- **£93k** - Delays in recruitment to posts within Planning
- **£131k** - Excess provision of 20/21 accrual for repairs and maintenance on the Council estate
- **£76k** - British Waterways Levy saving - liability period ended in 2020/21
- **£137k** - Backdated accommodation charge rebate
- **£111k** - Outstanding rent due for mobile phone aerials on the rooftop of Concord Suite
- **£101k** - 20/21 Covid Asymptomatic Testing Covid grant income to support cost of premises at Dukinfield Town Hall and Stalybridge Civic
- **£65k** - Pre- Planning Application fee additional income predominantly due to Godley Green Garden Village development
- **£41k** - Backdated rental income on the Council's Industrial estate
- **£53k** - PFI Contract manager post financed via the PFI contract affordability reserve
- **£53k** - Income from disposal of assets under £10,000
- **£59k** - Other Variations

Pressures:

- **(£129k)** - Reduced Actuals rent income at Droylsden Shopping centre (94k) and Hyde Shopping Centre (35k). This is a result of tenants vacating shopping centre units due to the Covid pandemic. This is an estimated variance pending the receipt of the annual accounts for both centres as the Council receives a share of the related annual profits realised.
- **(£191k)** - Agency employees covering vacant posts within the Planning Service
- **(£67k)**- Reduced income relating to Building Control fees
- **(£197k)** - Reduced hire of rooms income due to closed and reduced use of Council buildings during covid restrictions.
- **(£71k)** - Agency employees covering vacant posts within the Estates Service

BUDGET VARIATIONS (continued)

- **(£71k)** - 2020/21 GMCA Low Carbon Skills Fund grant debtor that will not be realised
- **(£200k)** - Estimated backdated Rent / Service charge for occupation of Ashton Primary Care Centre
- **(£204k)** - Fees relating to the disposal of assets that are not expected to be financed via future capital receipts
- **(£100k)** - Reduction in Estates surveyors recharge income
- **(£32k)** - Rateable value revaluations on Corporate Landlord buildings - backdated business rate liabilities
- **(£88k)** - Final retention payment relating to the construction of Tameside One

SAVINGS

- **(£300k)** - Non realisation of income expected by the lease of a floor in Tameside One.
- **(£39k)** - Decision pending to approve the increase of land charge fee rates
- **(£200k)** - Savings within the Tameside Additional Services (TAS) Contract are not expected to be delivered
- **(£35k)** - Planning restructure saving not delivered - partial contribution from the vacant Strategic Lead Transportation & Infrastructure post
- **(£52k)** - Decision pending to approve the allocation of external income contributions to existing posts
- **(£140k)** - Security and premises costs relating to Two Trees site demolition (£70k) and Loxley House community asset transfer (£70k)

SAVINGS (continued)

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Achieved £000's
Reduction in posts, income generation from management fees and restructuring external budgets.	76	0	76
Asset Management Accommodation Strategy (operational)/ WorkSmart	177	140	37
Relocation of Droylsden Library and coming out of Community 7 Rooms	20	0	20
Lease Out of Tameside One Office Floor	300	300	0
Reduce Employment and Skills project budget by £10,000 (40%).	10	0	10
Future Income Generation – Contributions to post	52	52	0
Savings in Development Management pre-application advice and Planning Performance Agreements	7	0	7
Recurrent income Review Land Charges fees aligned to completion of Land Registry digitisation project to ensure that the remaining chargeable services are at an appropriate up to date level	57	39	18
Planning and Transportation Restructure	55	35	20
Reduction in costs associated with the Tameside Additional Services Contract (TAS)	200	0	0
Estates Property Rent Reviews	500	500	0
Total	1,454	1,066	188

Governance	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Variance £000's
Democratic Services	746	(119)	626	547	79
Executive Support	1,762	(158)	1,604	1,316	288
Governance Management	190	(90)	100	100	0
Legal Services	1,565	(34)	1,532	1,611	(79)
Exchequer	61,510	(60,108)	1,401	2,237	(836)
Policy, Performance & Communications	1,787	(295)	1,491	1,444	47
HR Operations & Strategy	1,311	(677)	635	709	(74)
Organisational & Workforce Development	721	(103)	618	414	204
Payments, Systems and Registrars	2,114	(803)	1,311	1,139	172
TOTAL	71,706	(62,387)	9,319	9,517	(199)

BUDGET VARIATIONS

The overall net overspend includes additional costs and loss of income in Exchequer which is attributed to the impacts of COVID-19. Excluding the impact of COVID there is an underlying underspend against the total net budget. The net variance reflects a number of underspends and pressures including:

Underspends:

- **£620k** - Employee related expenses including training are less than budget due to a combination of vacant posts held, posts being recruited to, maternity leave, staff who are not in the Pension fund or may have opted out and the vacancy factor. There are Apprentice Levy Costs incurred of £30k however these are offset by the equivalent grant funding received
- **£58k** - There is £58k one off income for staff related time spent on Covid-19 related activities from the Contain Outbreak Management Fund
- **£92k** - Budget of £92k to increase the bad debt provision for Housing Benefit is not utilised as the current provision is considered adequate.
- **£58k** - Policy Projects is £58k under budget, £50k of this is in relation to planned projects for 21/22 that have not taken place due to COVID 19 and will be looked to be carried out in the 22/23 financial year

- **£233k** - Other minor variations of less than £50k across all services across the directorate. This includes underspends on Corporate Systems and Consultancy, Additional Income due to secondments, other additional Fee Income, underspends on Printing and Stationery.
- **£116k** - The Quality, Innovation, Productivity and Prevention programme (QIPP) from the CCG for April 21 to October 21 has resulted in additional income of £116k to TMBC. Any additional QIPP will be within the CCG

Pressures:

- **(£143k)** - The net value of costs recovered in respect of council tax and business rates debt collections costs are significantly less than budget due to delays and restrictions on the recovery processes due to the Covid-19 pandemic (£143k).
- **(£458k)** - There is an additional pressure due to the need to increase the level of the bad debt provision we currently hold for Council Tax Summons costs. The increase is needed due to a re-assessment of the level of the provision required for unpaid debts as a result of the COVID 19 Pandemic. There is an increase in the bad debt provision of (£486k) this resulting in a pressure of (£458k) in excess of budget
- **(£161k)** - The impact of a reduction in Housing Benefit overpayment identified and collected in year together with reduced collection of prior year overpayment debt recovery. Reduced debt collection is attributable to the economic impact of Covid 19 and restrictions on recovery processes in 21/22. It is hoped that recovery performance will increase next year as restrictions are removed. This is resulting in income recovery of (£161) less than budget
- **(£204k)** Details in relation to Housing Benefit Expenditure and subsidy are based on the 2021-22 housing benefit data from the Capita System; at the 31/03/2022 this is currently showing a (£204k) net cost in excess of budget. The final subsidy claim is not due to the DWP until the 30/04/2022 and further works are on going by the exchequer staff, we have closed on this latest data.
- **(£102k)** The service have worked with Capacity Grid in carrying out reviews in relation to Single person Discount (SPD), Empty Homes and Business Rates at a cost in 21/22 of (£102k). The Exchequer Service is currently working on the potential income generation resulting from these reviews, estimated income generation from the SPD Review is circa £550k, the Empty Homes Review £418k and Business Rates rateable finder £411k.
- **(£140k)** Additional cost of (£140k) in relation to the 20/21 Housing Benefit and Discretionary Housing Benefit payments year end adjustments due to the Final Subsidy claim.
- **(£128k)** Income is (£128k) less than budget due to a reduction in the number of schools purchasing HR, Payroll and Recruitment and Teacher Trade Union service.

SAVINGS

- **(£10k)** - Saving not expected to be achieved in relation to the Discontinuation of Life in Tameside and Glossop Website, this has been offset by other savings and underspends across the service.
- **(£10k)** - Generation of income through promotion of design function externally has not yet been implemented, this has been offset by other savings and underspends across the service.
- **(£20k)** - Review of staff structure – this will be completed in 2022/23 once arrangements for the ICS are clearer. Saving is being offset by vacancies and other underspends across the service.

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Achieved £000's
Electoral registration	25	0	25
Review of staff structure - reducing staff hours	41	0	41
Review of staff structure	68	0	68
Review of workforce development budget - for one year and further review thereafter	20	0	20
Staff restructure	81	0	81
Review of staff structure	20	20	
Review software licences	5	0	5
Discontinuation of Life in Tameside and Glossop Website	10	10	0
Review of external advertising	5	0	5
Generation of income through promotion of design function externally	10	10	0
Not replacing trainee solicitor post	70	0	70
Total	355	40	315

Finance and IT	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Variance £000's
Financial Management	3,524	(1,051)	2,473	2,428	44
Risk Management & Audit Services	1,948	(250)	1,698	2,303	(606)
Digital Tameside	4,765	(525)	4,240	3,213	1,028
TOTAL	10,237	(1,827)	8,411	7,944	466

BUDGET VARIATIONS

The net variance reflects a number of underspends and pressures including:

Underspends:

- **£177k** - Employee related expenses across the directorate are under budget by £177k. This is a combination of vacant posts held, posts being recruited to, maternity leave, staff who are not in the Pension fund or may have opted out resulting in £461k under budget however the directorate have a vacancy factor of (£245k). IR35 costs incurred for the Interim Assistant Director of Finance position were (£39k), which are offset by underspends on the employee related expenses. There are Apprentice Levy Costs incurred of £54k however these are offset by the equivalent grant funding received
- **£8k** - There are other minor variations across the Financial Management, Risk Management and Audit Services of £8k under budget
- **£579k** - Additional one-off grant funding to support acceleration of Office 365 roll out to support more effective remote working.
- **£82k** - The move to Office 365 has meant that planned licence purchases are no longer required £82k.
- **£592k** - Other Minor variations across IT, including delayed implementation of some projects due to reprioritisation.

Pressures:

- **(£127k)** - Income is (£127k) less than budget in relation to the Schools trading with I.T. however this is offset by an underspend on the staffing related expenses by £99k. This is due to a change in the way this service is now delivered.
- **(£208k)** - The Net Budget pressure on not utilising the ICT Reserve as Not required as offset by significant underspends across the service.
- **(£627k)** - The level of Insurance costs charged to the provision and the contribution to insurance reserves was greater than anticipated following receipt of the actuarial review of insurance. The level of insurance provision and reserves is informed by an annual review from an independent insurance actuary. Figures can fluctuate year to year depending on the nature of the claims.

SAVINGS

Savings Performance:

- **(£10k)** - The saving for STAR Procurement is forecast not to be achieved due to the fee not being reduced in 21/22.

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Achieved £000's
Asset Valuation Services	55	5	50
STAR procurement	10	10	0
Total	65	15	50

Corporate	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Variance £000's
Chief Executive	263	0	263	254	9
Corporate and Democratic Core	3,628	(222)	3,406	3,262	144
Democratic Processes	1,490	(79)	1,411	1,371	40
Investment and Financing	11,779	(4,189)	7,590	6,717	873
Contingency	(2,980)	(9,373)	(12,353)	(13,213)	860
TOTAL	14,180	(13,863)	317	(1,609)	1,926

BUDGET VARIATIONS

The variance is a net position and reflects a number of underspends and pressures including:

Underspends:

- **£67k**- MRP charges lower than initial budget due to reduced capital spend in 2020/21
- **£360k** - Interest charges lower than budget due to no additional borrowing being undertaken during 2021/22 (£30m of new borrowing assumed in the 21/22 budget).
- **£74k**- Manchester Airport income above budget due to increase in rental income and interest on previous missed payments
- **£61k** - Additional unallocated income relating to previous years which cannot be allocated to services.
- **£258k** - Additional interest relating to deferred loan and interest payments
- **£63k** - Interest income higher than anticipated due to rising interest rates and higher cash balances
- **£1,061k** - Release of unallocated contingency budget to support increased costs across the Council.
- **£292k** - Received sales, fees & charges income compensation grant to compensate income losses in the period April - June 2021 due to COVID. This wasn't budgeted for.
- **£90k** - There are other minor variations across the Corporate Democratic Core service of under £50k
- **£5k** - The Tameside MBC Coroners costs are £5k under budget , there is £15k expenditure that is directly attributable to Covid 19. This is a combined service Hosted by Stockport MBC in partnership with Trafford MBC and Tameside MBC, and these are the costs allocated to Tameside MBC..

- **Pressures:**

- **(£24k)** – Minor Variations in Capital Financing of under £50K.
- **(£142k)** – Increased staffing and other associated costs across the Council directly attributable to COVID.

SAVINGS

Savings Performance:

- **£98k** - A further additional saving of £98k on the Pension Increase Act payment we make to the Greater Manchester Pension Fund, this is in addition to the £50k saving for 21/22
- **£79k** - Additional savings from the prepayment of pension contributions to GMPF.
- **(£261k)** - Workforce cross cutting themes - these savings will materialise in Directorate budgets. Work is on going to reduce agency costs which will be reflected in lower employee costs across service areas.
- **(£45k)** - Salary Sacrifice Schemes - Level of savings unknown at this stage, total saving of £45k most likely won't fully materialise as a significant proportion was a saving associated with employees using The Council's car loan scheme which is unlikely to see high demand due to employees working from home.
- **£356k** - Council Tax Single Person Discount review - total savings forecast to be achieved is £456k which is an overachievement of £356k against the original £100k savings target. Over achievement due to the Single Person Discount review identifying more council tax claimants that needed correcting than originally anticipated. This saving will materialise as increased council tax income.

SAVINGS

Savings Performance:

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Achieved £000's
MRP overpayment	1,299	0	1,299
Manchester Airport Investments	1,062	0	1,088
Pension Advanced Payment	460	0	535
Venture fund	13	13	0
Capital Financing	40	0	40
Total	2,874	13	2,962

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Local Authority Savings Progress

2021/22 Savings	Budget Report	March 21 Board	May 21 Board	July 21 Board	Sept 21 Board	Dec 21 Board	March 22 Board	21/22 Outturn
RED	651	651 ↔	1,134 ↑	543 ↓	1,208 ↑	329 ↓	329 ↔	329 ↔
AMBER	3,367	3,786 ↑	2,435 ↓	2,682 ↑	2,017 ↓	1,684 ↓	1,521 ↓	1,392 ↓
GREEN	4,912	4,493 ↓	5,362 ↑	5,706 ↑	5,706 ↔	5,719 ↑	5,751 ↑	6,013 ↑
Mitigating savings	0	0 ↔	242 ↑	242 ↔	638 ↑	1,536 ↑	1,536 ↔	1,536 ↔
Total	8,930	8,930 ↔	8,605 ↓	8,605 ↔	8,948 ↑	9,056 ↑	9,137 ↑	9,270 ↑

SAVINGS PROGRESS

The 2021/22 Revenue Budget, approved by Full Council on 23 February 2021, included savings targets in respect of a vacancy factor and savings to be delivered by management. Combined with savings identified in previous years, the total savings reflected in Council budgets in 2021/22 was £9,322k. Of that total £8,930k were new savings for 2021/22 and these were subject to separate additional monitoring throughout the year.

£1,196k of the new planned savings for 2021/22 have not been delivered either because progress has been delayed or because the original plans are now not deliverable. Services have identified alternative mitigating savings in 2022/23 to the value of £1,536k, which means that total new savings delivered in 2021/22 are £9,270k. However, £1,305k of these mitigations are one-off savings in 21/22 which are not available in future years. **A number of savings remain rated as red or amber where some element of the planned savings has been delivered in 2021/22 but further work is required to ensure full delivery of the saving in 2022/23.** Failure to ensure all planned savings are delivered in full in 2022/23 will place further financial pressures on budgets and will increase the scale of the financial challenge for future years.

Vacancy Factor - The total vacancy factor for 21/22 is £4,669k. Underspends relating to vacant posts at the end of the year was £5,883k. However a number of these are being covered by agency staff which across the council amounted to (£5,042k) overspent. This gives a net underspend across the council of £841k on employee costs. This also includes £1,168k of COVID related additional cost which should not occur in future years.

Reserve Transfers

Reserve Transfers

The table below details the reserve transfers that need approval;

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
Cap Finance, Contingency and Corporate Costs	Specialist advice in relation to Demand Management across Tameside and Glossop - Work approved by Executive Cabinet and SCB in 2020	Transfer from	46,943
Children's Education	Virtual Head Extension of Role Funding - This additional funding is earmarked to support a joint working programme which will not take full effect until 2022/23.	Transfer to	100,000.00
Children's Education	School Improvement Monitoring and Brokering Grant - Unspent grant to be carried forward to support School Improvement related activity in 2022/23	Transfer to	35,000.00
Children's Social Care	DSG transfer from reserve due to unachieved Portage Service Saving to DSG	Transfer from	42,030.00
Children's Social Care	Cash 4 Kids reserve draw down to cover expenditure	Transfer from	777.00
Children's Social Care	Early Help Innovation reserve draw down to cover related costs	Transfer from	162,588.45
Children's Social Care	Youth Justice Service transfer to reserve	Transfer to	62,354.79
Children's Social Care	Remand grant underspend to reserve	Transfer to	38,216.75
Children's Social Care	Supporting Families unspent grant	Transfer to	174,631.22
Children's Social Care	Transfer to reserve DSG underspend due to vacant post within Family Information Service (FIS)	Transfer to	7,273.00

Reserve Transfers

Reserve Transfers (continued)

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
Finance and IT	Grant Thornton works performed on operational efficiency and refinancing components of PFI Schools engagement	Transfer from	77,500.00
Finance and IT	Funding of Mobile Devices smoothed over two years.	Transfer from	46,390.82
Finance and IT	Insurance Reserve Change in assessed level of reserves to revenue 21/22	Transfer from	503,819.64
Finance and IT	Contribution to Teachers Maternity Insurance reserve scheme. Scheme is self financing over the medium term but net cost/surplus will fluctuate between years.	Transfer to	158,991.28
Finance and IT	Grant for increases to local audit fees received in 21/22 - will be utilised to offset additional costs expected in 22/23.	Transfer to	41,685.00
Finance and IT	Cyber Security Revenue Grant carried forward to 22/23 to fund specific projects.	Transfer to	75,000.00
Finance and IT	Transfer to IT investment Fund for Replacement/Investment expenditure within the IT investment funding plan approved in 20/21.	Transfer to	527,280.00
Governance	Funding for a 2 year fixed term contract for a Senior Marketing Comms Officer (Included in previous monitoring reports)	Transfer to	90,000.00
Governance	Kickstart Workforce Programme Funding to fund expenditure in 2022/23.	Transfer to	16,350.00

Reserve Transfers

Reserve Transfers (continued)

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
Governance	Children's Social Care Improvement Plan funding for Childcare Lawyer (Ass approved by Executive Cabinet in June 2021)	Transfer from	29,860
Growth	Targeted Investment in Ashton Moss and St Petersfield site Master planning	Transfer to	35,800.00
Growth	Youth Employment Scheme to support vulnerable cared for children.	Transfer to	52,038.41
Growth Page 66	Tameside Local Land Charges records have been successfully digitalised transferred and the searches transferred to HM Land Registry. The Council has received a transition payment on completion.	Transfer to	90,000.00
Growth	Following digitalisation of Local Land Charges records the Council has received new burdens money from HM Land Registry.	Transfer to	41,695.00
Growth	This transfer relates to Levelling Up Bids for Ashton and Stalybridge. This funds the cost of the external support procured to submit the Levelling Up Bids.	Transfer from	70,000.00
Growth	A targeted programme to create opportunities for cared for school leavers to ensure they are in employment, education or training.	Transfer from	22,044.34

Reserve Transfers

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
Growth	This transfer relates to the Transpennine upgrade of Mottram bypass impact assessment and funds the cost of external support to the assessment process.	Transfer from	13,450.00
Growth Growth	To support the Council's Statutory Planning Policy activities, including contributing toward the preparation of planning documents such as Places for Everyone and the Local Plan	Transfer from	77,004.33
Growth	This transfer funds ongoing the development of the Strategic Asset Management Plan	Transfer from	16,800.00
Operations and Neighbourhoods	Transfer of unspent external Arts & Cultural grants to dedicated reserve to fund events in 2022-23 and future years	Transfer to	37,231.27
Operations and Neighbourhoods	Contribution from previous years unspent Arts grants to fund various cultural events in 2021-22	Transfer from	14,851.95
Operations and Neighbourhoods	Contribution from Network Rail who occupied land at Richmond Street Playing Fields for several years whilst undertaking essential repairs to the nearby railway line. The income will be used to benefit the residents of Tameside by providing improvements to greenspaces used in particular by residents of Ashton	Transfer to	207,331.84
Operations and Neighbourhoods	For use on essential Health and Safety Works in Stamford Park and works at Chadwick Dam in 2022-23	Transfer to	29,139.00

Reserve Transfers

Reserve Transfers (continued)

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
Operations and Neighbourhoods	City of Trees Funding transferred to unspent revenue grant reserve to fund urban tree planting schemes in 2022-23 and future years	Transfer to	34,313.00
Operations and Neighbourhoods	Fleet Management / Maintenance Reserve - To fund increased maintenance costs in future years as the transport fleet ages.	Transfer to	282,656.17
Operations and Neighbourhoods	Fleet Management - drawdown to fund maintenance costs of Council fleet and equipment in 2021-22	Transfer from	145,620.13
Operations and Neighbourhoods	Unspent Community Safety Grant Funding transferred to dedicated reserve for use on Community Safety initiatives in future years	Transfer to	205,703.00
Operations and Neighbourhoods	Youth Services - Unspent Holiday Activity and Food (HAF) programme funds to reserve for use in 2022-23	Transfer to	34,432.85
Operations and Neighbourhoods	Youth Service- Use of previous years Serious Violence grant funding to hold a number of awareness workshops with young people across Tameside	Transfer from	42,276.62
Operations and Neighbourhoods	Contribution towards Welfare Rights posts	Transfer from	33,000.00
Operations and Neighbourhoods	Annual contribution from the George Byrom Trust Reserve towards the maintenance costs of Polebank Park, Hyde	Transfer from	17,583.02

Reserve Transfers

Reserve Transfers (continued)

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
Operations and Neighbourhoods	Support from Waste Levy Reserve to partially offset the delay in the implementation of 3 weekly bin collections	Transfer from	70,000.00
Population Health	IRIS Programme 21/22	Transfer to	40,000
Population Health	Local Delivery Pilot Unspent Grant 21/22	Transfer to	9,354
Population Health	Alcohol Exposed Pregnancy Project Unspent Grant 21/22	Transfer to	15,406
Population Health	Better Mental Health Unspent Grant 21/22	Transfer to	104,000
Population Health	Forrest School Training - Contribution Millbrook Primary - Wellbeing Coordinator 22/23	Transfer to	5,700
Population Health	Core Bridges Contract Grant Funded Element for use in 22/23	Transfer to	20,063
Population Health	Project Management and Evaluation of Better Mental Health Programme 22/23	Transfer to	20,887
Population Health	Population Health Investment Funding towards Domestic Abuse Lead 21/22	Transfer from	39,769
Quality and Safeguarding	Transfer to Reserve from Adults Safeguarding Partnership Board Balance	Transfer to	40,385.32
Quality and Safeguarding	Transfer to Reserve from Children's Safeguarding Partnership Board Balance	Transfer to	52,155.86

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Collection Fund Outturn at 31 March 2022

At the end of March 2021, there was a deficit of £30.126m on the Collection Fund, due to the impact of COVID on collection rates and the Business Rates Reliefs schemes. Regulations require that this exceptional COVID related deficit is recovered over a three year period. The 2021/22 budget forecast an in year surplus on the Collection Fund of £23.132m as part of the recovery of this deficit, with the majority of this surplus being generated from additional section 31 grants provided to the Council by Government to compensate for additional Business Rate Reliefs. This assumed medium term collection rates of 97% (reduced from 98% in previous years), no significant increase in the level of appeals on rateable values for business rates, and growth in the Council Tax base as a result of new homes.

The outturn position on the Collection Fund for 2021/22 is an in year surplus of £23.072m, reducing the overall deficit at 31 March 2022 to £7.054m. The MTFP assumes that the remainder of this deficit will be recovered over the 2022/23 and 2023/24 financial years. Key messages for 2021/22 include:

- Collectable Council Tax Income (the Council Tax Net Debit) is £1.308m greater than budget, due to housing growth exceeding forecasts in 2021.
- The Allowance for non-collection of Council Tax income has been increased by more than budget to reflect an expectation that collection of Council Tax arrears will be more difficult in the current challenging economic climate.
- The total income from non domestic rates (NDR income) is £5.930m less than budget due to the extension of Business Rate Relief schemes during 2021/22. These additional reliefs are funded by section 31 grants which do not form part of the collection fund. The additional section 31 grant is recognised in the general fund and has been taken to reserves to fund the repayment of the deficit in 2022/23.
- The contribution to the provision for losses on NDR appeals is less than budget as the level of challenges and appeals on the rating list remains lower than that experienced on the previous rating list. This remains an area of uncertainty and financial risk, and the level of provision will remain under review.

APPENDIX 3 - Collection Fund

Collection Fund for the year ended 31 March 2022	BUDGET			OUTTURN			VARIANCE £000
	Council Tax £000	NDR £000	Total £000	Council Tax £000	NDR £000	Total £000	
Income							
Income from Council Tax	(121,993)	-	(121,993)	(123,301)	-	(123,301)	(1,308)
Transfers from General Fund	-	-	0	(1,012)	-	(1,012)	(1,012)
Income from NDR	-	(53,258)	(53,258)	-	(47,328)	(47,328)	5,930
Total Income	(121,993)	(53,258)	(175,251)	(124,313)	(47,328)	(171,641)	3,610
Expenditure							
<u>Council Tax</u>							
The Council*	99,239	-	99,239	99,239	-	99,239	-
Mayoral Police and Crime Commissioner	13,500	-	13,500	13,500	-	13,500	-
GM Fire and Rescue Authority	5,625	-	5,625	5,625	-	5,625	-
<u>NDR</u>							
The Council	-	52,725	52,725	-	52,725	52,725	-
GM Fire and Rescue Authority	-	533	533	-	533	533	-
Allowance for cost of collection	-	286	286	-	286	286	-
Transitional Protection Payments	-	768	768	-	500	500	(268)
Allowance for non-collection	3,660	1,789	5,449	4,886	406	5,292	(157)
Provision for appeals	-	3,544	3,544	-	419	419	(3,125)
<u>Surplus/deficit allocated/paid out in year:</u>							
The Council	(445)	(28,710)	(29,155)	(445)	(28,710)	(29,155)	-
Mayoral Police and Crime Commissioner	(64)		(64)	(64)		(64)	-
GM Fire and Rescue Authority	(41)	(290)	(331)	(41)	(290)	(331)	-
Total Expenditure	121,474	30,645	152,119	122,700	25,869	148,569	(3,550)
(Surplus)/deficit for the year	(519)	(22,613)	(23,132)	(1,613)	(21,459)	(23,072)	60
Balance brought forward	(1,903)	32,029	30,126	(1,903)	32,029	30,126	(1,903)
Surplus/deficit for the year	(519)	(22,613)	(23,132)	(1,613)	(21,459)	(23,072)	60
(Surplus)/deficit carried forward	(2,422)	9,416	6,994	(3,516)	10,570	7,054	(1,843)

APPENDIX 3 – Council Tax

Council Tax Collection	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
Target % 2021/22	10.60%	19.50%	28.50%	37.00%	46.00%	55.00%	64.00%	73.00%	81.00%	90.00%	93.00%	94.00%
Achieved % 2021/22	10.57%	19.30%	28.23%	37.05%	46.06%	54.89%	63.66%	72.62%	81.12%	89.85%	92.23%	94.03%

In year collection

Collection performance returned to more stable levels during 2021/22 when compared to the prior year. The final in year collection rate for Council Tax is 94.03% against a target of 94%, which is a positive position given the reduced collection rates in 2020/21 and current pressures on the cost of living.

Council Tax Collection	£m
Net Collectible Debit	£ 123.389
In year Cash Collection	£ 116.022
In year Collection %	94.03%
Arrears Balance 21/22	£ 30.821
In year arrears cash collection	£ 4.624
Arrears collection %	15.00%

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Council Tax	Cumulative Collection Rate
2011/12	98.97%
2012/13	98.82%
2013/14	98.23%
2014/15	97.91%
2015/16	97.59%
2016/17	97.19%
2017/18	96.68%
2018/19	96.24%
2019/20	95.67%
2020/21	95.72%

Cumulative collection

Collection of arrears remains challenging and is expected to be increasingly difficult as the cost of living pressures remain during 2022/23 (and potentially beyond). The MTFP assumes a medium term collection rate (over 5-6 years) of 97% for Council Tax. Prior to 2021/22 this had been assumed at 98% but was reduced due to the economic impacts of COVID.

APPENDIX 3 – Business Rates

<u>NDR Collection</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>March</u>
Target % 2021/22	12.00%	22.00%	32.00%	40.00%	49.00%	57.00%	66.00%	73.00%	80.50%	89.50%	93.20%	96.70%
Achieved % 2021/22	10.69%	25.01%	29.29%	36.45%	43.97%	52.54%	59.34%	67.44%	76.37%	85.54%	91.17%	96.44%

The 2021/22 budget was based on expected collectable business rates income of £53.2m. Following the announcement of the extension of COVID reliefs in March 2021, and some additional reliefs in winter 2021/22, the level of collectable rates has reduced. The additional reliefs are compensated with section 31 grants which is taken to the general fund and set aside to repay the deficit.

Collection rates during 2021/22 have returned to more stable levels following the significant fluctuations in the previous year due to COVID. In year collection is just below target at 96.44% and collection of prior year arrears continues.

<u>Non Domestic Rates Collection</u>	<u>£m</u>
Net Collectible Debit	£ 49.233
In year Cash Collection	£ 47.478
In year Collection %	96.44%
Arrears Balance at 1 April 2021	£ 4.294
In year arrears cash collection	£ 1.930
Arrears collection %	44.95%

Dedicated Schools Grant 2021/22

The dedicated schools grant is allocated through a nationally determined formula to local authorities in 4 blocks the forecast position for 2021/22 is outlined below;

- Central School Services Block - provided to provide funding to Local Authorities to support carrying out statutory duties on behalf of schools.
- Schools Block - This is intended to fund mainstream (non-special) Schools
- High Needs Block - This is to fund Special Schools, additional support in mainstream schools for Special Educational Needs (SEND) and other SEND placements / support.
- Early Years Block -This funds the free/extended entitlement & funding of places for 2, 3 and 4 year olds in school nurseries and Private, Voluntary and Independent (PVI) Sector settings.

DSG Funding Blocks	Estimated DSG Settlement £000	Block Transfer 2021/22 £000	Revised DSG 2021/22 £000	Distribution / Spend 2021/22 £000	Forecast Surplus / (Deficit) £000
Schools Block	183,081	(878)	182,203	182,025	178
Central School Services Block	1,114	0	1,114	1,107	7
High Needs Block (Pre/Post 16)	28,196	878	29,073	31,046	(1,973)
Early Years Block Confirmed Funding	16,577	0	16,577	16,424	153
Early Years Block Estimated Funding Adjustment	78	0	78	0	78
Total	229,045	0	229,045	230,602	(1,558)

The forecast outturn position against the 2021/22 DSG settlement is included in the table above. It should be noted that the DSG allocation is adjusted throughout the financial year by the DfE for High Needs allocations to academies and out of borough adjustments and Early Years Funding based on take-up of places. Tameside MBC started the financial year with a carried forward deficit of £1.686m which will need to be addressed.

Dedicated Schools Grant 2021/22

Schools Block

The surplus of £0.178m on the schools block relates to actual business rates charges being lower than estimated (£0.049m) and unallocated growth (£0.128m). As agreed with Schools Forum in January 2021, the unallocated growth should support the deficit on the DSG. Any surplus on the schools block is proposed to contribute to the DSG reserve deficit.

High Needs

The high needs budget continues to be under significant pressure with a closing in year deficit for 2021/22 of £2.851m and after the schools block transfer of £0.878m, this reduces to £1.973m. This is a slightly improved position on period 10 by £0.300m.

The main reason for the pressure relates to the growth in Education Care Plans (EHCP's), although there has been significant growth in-year this is slightly lower than anticipated (see table below). The SEN Team were expecting to see growth of approx. 407 new plans throughout the financial year and the actual growth has landed at 294 new plans, taking the total number of EHCP's to 2,023.

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Sector	Actual EHCP's April 21	Expected Growth In Year	Expected Plans at Year End	Final EHCP's March 22	Actual Growth Final 2021-22
Mainstream	575	249	824	688	113
Special	676	52	728	760	84
Resourced Units	57	40	97	87	30
Independent Schools	72	36	108	69	-3
PVI Settings	23		23	23	0
NMSS	9		9	10	1
OOB (Pre 16)	108		108	149	41
Post 16	209	30	239	237	28
Totals	1,729	407	2,136	2,023	294

As previously noted, there are a number of factors affecting and causing the pressure on the high needs budget. This includes the cap on the national funding formula which was £3.2m in 2021/22 and which will continue to affect the 2022/23 budget position and the growth in EHCP's, projections show these will continue to rise at similar levels in 2023 and 2024 before some slowing down in 2025 onwards.

Early Years

As a result of the pandemic a different approach to funding has been taken by the DfE for 2021/22. The need for change arises as the number of children who were counted at the normal census point are expected to be lower than normal for that time of year as the measurement point was taken during a lockdown period. The change in approach means that rather than having one data collection point in the financial year from which the funding is calculated, there were several assessment points and the funding adjusted in line with those census collection points.

The Early Years block is forecast to underspend in 2021/22. This is mainly as a result of reducing participation for 3 and 4 year olds, partly offset by rising participation of 2 year olds. At present we are anticipating an overall £0.225m surplus, which takes into account the estimated adjustment to funding the DfE will make in July 2022.

The distribution/spend is based on the actual payments made to providers for 2, 3 and 4 year olds and central spend to support for the Early Years sector. The current position indicates an underspend of £0.289m for 3 & 4 year olds, an overspend of £0.055m for 2 year olds and an overspend £4k on early years pupil premium. The SEN Inclusion Fund has an overspend of £0.173m which is partly offset by underspends of £0.035m on the Disability Access Fund and £0.134m on the centrally retained budget. Savings on the centrally retained budget are as a result of reduced activity due to the Covid 19 pandemic and some staffing savings.

Due to the pressure on the SEN Inclusion Fund in 2021/22, it was agreed at Schools Forum in March 2022 to increase the budget as demand continues to grow in this area. This was afforded through an increase in the funding rates from DfE. This will be closely monitored throughout 2022/23 and updates will be reported to Schools Forum and Members.

Central Services Schools Block (CSSB)

There is a small surplus on the CSSB of £7k. This relates to Schools Forum costs being lower than budget as a result of remote meetings and a small surplus on Admissions as a result of reduced expenditure on non staffing resources.

Dedicated Schools Grant 2021/22

DEDICATED SCHOOLS GRANT RESERVE POSITION

Prior year's dedicated schools grant is set aside in an earmarked reserve details of which are outlined in the table below for both the final year end position in 2020/21 and the projection for 2021/22.

	2020/21 Surplus / (Deficit) £000	2021/22 Surplus / (Deficit) £000
DSG Reserve Brought Forward	(557)	(1,686)
Schools Block	296	178
In year surplus on Central Service Block	6	7
In year deficit on High Needs Block	(1,822)	(1,973)
In year surplus on Early Years	703	147
Variation to Early Years 2019-20 Adjustment	(18)	0
Estimated Early Years 2020-21 Adjustment and Final Adjustment	(293)	6
Estimated Early Years 2021-22 Adjustment	0	78
DSG Reserve Closing balance	(1,686)	(3,243)

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In 2020/21 the deficit increased from £0.557m to £1.686m. In the main this movement is due to funding the overspend on the High Needs Block. There have been contributions to the reserve in year too, the most significant of these relating to surplus funds in the Early Years Block, the underspend on schools block relates to business rates and unallocated growth.

The 2021/22 cumulative deficit on DSG is £3.243m, mainly as a result of the continued pressure on High Needs but partly offset by surpluses on the other funding blocks. Under DfE regulations the authority have produced a deficit recovery plan which has been submitted to the DfE outlining how we expect to recover this deficit and manage spending over the next 3 years. There is continual review with the DfE on the deficit recover and the position will continue to be closely monitored throughout the year and updates reported to Members.

APPENDIX 5

IRRECOVERABLE DEBTS OVER £5000

1 January 2022 to 31 March 2022

Note individuals are anonymised

REF:	DEBT:	FINANCIAL YEAR(S)	BALANCE	REASON
COUNCIL TAX IRRECOVERABLE BY LAW TOTAL			£0.00	
BUSINESS RATES IRRECOVERABLE BY LAW TOTAL			£0.00	
OVERPAID HOUSING BENEFITS IRRECOVERABLE BY LAW TOTAL			£0.00	
SUNDRY DEBTS IRRECOVERABLE BY LAW TOTAL			£0.00	

DISCRETION TO WRITE OFF OVER £5000

REF:	DEBT:	FINANCIAL YEAR(S)	BALANCE	REASON
11544471	Council Tax	2000 – 2001 £164.71 2001 – 2002 £489.51 2002 – 2003 £345.23 2003 – 2004 £275.40 2004 – 2005 £591.97 2005 – 2006 £611.81 2006 – 2007 £522.43 2007 – 2008 £264.75 2011 – 2012 £401.51 2012 – 2013 £204.37 2013 – 2014 £467.09 2014 – 2015 £595.32 2015 – 2016 £219.26 2016 – 2017 £141.33	£5294.69	Charge Payer in HM Manchester Prison, expected release date 05/10/2031
14001293	Council Tax	2014 – 2015 £929.11 2015 – 2016 £1036.72 2016 – 2017 £1073.60 2017 – 2018 £501.51 2018 – 2019 £1187.46 2019 – 2020 £1249.03 2020 – 2021 £413.83	£6391.26	Deceased 03/08/2020, no estate.
COUNCIL TAX DISCRETIONARY WRITE OFF TOTAL			£11,685.95	
65544361	Business Rates Anonymised as an individual	2016-2017 - £1538.59 2017-2018 - £3728.00 2018-2019 - £2956.27	£8222.86	Unrecoverable Debt – Recovery Exhausted
65454338	Business Rates Anonymised as an individual	2012-2013 - £5438.83 2013-2014 - £3517.38	£8956.21	Unrecoverable Debt – Recovery Exhausted
65449060	Business Rates Anonymised as an individual	2013-2014 - £4194.04 2014-2015 - £9131.50 2015-2016 - £3132.50	£16,458.04	Unrecoverable Debt – Recovery Exhausted

65517475	Business Rates Anonymised as an individual	2015-2016 - £1630.08 2016-2017 - £4763.78 2017-2018 - £511.34	£6905.20	Unrecoverable Debt – Recovery Exhausted
BUSINESS RATES		SUB TOTAL – Unrecoverable Debt – Recovery Exhausted	£40,542.31	
65517024	Business Rates Anonymised as an individual	2016-2017 - £3,500.90 2017-2018 - £2,912.20 2018-2019 - £3,211.02 2019-2020 - £5,111.16	£14,735.28	Absconded
BUSINESS RATES		SUB TOTAL – Absconded	£14,735.28	
BUSINESS RATES DISCRETIONARY WRITE OFF TOTAL			£55,277.59	
OVERPAID HOUSING BENEFIT DISCRETIONARY WRITE OFF TOTAL			£0.00	
SUNDRY DEBT DISCRETIONARY WRITE OFF TOTAL			£0.00	

SUMMARY OF UNRECOVERABLE DEBT OVER £5000

IRRECOVERABLE by law	Council Tax	NIL
	Business Rates	NIL
	Overpaid Housing Benefit	NIL
	Sundry	NIL
	TOTAL	£0.00

DISCRETIONARY write off – meaning no further resources will be used to actively pursue	Council Tax	£11,685.95
	Business Rates	£55,277.59
	Overpaid Housing Benefit	NIL
	Sundry	NIL
	TOTAL	£66,963.54

Agenda Item 5

Report to :	STRATEGIC COMMISSIONING BOARD
Date :	22 June 2022
Executive Member/Clinical Lead/Reporting Officer:	Councillor Gerald P Cooney – Executive Leader Dr Ashwin Ramachandra / Dr Asad Ali – Co-chairs (Tameside and Glossop Clinical Commissioning Group) Sarah Threlfall – Director Transformation
Subject :	CORPORATE PLAN OUTCOMES SCORECARD
Report Summary :	<p>The corporate plan outcomes scorecard attached provides evidence to demonstrate progress towards achievement of the Corporate Plan and improving the services provided to residents, businesses and key stakeholders within the locality.</p> <p>The outcomes scorecard, which contains long term outcome measures that track progress to improve the quality of life for local residents, is attached at Appendix 1.</p> <p>Attached at Appendix 2 is the Tameside Policy & Performance Framework for the organisation, under which the scorecards operate. The framework clearly sets out the different elements that contribute towards the achievement of the Corporate Plan priorities.</p>
Recommendations :	That the contents of the report, scorecard Appendix 1 , and the Tameside Policy & Performance Framework Appendix 2 are noted, and that the next quarterly update to Board and to Executive Cabinet be agreed.
Links to Corporate Plan:	The report is relevant to all elements of the Corporate Plan as the scorecards provide data to help track progress towards achieving its aims and objectives.
Policy Implications :	The corporate scorecards provide the evidence for demonstrating the progress being made towards achievement of the Corporate Plan and improving the services provided to residents, businesses and key stakeholders within the locality. The thematic scorecards – which support the corporate scorecards - will enable services to monitor their own performance and their contribution to delivery of the Corporate Plan.
Financial Implications : (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>Whilst there are no direct financial implications arising from the recommendations in this report, the scorecard should assist Members in making decisions regarding the prioritisation of the Council's limited resources.</p> <p>The CIPFA Financial Management Code sets an expectation that to remain financially sustainable an authority must have timely information on both its financial and operational performance. Performance information should aid Members understanding as to whether spending decisions are achieving objectives, and enable informed decisions regarding the prioritisation of scarce resources in the face of significant financial challenges.</p>
Legal Implications : (Authorised by the Borough Solicitor)	<p>The purpose of the scorecards is to provide Members with data on which to measure the Council's performance against the corporate plan and ultimately for the residents of Tameside.</p> <p>The scorecards are a valuable gauge to assist Members when</p>

measuring the Council's delivery even more so in light of the current challenges and budgetary pressures.

This current data should help Members in their considerations on how to meet these challenges and how to address any issues arising in relation to the effectiveness of the council in undertaking the delivery of services.

Risk Management :

Effective use of data, including performance management through scorecards, helps to identify areas where improvement activity is required thus avoiding the risk of service failure. Alongside this services have management information that is used to assess risk and drive improvement.

Access to Information :

The background papers relating to this report can be inspected by contacting Alec Milner, Policy Officer



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e-mail: alec.milner@tameside.gov.uk

1. CORPORATE OUTCOMES SCORECARD

- 1.1 The Corporate Plan outcomes scorecard, **Appendix 1**, follows the structure of the Corporate Plan, and contains indicators focused on long term outcomes across the plan's priorities. There are a number of proxy indicators for issues related to the pandemic which will take significantly longer to be reflected in the regular long term measures.
- 1.2 In this update, a number of existing indicators have transitioned from external publications to sourcing internal data directly from services, for example the number of first time entrants into the youth justice system, residents placed in residential or nursing care, and households owed a prevention or relief duty due to homelessness or risk of homelessness. The switch to internal data allows for a more bespoke range of measures; internal data can also be updated more frequently than annual Government publications, for example indicator V5, which tracks the take-up of early education places, can be internally sourced on a termly basis as a proportion of the Authority's Department for Education-set targets.
- 1.3 Take-up of funded early education places increased in the spring term over the same period the year prior, with uptake reaching 82% of the borough's Department for Education target of 1168 places filled. The number of primary schools in the borough rated Good or Outstanding by Ofsted has increased slightly since the last update, now sitting at 89.5% of schools, above the national average of 88.7%. The rate of fixed term exclusions from secondary schools was 10.11% in the Autumn term of 2021/22, up three and a half percentage points from the same period last year.
- 1.4 The number of assessments carried out by children's services was greater in the last quarter than the previous, with 973 conducted in Q3 21/22 and 1,214 in Q4. The percentage of children looked after by the Council being adopted over the quarter also jumped from 0.44% in Q3 to 2.84% in Q4. In the same period, however, the percentage of children's services audits rated Good or Outstanding dipped slightly from 35% to 34%.
- 1.5 The percentage of residents in employment in 2021 was 74.6%, up on the previous year by 1.3 percentage points but below the national average of 75.1%. For Tameside residents in employment the median annual net income in 2021 was £27,706, almost £4,000 lower than the England average of £31,490. While the number of Tameside residents receiving Universal Credit is decreasing (25,341 in March 2022 compared to 26,849 in March of 2021), the percentage of UC recipients who were receiving this support while in employment has increased; in February 2022, 40.4% of Tameside's UC recipients were in employment, up four percentage points from the same month last year. In addition, the number of households receiving help with their council tax has increased, with 19,019 households receiving council tax support in April 2022, up from 18,204 in April 2021.
- 1.6 The percentage of Tameside residents with skills at NVQ level 3 (A-level or equivalent) or higher was higher in 2021 than the previous year (49%, up from 48.6%), but the skill level of jobs held by Tameside residents hasn't followed; in 2019/20, 48.9% of employed Tameside residents worked in skilled employment (SOC 1-3, 5), but this fell in 2020/21 to 47%.
- 1.7 The rate of first time entrants into the youth justice system has fallen from Quarter 3 to Quarter 4, now sitting at 22.96 per 100,000. The monthly rate of crimes committed in Tameside was 9.3 per 1,000 residents in March 2022, down slightly from 9.5 per 1,000 residents in March of 2021.
- 1.8 The percentage of Tameside residents aged 18+ who have received at least one dose of a Covid-19 vaccine continues to climb gradually, reaching 92.8% in early May 2022, although Tameside has now fallen slightly behind the national average of 93.2% of adults aged 18+. The impact of Covid-19 on the ICFT also continued to fall, with only 8% of hospital beds occupied by confirmed or suspected Covid-19 cases on 25th April when this situation reporting was suspended. The deadline for applications for a Covid-19 self-isolation support payment was 6th April, and all applications received have now been actioned; over the length of the scheme 3,233 payments were made to Tameside residents requiring support while in self-isolation due to the pandemic.

2.0 GREATER MANCHESTER FLOOR TARGETS

- 2.1 The Greater Manchester Combined Authority, as part of its own outcomes monitoring work, is working to define a set of “floor targets” for three key indicators: take-up of funded early education spaces, the percentage of properties with superfast internet, and life satisfaction for young people. Each of these indicators is represented, either directly or via the most appropriate internal data source, in the Corporate Plan Outcomes Scorecard, and they can be identified by the addition of ‘(GMFT)’ to their indicator reference numbers.

3.0 TAMESIDE POLICY & PERFORMANCE FRAMEWORK

- 3.1 The purpose of the Tameside Policy & Performance Framework is to clearly set out how different elements of the organisation’s work contributes to the achievement of the Corporate Plan priorities. These include strategic plans, operational policies, business intelligence, thematic scorecards and the Corporate Plan scorecards. This framework is attached at **Appendix 2**.

4.0 RECOMMENDATIONS

- 4.1 As set out at the front of the report.

Theme	Priority	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets	
										Apr 2025	Apr 2030
Very Best Start	Reduce rate of smoking at time of delivery	V1	% Smoking at time of delivery (CCG)	10.5%	9.5%	8.80%	Q2 2021/2022	↓	10.50%	All expectant mothers to be supported to be smoke free at the time of delivery	
		V2 (LUI)	% achieving a 'good' level of development	65.7%	66.9%	71.80%	2019	↑	75%	All children start school ready to learn	
		V3 (LUI)	% achieving expected level in Phonics decoding	79.0%	78.0%	82.00%	2019	↓			
		V4	% 3 & 4 year olds at 'good' or 'outstanding' EY settings		87.99%	N/A	Spring Term 2021/22		98%	All children to attend good or outstanding early years settings	
		V5 (GMFT)	2 year olds in funded early education- % of DfE Target	77% (Spring 21/22)	82%	N/A	Spring Term 2021/22	↑	95%	All eligible 2 year olds benefit from funded early years education	
		V6 (LUI)	% of children in year 6 who are overweight or obese	36.2%	35.9%	35.2%	2020	↓	34%	All children to be a healthy weight at the end of Year 6	
	Aspirations & Hope (Educational Attainment Measures Suspended)	Young people going into higher education	A1 (LUI)	% Key Stage 4 going into/remaining in education	85.2%	84.1%	86.9%	2020	↓	90%	All young people going into/remaining in further education after KS4
			A2 (LUI)	% Primary schools 'good' & 'outstanding'	88.2%	89.5%	88.7%	Ad Hoc	↑	95%	All children attending a good or outstanding primary school
		Children attending 'good' and 'outstanding' schools	A3 (LUI)	% Secondary schools 'good' & 'outstanding'	66.7%	66.7%	78.9%	Ad Hoc	↔	80%	All children attending a good or outstanding secondary school
			A4 (LUI)	% Key Stage 2 achieving expected reading standard	73%	72%	73%	2019	↓	80%	All children to be provided with the opportunity to achieve their full educational potential
		Proportion of children with good reading skills	A5 (LUI)	Secondary Fixed Term Exclusions	6.66%	10.11%	N/A	Autumn 2021/2022	↑		
A6 (LUI)			Mean worthwhile ratings (adults 16+)	7.92	7.79	7.71	2020/2021	↓	8.5	All residents 16+ feel that the things they do in life are worthwhile	
Resilient Families & Supportive Networks	Early Help Intervention	R1	Child and Family Assessments completed each quarter	973	1214	N/A	Q4 2021/2022	↑	To be developed	All vulnerable families receive the help they need	
	Reduce the number of first time entrants into Youth Justice	R2	First Time Entrants into Youth Justice aged 10-17, rate per 100k	36.75	22.96	N/A	Q4 2021/2022	↓	212.9	No young people entering the youth justice system	
	Increased levels of fostering and adoption	R3	% Cared for children adopted each quarter	0.44%	2.84%	N/A	Q4 2021/2022	↑	18.60%	All looked after children provided with the opportunity to be adopted, where its of benefit to the young person within	
	Improve the quality of social care practice	R4	Children's Services Audits Rated 'Good' & 'Outstanding', YTD, End of Quarter	35%	34%	N/A	Q4 2021/2022	↓	50%	All Children Social Care audits rated good or outstanding	
Work Skills & Enterprise	Increase median resident earnings	W1 (LUI)	Median Annual Income	£25,825	£27,706	£31,490	2021	↑	£27,492	The median annual income to be in line with the England average	
		W2 (LUI)	Percentage in Employment (Rolling 12 Month Period)	72.9%	74.6%	75.1%	2021	↑	78%	All people who can work are in work	
	Increase the working age population in employment	W3	Universal Credit Recipients	26,849 (March 2021)	25,341	N/A	Mar-22	↓			
		W4 (LUI)	Universal Credit Recipients in Employment	36.4% (Feb 2021)	40.4%	40.5%	Feb-21	↑			
	Increase the number of people earning above the Living Wage	W5	New enterprises (percentage of total businesses)	12.66%	12.27%	12.12%	2020	↓	18.97%	Tameside is recognised as a vibrant economy where entrepreneurs are supported to start new businesses	
		W6	Business Rate Taxbase: Total Rateable Value	£148,955,604 (May 2021)	£148,477,595	N/A	May-22	↓			
	Increase number of enterprise / business start-ups	W7 (LUI)	Regional Gross Value Added Per Head (Balanced): NW Current Prices	£15,541.95	£15,810.64	N/A	2019	↑			
		W8 (LUI)	Percentage of population with at least level 3 skills	48.6%	49.0%	61.3%	2021	↑	54.90%	Higher proportion of Tameside's population have Level 3 skills than the national average	
	Working age population with at least Level 3 skills	W9 (LUI)	Proportion of employed residents in skilled employment (SOC 1-3, 5)	48.9%	47.0%	59.0%	2020/2021	↓			
		W10 (LUI)	Number of apprenticeships started per 10,000 residents aged 16-64	113.0 (1,640)	112.6 (1,590)	91.2 (321,440)	2020/2021	↓	2310	Apprenticeships are available to all that seek them	
	W11 (LUI)	Number of apprenticeship achievements per 10,000 residents aged 16-64	55.4 (780)	60.2 (850)	44.4 (156,530)	2020/2021	↑				
Covid-19 Impact and Recovery	W12	Households Receiving Council Tax Support	18,204 (Apr 2021)	19,019	N/A	Apr-22	↑				
Improve air quality	I1	Particulate Matter Pollution in the Air (PM2.5, ug/m^3)	9.70	7.60	7.54	2020	↓	6	Air quality to be good and at least be in line with the UK average		

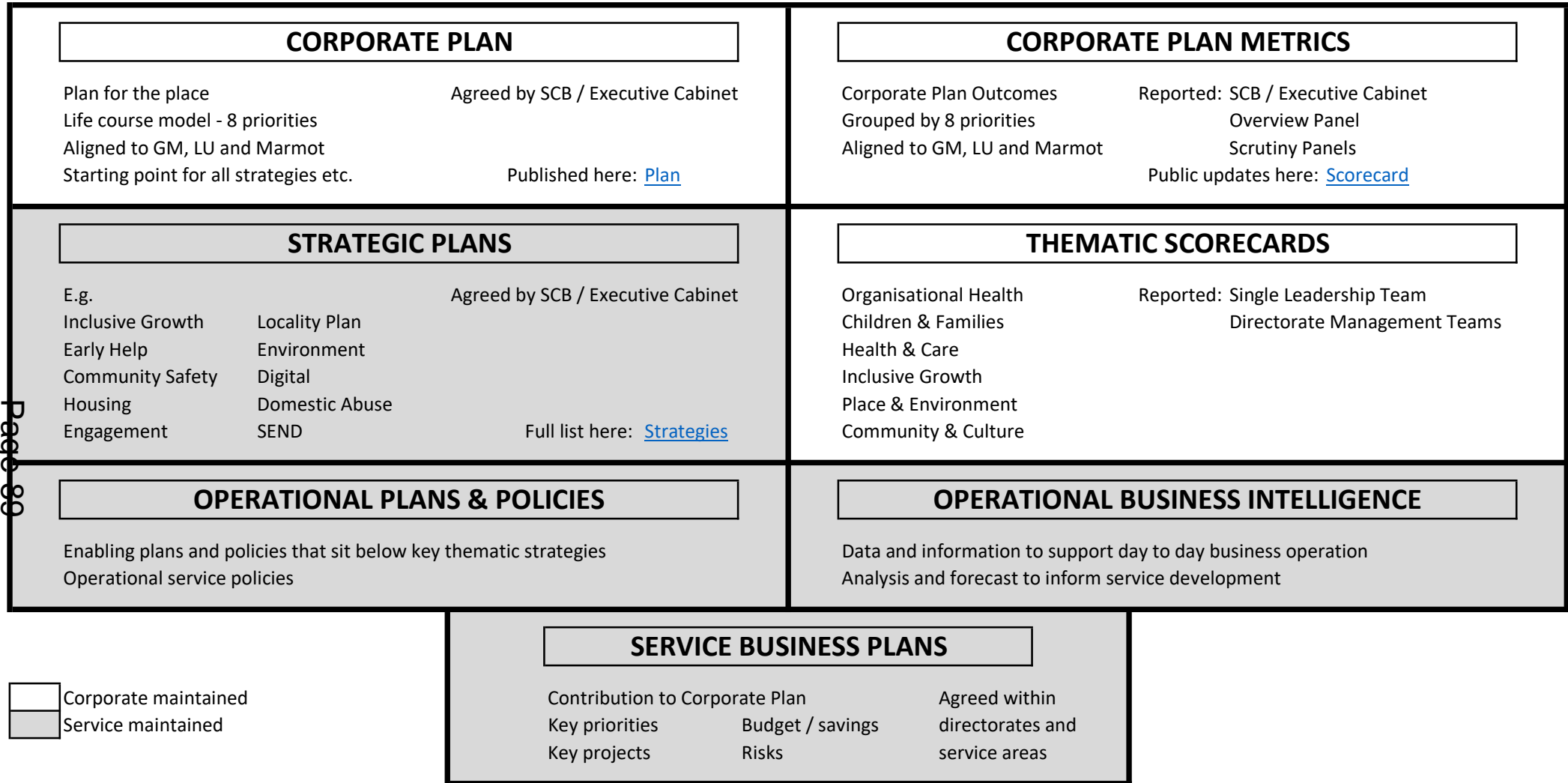
Theme	Priority	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets					
										Apr 2025	Apr 2030				
Great Place - Ian Saxon / Vibrant Economy	Living Well	Infrastructure and Environment	Improve air quality	I2	Territorial Carbon Dioxide Emissions (kilotonnes)	849.92	810.10	879.27	2019	↓					
				I3	Trees Planted Annually	15000	16095	N/A	2021/2022	↑					
				I4 (LUI)	Increase the number of net additional dwellings	20.93	16.2	38.3	2020/2021	↓	Targets to be agreed				
				I5	Increase the number of affordable homes	8.51	2.51	9.2	2020/2021	↓					
				I6	Maximum Mean Download Speed	88.2	83.1	84.6	Q4 2021/2022	↓	41.5	All households to have access to high quality internet services			
				I7 (GMFT)	Digital inclusion	99.6% (Q4 20/21)	99.5%	97.5%	Q4 2021/2022	↔					
				I8 (LUI)		61.5% (Q4 20/21)	76.6%	68.2%	Q4 2021/2022	↑					
				I9	Reduce tonnes of waste sent to landfill and increase the proportion recycled	49.3%	47.2%	42.3%	2020/2021	↓	57.78%	All household waste recycled where possible			
				I10 (LUI)	Increase journeys by sustainable transport/no car	42%	39%	46%	2019/2020	↓	47%	Tameside is a walking/cycling friendly borough			
				Ageing Well	Nurturing Communities		N1	Rate of PPIs per 1000	22.6 (Q3 2020/21)	22.6	N/A	Q3 2021/2022	↔	25.1	Tameside has low rates of domestic abuse
							N2	Street counts & estimates of rough sleepers	0.13 per 10k Households	0.48 per 10k Households	0.97 per 10K Households	2021	↑	2	Nobody sleeping rough on the streets of Tameside
							N3	Households owed a prevention or relief duty per 1,000 Households	13.6	11.4	11.4	2020/2021	↓		
							N4 (LUI)	Mean life satisfaction ratings (adults 16+)	7.74	7.43	7.38	2020/2021	↓	8.5	Maintain mean life satisfaction at 8.5
							N5 (GMFT)	Improve satisfaction with local community		6.02	N/A	2021			
	N6	Victims of crime/fear of crime	9.5 (March 2021)				9.3	N/A	Mar-22	↓		Tameside is a low crime borough			
	N7	Increase access, choice, and control in emotional and mental self-care and wellbeing	9.4				8.3	10.4	2018-2020	↓					
	N8		2245 (Q2)				2,525	N/A	Q3 2021/2022	↑	12383.4	Everyone has access to good quality mental health services			
	N9	Covid-19 Impact and Recovery	Food Bank Enquiries				64 (Apr 21)	62	N/A	Apr-22	↓				
	N10		Placements in Emergency Temporary Accommodation				557	510	N/A	2020/2021	↓				
	N11		Domestic Abuse Incidents reported to Children's Services				335 (April 2021)	270	N/A	Apr-22	↓				
	N12		Self Isolation Payments					3,233	N/A	Total					
	Longer & Healthier Lives		Increase physical and mental healthy life expectancy				L1 (LUI)	Healthy Life Expectancy at birth	M- 61.9 years, F- 58.7 years	M- 61.6 years, F- 58.2 years	M- 63.1 years, F- 63.9 years	2018-2020	↓	Male - 61.2 years, Female - 62.3 years	Healthy life expectancy to be in line with the England average
							L2 (LUI)	Under-75 mortality rate form cardiovascular diseases considered preventable	41.3	41.6	29.2	2020	↑		
				L3	Covid-19 Vaccination Rate (1st Dose, Residents 18+)	92.0% (3rd March)	92.8% (8th May)	93.2% (8th May)	Ad Hoc	↑					
				L4	Covid-19 Bed Occupancy - ICFT	10% (10th March 2022)	8% (25th April 2022)	N/A	Ad Hoc	↓					
				L5 (LUI)	Improve the wellbeing of our population	7.39	7.13	7.31	2020/2021	↓	7.52	Maintain mean happiness ratings above 8			
				L6 (LUI)	Smoking prevalence	17.0%	18.2%	13.9%	2019	↑	11%	Tameside and Glossop are smoke free areas			
				L7	Increase levels of physical activity	30.5%	30.0%	27.5%	May 2020 - May 2021	↓	25.20%	All residents are physical active where possible			
L8 (LUI)					71.3%	70.3%	63.5%	2020/2021	↓						
L9				Good' and 'Outstanding' GPs practices	CQC Audit Results: % good or outstanding	100.0%	100.0%	N/A	Ad Hoc	↔	100%	All GP practices to be rated good or outstanding by CQC			

Theme	Priority	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets	
										Apr 2025	Apr 2030
Independence & Dignity in Older Age	Reduce drug and alcohol related harm	L10	Admission rate for alcohol related harm per 100k (Broad Definition)	2178	1820	1738	2020/2021	↓	2250	Alcohol harm rates are low and support is available	
		L11	Deaths from drug misuse per 100k	5.6	8.8	5	2018-2020	↑	4	Drug misuse rates are low and support is available	
	Increase the number of people helped to live at home	ID1	Funded Permanent 65+ in residential/nursing homes per 100k	139.4 (Q3 2020/21)	141.6	N/A	Q3 2021/22	↑	585.6	Only those in most in need access residential/nursing care at the right point for them	
	Reduce hospital admissions due to falls	ID2	Emergency admissions for falls 65+ per 100k	2073	2189	2023	2020/2021	↑	1875.57	Emergency falls in the 65+ age group are low	
	Increase levels of self-care / social prescribing	ID3	% service users who find it easy to find information	70.2%	70.6%	68.4%	2019/2020	↑	78.6%	Tameside and Glossop is a place where people are supported to self care	
	Good' and 'Outstanding' social care settings	ID4	CQC Audit Results: % care home beds good or outstanding	82% (March 2022)	78.8%	N/A	Ad Hoc	↓	80%	All residential/nursing settings are rated good or outstanding	
	Prevention support outside the care system	ID5	Number of people supported outside the social care system with prevention based services	5965	6431	N/A	Q3 2021/2022	↑	7500	All people are supported to remain in the community	
Covid-19 Impact and Recovery	ID6	Contacts Made to ASC	764 (March 2021)	716	N/A	Jan-22	↓				
	ID7	Open ASC Provisions	4904 (March 2021)	4554	N/A	Jan-22	↓				

* Where available data will be provided at the Tameside & Glossop level for health related indicators. Data as of 16th May 2022.

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TAMESIDE POLICY & PERFORMANCE FRAMEWORK



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The above is underpinned by learning from:

- Insight & intelligence - e.g. JSNA
- Engagement - e.g. PEN, Big Conversation, LISTENing framework
- Equalities - e.g. EIAs, One Equality Scheme, All Equals Charters
- Inspection - e.g. Ofsted, CQC
- Complaints - e.g. LGSCO, local

Key principles:

- All elements set out contribution to achievement of Corporate Plan priorities
- Alignment to relevant GM and national frameworks - e.g. GMS, Levelling Up
- Scorecards to reflect CP, strategies and business plans with timely and accurate data
- Flexible model to react to specific pressures / scenarios (e.g. Covid)
- Commissioning of bespoke analysis to inform response to emerging issues

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Agenda Item 6

Report to: STRATEGIC COMMISSIONING BOARD

Date: 22 June 2022

Executive Member: Councillor Eleanor Wills – Executive Member for Health
Councillor Leanne Feeley – Executive Member for Education & Achievement

Clinical Lead: Dr Christine Ahmed - Children & Young Families & Quality Lead

Reporting Officer: Jessica Williams – Director of Commissioning

Subject: SEND WRITTEN STATEMENT OF ACTION

Report Summary: This report outlines the urgent investment required in relation to services for Tameside’s SEND (Special educational needs and disability) population (0-25 years).

The report explains the background context prior to an OFSTED inspection in October 2021 and the urgent requirements identified to ensure that the integrated system is compliant with its statutory duties under the Children & Families Act 2014 and the SEND Code of Practice and enable the SEND Written Statement of Action to be signed off by OFSTED, HMI, CQC and the Secretary of State

Recommendations: That the Strategic Commissioning Board be recommended to:

1. Approve an immediate investment of £410,000 to enable the immediate recruitment of 50% of the specialist children’s therapists and a commitment to a further £410,000 whilst a permanent long-term sustainable solution is fully developed.
2. Approve a contribution of £40,000 p.a. to widen the scope and service of Tameside’s Patient Carer Forum to address the weaknesses identified by the Inspection.
3. Approve the recruitment of an interim dedicated programme support to ensure effective implementation and performance monitoring of the Written Statement of Action and ensure the integrated system is compliant with its statutory duties.

Financial Implications:
(Authorised by the statutory Section 151 Officer & Chief Finance Officer)

Budget Allocation (if Investment Decision)	£1,010,000
TMBC Budget Allocation	TMBC
Integrated Commissioning Fund Section – s75, Aligned, In-Collaboration	S75
Decision Body	Board
Value For money Implications – e.g. Savings Deliverable, Expenditure Avoidance, Benchmark	

Additional Comments

There is a critical requirement for urgent immediate investment to address the weaknesses identified in the SEND inspection and ensure the integrated system is compliant with its statutory duties. The pandemic has significantly affected waiting lists for essential specialist therapies for children. The

integrated system is committed to a permanent long-term sustainable solution and non-recurrent investment is being made available to facilitate the enactment of immediate remedial action and using the opportunities of our integrated place based working, we will work collectively with our Strategic partners to develop a long-term sustainable solution at place underpinned with recurrent investment.

Legal Implications:

(Authorised by the Borough Solicitor)

This additional funding is being sought to enable issues identified in a recent Ofsted inspection to be addressed and to ensure compliance with the duties set out in The Children and Families Act 2014.

Officers need to ensure that appropriate advice is sought from Human Resources in relation to the immediate recruitment and the development of the permanent long term solution.

In addition, given the substantial additional funding, it would be advisable for the Board to consider requesting an update report in due course to be able to consider the expected progress. This was a significant issue in the recent review.

How do proposals align with Health & Wellbeing Strategy?

The proposals support the delivery of the Starting Well Corporate plan commitments and the strategic priorities within Tameside's SEND strategy. In particular they support the key priorities of; Involving children & young people who have SEND and their families, in decisions about their future and in the shaping, accountability, quality and delivery of services ensuring appropriate preparation for adulthood; and improving accuracy & timeliness with which we identify and assess children's and young people's needs including ensuring appropriate preparation for adulthood

How do proposals align with Locality Plan?

The proposals support the delivery of the Starting Well Corporate plan commitments and the strategic priorities within Tameside's SEND strategy. In particular they support the key priorities of; Involving children & young people who have SEND and their families, in decisions about their future and in the shaping, accountability, quality and delivery of services ensuring appropriate preparation for adulthood; and improving accuracy & timeliness with which we identify and assess children's and young people's needs including ensuring appropriate preparation for adulthood

How do proposals align with the Commissioning Strategy?

The proposal align with the SEND Joint Commissioning strategy and its priorities.

Recommendations / views of the Health and Care Advisory Group:

n/a

Public and Patient Implications:

The investment in services as set out will see an improvement in waiting times for Children & young people and their families with SEND, which in turn will improve outcomes in relation Tameside's SEND strategy. The investment in a health system navigator service in the Parent carer Forum – OKE – will provide support not currently in place. The investment more specifically

supports addressing the Inspection finding of the high level of dissatisfaction among parents and carers with the area's provision.

Quality Implications:

The additional investment will support the priorities within the SEND strategy and in relation to the SEND Written Statement of Action, the key findings of; the unreasonable waiting times, which lead to increased needs for children and young people and their families and the endemic weaknesses in the quality and, due to the pandemic, timeliness of EHC plans, which lead to poor outcomes for children and young people with SEND across education, health and care.

How do the proposals help to reduce health inequalities?

The proposals address the inequalities of provision and support as outlined in the SEND inspection findings and support the Written Statement of Action requirements.

What are the Equality and Diversity implications?

The investment supports children and young people and their families from a wide range of backgrounds and the proposals support the reduction in inequalities.

What are the safeguarding implications?

The proposals will enable children & young people to access services better and ensure children & young people are safeguarded effectively.


What are the Information Governance implications? Has a privacy impact assessment been conducted?

NA

Risk Management:

Access to Information:

The background papers relating to this report can be inspected by contacting the report writer

 Telephone: 07817518304

 e-mail: louise.rule2@nhs.net

1. INTRODUCTION

- 1.1 This report outlines the critical remedial action that the Tameside integrated health and care system is taking to address the ten areas of significant weakness identified following the SEND local area inspection that took place during October 2021 and the requirement to submit a Written Statement of Action (WSOA) to OFSTED.

2. BACKGROUND

- 2.1 The Children and Families Act 2014, clearly sets out roles and responsibilities for the Local Authority and partners, in ensuring that children and young people with Special Education Needs and Disability are able to achieve their full potential.
- 2.2 The SEND Code of Practice, under the Children and families Act 2014, required us to implement significant changes to our processes and to the way we work and provide services. We are required to deliver these services by knowing our children and young people well, by targeting services better and using our resources efficiently.
- 2.3 Health and care systems must make joint commissioning arrangements for education, health and care provision for children and young people with SEN or disabilities (Section 26 of the Act).
- 2.4 More specifically, there is a requirement to:-
- arrange the provision of services it *considers necessary to meet the reasonable requirements of the persons for whom it has responsibility*;
 - consider how children and young people's needs could be met more effectively through integrating services;
 - focus on prevention, identification, assessment and early intervention and a joined up approach from those providing services;
 - provide information and advice on care and support locally;
 - support children and young people with SEND, including the offer of Personal Budgets

This includes:-

- commissioning services jointly for children and young people (up to age 25) with SEND, including those with Education Health and Care (EHC) plans;
 - work with the local authorities to contribute to the Local Offer of services available;
 - have mechanisms in place to ensure practitioners and clinicians support the integrated EHC needs assessment process;
- 2.5 There are a number of specialist health services that are commissioned to meet the health needs of children and young people in Tameside.

3. EXTERNAL ASSESSMENT & REVIEW

- 3.1 Tameside has been open to and welcomed external assessment and validation of SEND services. In 2019 an internal ICFT review was carried out, this coupled with concerns from families and staff about pressures in services, led to an independent review. There had been no review or evaluation of services to take account of the changes brought about as a result of the Children & Families Act in 2014 and no amendments to contracts or service specification have taken place.
- 3.2 In February 2020 an independent review was carried out. This review highlighted the increased demand, increased waiting lists and lack of resource as key issues within this service area.
- 3.3 However, the impact of the COVID 19 Pandemic on services has meant that no progress could

be made in addressing this. As a result the delay has meant that there is now an urgent need to address this.

- 3.4 In addition to this the Minister of State for Children and Families has tasked Ofsted and the Care Quality Commission (CQC) with inspecting local areas on their effectiveness in fulfilling their SEND duties. These Joint Area Review Inspections have been taking place across the country over the last few years. In October 2021 Tameside received a SEND Joint Area Inspection.
- 3.5 Following this inspection, Tameside received a report outlining the findings of the Inspection. It provides children and young people, parents, elected council members, local providers and those who lead and manage the delivery of services at local level with an assessment of how well the local area is meeting the needs of children and young people with special educational needs and/or disabilities, and how well service providers work together to deliver positive outcomes. It also provides information for the Secretary of State for Education about how well the local area is performing its role in line with its statutory responsibilities and the Code of Practice and promotes improvement in the local area, in its education, health and social care provision.
- 3.6 The inspection found 10 areas of significant weakness. The Local Area are required to provide a Written Statement of Action to address the areas of weakness. This must be submitted to OFSTED no later than 12 April 2022.

4. INTEGRATED SYSTEM REQUIREMENTS

- 4.1 Out of the ten areas of significant weakness, three are of particular focus in relation to integrated health and care provision:-
 - The endemic weaknesses in the quality and, due to the pandemic, timeliness of EHC plans, which lead to poor outcomes for children and young people with SEND across education, health and care
 - The high level of dissatisfaction among parents and carers with the area's provision
 - The unreasonable waiting times, which lead to increased needs for children and young people and their families.
- 4.2 In relation to addressing the unreasonable waiting times, which lead to increased needs for children and young people and their families; and the endemic weaknesses in the quality and, due to the pandemic, timeliness of EHC plans, which lead to poor outcomes for children and young people with SEND across education, health and care further investment is required.
- 4.3 The services commissioned specifically in relation to these areas of weakness in the SEND Inspection are:- Therapies (Speech and Language, Occupational Therapy, Physiotherapy), provided by ICFT; Child and Adolescent Mental Health Services (CAMHS) and the neurodevelopmental diagnosis pathway, provided by PCFT.
- 4.4 In 21/22 and 22/23 additional investment of £1,421,537 has been earmarked for CAMHS and the Neurodevelopmental pathway. A mobilisation plan is being implemented that will see an improvement in waiting times and timeliness and quality of the EHC Plans for these service areas.
- 4.5 In relation to the Therapies provision further investment is urgently required. Since 2008 there has been no additional resource provided to take account of the legislative reform of the Children & Families Act and no amendments to contracts or service specifications have taken place.
- 4.6 The new burdens placed upon the integrated system following the introduction of the new legislation in 2014 were as follows: -

- Provide health advice within a 6-week statutory timescale
 - Provide quality health advice (based on agreed national standards) to the EHC process and plans
 - Provide outcomes-based health assessment
 - Ensure young people and families are actively involved with and agree with the health advice and outcomes that are developed
 - Participate in person centred planning meetings as part of the EHC assessment process
 - Participate in the annual review process for EHCP's
- 4.7 The impact of the COVID 19 pandemic has meant that the situation in relation to waiting lists is now urgent as they have increased further and as a result the impact on Tameside families has been significant.
- 4.8 With increasing demands and pressures on the service, key challenges remain and as highlighted in the Inspection report it is now characterised by:-
- Demand on the services outstripping capacity; EHCP numbers have increased threefold in recent years to a current level of 2174.
 - Ever-increasing waiting times.
 - A need to update processes and procedures to ensure a more responsive and effective service for Tameside families.
- 4.9 The ICFT currently provide these services across Tameside and are best placed to deliver the integrated service required. The additional investment will expand the existing provision and utilise existing pathways, management structures and infrastructure.
- 4.10 To enable the ICFT to be able to mobilise and begin to address the waiting times in relation to Children's Physiotherapy, Occupational Therapy and Speech and Language an immediate investment of £410,000 is needed for immediate recruitment to the following specialist therapies:-
- 2 WTE band 6 Speech & Language Therapists -
 - 2 WTE band 6 Occupational Therapists
 - 2 WTE band 6 Physiotherapists
 - 1 WTE band 4 Multi-disciplinary Team Co-ordinator
 - 1 WTE band 3 pathway tracker
 - 3 WTE band 3 therapy assistants
 - 1 WTE band 3 administrator
- This represents broadly 50% of the required complement of staffing so a total investment of c£820,000 is required to address the serious weaknesses highlighted in the SEND Inspection to address the lack of adequate specialist therapy provision.
- 4.11 In relation to addressing the high level of dissatisfaction among parents and carers with the area's provision and ensure that a service is provided to support Tameside families on their journey through the integrated system and ensure that it is a positive experience, funding is required to support Tameside's Parent Carer Forum. The SEND Code of Practice states an expectation that funding will be made available for the local Parent/Carer forum. To widen the scope and service of the Parent Carer Forum would require a contribution of circa £40,000 per annum.
- 4.12 The proposal would deliver the following:-
- Parents would be provided with a Navigator service, somewhere for parents to turn to and someone to listen to them 7 days a week (not 9-5)
 - Parents would be given help and support to understand and navigate all the different systems and connect with health professionals.
 - Parents would be supported while they are waiting for therapies and referrals.
 - Parents would be kept up to date with the Local Offer and be consulted on it regularly.
 - Parents would be able to get support and advice in a variety of ways, phone, email,

social media. (A large amount of parents contact OKE after 8pm on social media when their children are in bed.)

- Support Health Local Offer Information Days for Parents eg more specific themed information events, for LD or Post 16 etc.
- Support the provision of workshops on communication, behaviour, sleep, dietician, understanding ADHD, ASD, etc.

4.13 In order to implement the written statement of actions a Programme Implementation Team will need to be mobilised. The team will ensure that the investment requirements, as outlined above, provide value for money and that there is appropriate oversight and reporting of SEND requirements. An estimated cost for this level of support is £150,000 for the first year.

5 CONCLUSION

5.1 In order to ensure that the integrated system's statutory duties in relation to the Children & Families Act 2014 and the SEND Code of Practice are carried out and enable the SEND Written Statement of Action to be signed off by OFSTED, HMI, CQC and the Secretary of State it is essential that urgent investment is made to facilitate the requirements as set out in Section 4 above.

6 RECOMMENDATIONS

6.1 As set out at the front of the report

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Agenda Item 7

Report to: STRATEGIC COMMISSIONING BOARD

Date: 22 June 2022

Executive Member: Councillor Eleanor Wills – Executive Member (Health)

Clinical Lead: Dr Ashwin Ramachandra – CCG Co-Chair

Reporting Officer: Jessica Williams – Director of Commissioning

Subject: **NOMINATION AND APPOINTMENT OF TAMESIDE PLACE LEAD FOR HEALTH AND CARE INTEGRATION.**

Report Summary: The role of a single responsible Place Lead for Integrated Care is a core feature of Greater Manchester’s development as an integrated care system.

This report outlines the proposed nomination and appointment process to this role in Tameside.

Integrated arrangements have existed in Tameside and Glossop for several years with the Chief Executive of Tameside Council also the Chief Officer of Tameside and Glossop CCG

Recommendations: It is recommended that the essence of this arrangement continues and for the Interim Chief Executive of Tameside Council to be nominated as the Tameside Place Lead for Health and Care Integration.

Financial Implications:
(Authorised by the statutory Section 151 Officer & Chief Finance Officer)

Budget Allocation (if Investment Decision)	N/A
CCG or TMBC Budget Allocation	CCG/TMBC
Integrated Commissioning Fund Section	S75
Decision Body – SCB Executive Cabinet, CCG Governing Body	SCB
Value For money Implications – e.g. Savings Deliverable, Expenditure Avoidance, Benchmark	
<p>The Tameside locality has a running cost allocation for health of £4,013k in 2022/23. Against this we have a QIPP target of £270k, which covers both board efficiency as a result of the ICB and natural slippage/vacancy factor.</p> <p>Historically Tameside and Glossop has had a shared senior management structure, with the Accountable Officer funded by the Local Authority and Chief Finance Officer funded by the CCG. This has resulted in savings on both sides and is built into recurrent budgets. Nominating the Council Chief Executive as the Place Lead for Health and Care Integration does not change existing funding arrangements for senior leadership. Historic efficiencies as a result of this will remain and the Locality Lead will be funded within existing recurrent budgets.</p>	

Legal Implications:
(Authorised by the Borough Solicitor)

As set out in the main body of this report the post of Place Lead is a critical component of the new integrated arrangements.

In suggesting the preferred option of the Chief Executive undertaking this role the guidance issues by the Greater

Manchester Health & Social Care Partnership has been followed and this is in line with 8 other GM authorities so far..

How do proposals align with Health & Wellbeing Strategy? N/A

How do proposals align with Locality Plan? N/A

How do proposals align with the Commissioning Strategy? N/A

Recommendations / views of the Health and Care Advisory Group: N/A

Public and Patient Implications: The views of Healthwatch and VCFSE partners were included in this process.

Quality Implications: N/A

How do the proposals help to reduce health inequalities? Integrated leadership supports the focus on the wider determinants of health.

What are the Equality and Diversity implications? The nomination process has followed Greater Manchester Health & Social Care Partnership guidance.

What are the safeguarding implications? N/A

What are the Information Governance implications? Has a privacy impact assessment been conducted? N/A

Risk Management: The nomination process has followed Greater Manchester Health & Social Care Partnership guidance and been endorsed by the Shadow Tameside Strategic Partnership Board.

Access to Information: The background papers relating to this report can be inspected by contacting the report writer, Martin Ashton, Assistant Director of Integration



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1. INTRODUCTION

- 1.1 The role of a single responsible Place Lead for Health and Care Integration is a core feature of Greater Manchester's (GM) development as an integrated care system.
- 1.2 Tameside Council, working with NHS partners, as part of the GM integrated care system, have a statutory duty to deliver on this agenda through the GM Integrated Care Partnership and NHS GM Integrated Care.
- 1.3 Following the closure of Tameside and Glossop CCG, Tameside Council will remain the principal leader of place, with a mandate to integrate health and social care and address the social determinants of health.

2. PURPOSE

- 2.1 To outline the nomination and appointment process for the Tameside Place Lead for Health and Care Integration.
- 2.2 To confirm the nomination of the Chief Executive of Tameside Council and current Chief Officer of Tameside and Glossop CCG for the role of Tameside Place Lead for Health and Care Integration.

3. OVERVIEW: PLACE LEAD FOR HEALTH AND CARE INTEGRATION

- 3.1 The Greater Manchester Health and Social Care Partnership (GMHSCP) issued the Accountability Framework for the Place Lead for Health and Care 17 March 2022. The framework requests that each locality identifies a new role as part of NHS GM Integrated Care arrangements, this will be known as a Place Lead for Health and Care Integration. The Place Lead will ensure that Tameside remains a strong and influential component part of the Greater Manchester Integrated Care System.
- 3.2 The Place Lead for Health and Care Integration will be responsible for driving the local integration of health and social care and connecting that to wider public services to address the social determinants of health, with the purpose of improving health outcomes, improving the quality of care, reducing health inequalities and maximising the value of public resources.
- 3.3 The Place-Based Integrated Care Lead will:
 - Convene the place-based integrated care partnership, and facilitate priority-setting, strategic alignment and decision-making between organisations across multiple sectors.
 - Be the accountable officer for delegations from NHS GM Integrated Care to the place-based partnership.
 - Be a member of the wider system leadership team, and therefore have influence over NHS financial resource allocation across Greater Manchester and specifically within the place they lead.
 - Lead the local NHS GM Integrated Care employed team, and work with partner organisations to develop and support a "one team" approach including purposeful arrangements for effective clinical and professional care leadership across the place.
 - Listen to the voice of our communities - Ensuring our place-based partnerships are developed by listening to the voice and lived experience of our communities
 - Be responsible for the management and deployment of people who are allocated from both NHS GM Integrated care and wider partners to form the place based integrated care team.

- Ensure that partners work together to deliver on required outcomes and agreed ambitions.
- Work closely with the statutory officers in NHS Trusts, Adults and Children's Social Care and Public Health to support the full range of contributions to integrated care and population health. The statutory accountabilities of those individuals and their organisations are not affected by the creation of this role.

4. NOMINATION OPTIONS: PLACE LEAD FOR HEALTH AND CARE INTEGRATION

4.1 Noting that the GM accountability framework set out that within each locality the Council will remain the *place leader*. The nomination process is to establish the Place Lead for Health and Care Integration via one of three options:

4.2 Option 1: The Local Authority Chief Executive. As the Place Lead for Health and Care Integration forms part of the Local Authority Chief Executive's role they will need to be supported by a senior officer who would also be a member of the ICB locality team. This is anticipated to be an existing Tameside CCG executive. The Place Lead for Health and Care Integration will hold dual accountability to the Tameside Strategic Partnership Board and the Chief Executive of NHS GM Integrated Care. This will require a contract of employment with both NHS GM Integrated Care and Tameside Council.

4.3 Option 2: An individual employed by NHS Greater Manchester Integrated Care Board. A full-time role with the responsibility for delivering the requirements of the accountability framework. Fully employed by NHS GM Integrated Care with dual accountability to the GM Integrated Care Chief Executive and Tameside Council Chief Executive via the place-based board. The post holder will be the head of the locality team.

4.4 Option 3: Bespoke locality arrangements. If Tameside partners have alternative proposals from the options set out in the accountability framework a clear rationale should be provided which describes and justifies the difference and evidences the full involvement and support of Tameside Council and other locality partners.

5. TAMESIDE NOMINATION PROCESS AND NEXT STEPS

5.1 Integrated arrangements have existed in Tameside and Glossop for several years with the Chief Executive of Tameside Council also the Chief Officer of Tameside and Glossop CCG. It has always been the stated intention to continue this arrangement and for the Chief Executive of Tameside Council to be nominated as the Place Lead for Health and Care Integration. This supports Option 1 above.

5.2 The guidance is clear that each locality should set out the arrangements that are in the best interests of the place. Tameside will seek representations from the following organisations via the Shadow Tameside Strategic Partnership Board membership:

- Tameside Council
- Tameside and Glossop CCG
- Tameside and Glossop ICFT
- Pennine Care NHS FT
- Tameside Primary Care Networks
- Tameside VCFSE partners.
- NHS GM Integrated Care.

5.3 Option 1: Nomination of the Local Authority Chief Executive was endorsed at the Shadow Tameside Strategic Partnership Board April 2022.

- 5.4 Option 1: Nomination of the Local Authority Chief Executive was endorsed by Tameside and Glossop CCG Governing Body.
- 5.5 Approval for the nomination will be sought from Tameside Council Cabinet and Tameside and Glossop Strategic Commissioning Board.
- 5.6 The nomination will be submitted to NHS GM Integrated Care for ratification.
- 5.7 If a recruitment process is required, Tameside will work with NHS GM Integrated Care to agree timeframes and due process.

6. RECOMMENDATIONS

- 6.1 As set out at the front of the report.

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