

APPENDIX 2 – Strategic Commission Detailed Analysis

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Local Authority Savings Progress

Directorate	Opening Target £000s	Underlivered Savings £000s	Red £000s	Amber £000s	Green £000s	Achieved £000s	Total forecast savings £000s
Adults	676	0	0	357	11	308	676
Children's Services	492	0	0	0	0	492	492
Children's - Education	212	85	0	0	90	127	217
Population Health	472	0	0	0	472	0	472
Operations and Neighbourhoods Growth	2,180	445	167	522	370	979	2,038
Governance	1,454	852	0	0	442	160	602
Finance & IT	355	18	0	57	0	280	337
Quality and Safeguarding	65	10	0	0	55	0	55
Capital and Financing	0	0	0	0	0	0	0
Contingency	2,874	13	0	0	1,578	1,339	2,917
Corporate Costs	406	306	0	0	0	456	456
Total	136	0	0	30	136	0	166
Total	9,322	1,729	167	966	3,154	4,141	8,428
%		18.5%	1.8%	10.4%	33.8%	44.4%	90.4%

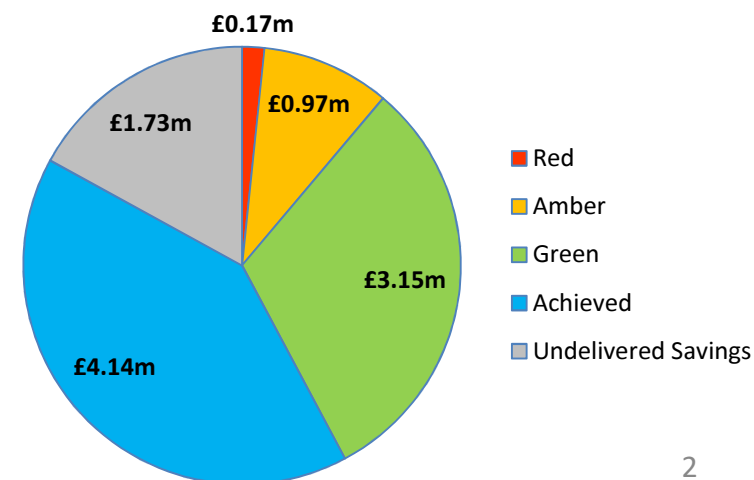
SAVINGS PROGRESS

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 target for the Council is £9,322k.

Vacancy Factor - The total vacancy factor for the year is £4,669k. As at the end of period 3, forecast underspends relating to vacant posts were £2,526k, however a number of these are being covered by agency staff which across the council is forecast to be (£4,208k) overspent. This gives a net forecast overspend across the council of (£1,681k) on employee costs.

Other Savings – Overall the Council is forecasting to achieve savings of £8,428k against a target of £9,322k, although £1,133k remains rated as Red or Amber with risks to delivery. Savings of £3,154k are rated green and £4,141 already achieved as at the end of June 2021. Planned savings of £1,729k aren't expected to be delivered with alternatives now being planned and delivered in place of the original targets.

Savings 2021/22



Adults Services R

Adults	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Adults Commissioning Service	58,325	(21,153)	37,172	10,475	37,974	(802)
Adults Neighbourhood Teams	9,162	(323)	8,839	2,344	8,613	226
Integrated Urgent Care Team	2,144	(92)	2,052	557	2,126	(74)
Long Term Support, Reablement & Shared Lives	14,614	(1,192)	13,422	3,358	13,543	(121)
Mental Health / Community Response Service	5,402	(1,479)	3,923	394	3,966	(42)
Senior Management	1,174	(26,368)	(25,194)	(5,165)	(23,774)	(1,420)
TOTAL	90,821	(50,607)	40,214	11,963	42,448	(2,234)

BUDGET VARIATIONS

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

Underspends:

- **£1,678k** - There is an increase in the forecast for client fees for Residential & Nursing care (£1,165k) and Homecare (£512k) corresponding to the general increase in demand for those services.
- **£611k** - Contributions will be allocated to Adult Services from the Contain Outbreak Management and Infection Control & Testing Funds, to cover staffing, infection control and other operational costs arising the COVID pandemic.
- **£368k** - The Reablement function is forecast to underspending against staffing budgets, due to significant vacancies in the in-house homecare team that are out to advert but only expected to be filled later in the year. The position is partially offset by increased use of casual and agency staff.
- **£238k** - Several Day Services settings either remain closed or are operating reduced services, with the forecast revised on the assumption they will only fully open by September. Similarly, the related costs for Day Services transport are also reduced.
- **£137k** - The staffing forecast for Commissioning is reduced to account for several vacancies that may only be filled later in the year.
- **£99k** - External placement costs in Mental Health are forecast to reduce, with a reduction in unit costs and additional CHC income identified

BUDGET VARIATIONS

Pressures:

- **(£1,857k)** - Residential and Nursing forecasts have substantially increased compared to budget setting as vacancies in care homes begin to be filled in the aftermath of the pandemic. Approximately £1.5m of the increased cost arises from a general increase in volumes, with further increases arising from several new high-cost Mental Health placements. This is offset by a small reduction in the cost of off-contract provision, and by the increase in client fees and NHS income identified elsewhere.
- **(£528k)** - Substantial increases in cost are required to meet pressures on staffing and accommodation costs in the 24 Hour Supported Accommodation service. The full budget of assessed hours will be used, with cover being provided by casual or agency staff and overtime. Additional costs are included here to cover transitional staffing for the Resettlement programme, with a further increase for property costs at two new facilities.
- **(£98k)** - NHS income forecasts for Continuing Healthcare and Funded Nursing Care are revised, with reductions against Support at Home budgets partially offset by additional income identified for Residential care and the Through the Night Service
- **(£734k)** - Off-contract Supported Accommodation costs have increased significantly, with several planned moves into more appropriate in-house provision currently on hold without alternatives identified, and a number of new high-cost placements now required outside of the original budget. Housing Benefit income is also reduced, albeit partially offset by an increase in client fee income.
- **(£99k)** - Staffing costs in the Integrated Urgent Care Team are forecast to be above budget, with very high demands on the service requiring agency staff to cover. Local needs are higher given the requirement to manage COVID, particularly the hospital discharge regime.
- **(£175k)** - Demand for Support at Home provision remains very high and has not significantly declined since the peak of the COVID pandemic, currently with around 10,900 hours delivered weekly against a initial forecast of 10,200. This is partially offset by the end of three high-cost off-contract packages, and by the increase in client fees and NHS income

Adults Services R

BUDGET VARIATIONS

Pressures:

- **(£286k)** - Staffing budgets in the Mental Health function are not forecast to achieve the vacancy factor given the pressures on the service overall. There are also high overtime requirements (£120k) in the Community Response Service and Out of Hours Team where the vacancy factor is likewise unlikely to be achieved.
- **(£111k)** - Staffing costs across the Long Term Support service have increased, alongside a reduction in housing benefit income for clients in Shared Lives arrangements and other Council accommodation
- **(£32k)** - Other minor variations across the service, including Internal Day Service and Shared Lives provision plus some management costs
- **(£1,445k)** - The initial budget setting at the end of 2020 identified a range of substantial pressures in Adults Services, including a number of high-needs placements coming into the service, increased unit costs of external placements, the residual costs of managing COVID, and general demographic growth. The department is reviewing options to manage these demands within its current level of resourcing.

SAVINGS

- £0k - The Resettlement programme is currently expected to deliver the full targeted saving of £665k over the course of the year, despite difficulties in implementing planned moves and the additional costs arising from the development of new accommodation options.

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Out of borough savings	665	0		357		308	665
Oxford Park	11	0			11	0	11
Total	676	0	0	357	11	308	676

BUDGET VARIATIONS

Mitigations:

- Review and Benchmarking of the fairer charging policy
- Review of COVID Grant criteria to utilise the current £3.2m potential slippage held within the COMF grant.
- £735k Pay Partner Holding Account.
- Day Services (create waiting list for new referrals, review existing packages to look at reductions)
- Supported Accommodation (anyway to speed up accommodation coming on line and bring forward OOB resettlements)
- Review of iBCF funding and criteria.
- Reablement (create waiting list for new referrals)
- Home care (create waiting list for new referrals and use capacity in care homes for Priority One cases)
- Respite Care (create waiting list for new referrals and convert short stays into long term placements in care homes for Priority One cases)
- Hospital Discharge Programme fund opportunities post September

Children's Services – Children's Social Care R

Childrens Services- Social Care	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Child Protection & Children In Need	8,179	(492)	7,688	1,993	7,895	(207)
Children's Social Care Safeguarding & Quality Assurance	1,966	(10)	1,956	375	1,884	72
Children's Social Care Senior	902	(7,269)	(6,367)	(1,089)	(6,359)	(8)
Early Help & Youth Offending	1,038	(603)	435	262	400	35
Early Help, Early Years & Neighbourhood	6,904	(2,577)	4,327	855	4,345	(18)
Looked After Children (External)	28,538	(519)	28,020	5,757	31,499	(3,479)
Looked After Children (Internal)	10,210	(184)	10,026	3,065	12,082	(2,056)
Looked After Children (Support Teams)	7,538	(112)	7,426	1,696	7,443	(17)
TOTAL	65,276	(11,766)	53,510	12,913	59,188	(5,678)

BUDGET VARIATIONS

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

Underspends:

- **£185k** - Forecast underspend on Interagency Adoption Fees. The forecast takes into account all the children waiting for adoption placements, those that may need to be placed for adoption and those children that may be placed through the regional adoption agency during the financial year
- **£103k** - Overall forecast underspend on children with disabilities; including personal care, homecare and community based short breaks. The forecast underspend is also partially due to additional continuing care funding.
- **£56k** - Other minor variations including additional grant income

Children's Services – Children's Social Care

R

Pressures :

- **(£620k)** - Forecast overspend on staffing due to the following reasons: use of agency workers, unachievable vacancy factor for some teams, Ofsted discretionary one off payments. Also the in-house residential children's homes are forecasting an overspend due to staff sickness and additional hours.
- **(£3,664k)** - Forecast 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.
- **(£1,622k)** - Forecast overspend on internal placements due to the number of Cared for Children (CfC) and payments for children that are no longer looked after (adoption allowances, SGOs).
- **(£116k)** - Forecast overspend on transport costs for children. There will be a review undertaken of the transport needs for each child currently in receipt of transport paid for by children's social care.

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

BUDGET VARIATIONS

Childrens Services Q1 Revenue Monitoring Position – Context and Mitigation

The Directorate forecast position at period 3 is an over spend of (£5,678K). The over spend is predominately due to the number and cost of external and internal placements. It is noted that the Directorate outturn position for 2020/21 was an over spend of (£2,966K).

1. The increase in the forecast overspend since period 2, is predominantly due to an adverse forecast increase in the gross cost of external placements. It should be noted that Circa £525k of the increase relates to 1 new specialist agency residential placement, 1 move from fostering to agency residential and 1 move from semi-independent to agency residential. We also have 3 returning Care Leaver, whom we have a duty to accommodate (the level of costs for these though being linked to the limited availability of suitable accommodation as detailed below at 6&7) and a number of agency foster placements, which includes 1 group of 6 to enable them to be placed together, and a sibling group of 3 and a 4 that are in cultural matched placements. NB in the main these children do not require external placements and so the growth of our in house fostering provision would reduce numbers placed externally and the associated cost.
2. With regard to in house fostering provision significant work has been completed/ongoing designed to stabilise and then grow our in house fostering provision with a three year recruitment strategy launched in later 2020 and the linked revised fostering offer having been agreed at Executive Cabinet on 28th July 2021. This will over the next three years transform our in house provision, bringing us back into line with statistical neighbours in the proportion of Cared for Children placed with our own carers.
3. With regard to the disproportionate use of external residential provision, this is one of the focuses of the 7 Strands and is also one of the primary areas of focus for the Corporate Budget Turnaround Team (BTT), who will be working closely with Childrens Services on three relates areas: 1. The delivery of our new in house Respite and Assessment units designed to support the prevention of admissions to care, the more effective step down from external provision and improved assessment 2. The delivery of a redesign to our existing residential estate in order to more effectively support a reduced reliance on external provision and to reduce pressures in the current in-house residential staffing spend. 3. The enhancement of our commissioning and brokerage service in delivering on improved placement quality and sufficiency.
4. With regard to post 18 provision, as at 1st July there were 48 young people aged 18 and over in external placements funded by Children Services (39 of whom require move on in Tameside) due in large part to the lack of more appropriate alternatives. The combined weekly cost of these placements as at 1st July, equivalent to circa £2.5m per annum. In addition a further 11 young people in our core funded Transitional Support Scheme (TSS) are now “tenancy ready and can move on once units are available.

BUDGET VARIATIONS

5. The significant cost incurred here relates firstly to the lack of tenancies in the Borough for the circa 29 young people aged 18 years plus who are assessed at tenancy ready and require move on in Tameside (18 currently in external placements and 11 in the TSS) the latter of which would release these core funded TTS placements for step down/move on placements for the further 21 who require move on in Tameside, but are not yet tenancy ready.
6. This area is a focus for activity across Growth, O&Ns and Childrens and is one of the initial areas of primary focus for the Corporate Budget Turnaround Team, as it is anticipated that through the provision of a wider and more appropriate pool of accommodation options in the Borough this spend can be significantly reduced.
7. Further work is also underway to establish the impact of the housing benefit claims, it is expected this will further reduce costs in this area.
8. During period 3 detailed salary monitoring was completed for the Directorate which has also contributed to the overall increase in overspend. In particular there is a forecast overspend of (£435K) for employee costs for the 5 in-house Children's Homes. This is linked to point 5 above.
9. Internal placements overspend (£1,622k). The forecast overspend is in relation to the payments that are made using the Softbox Payments Software and include in-house fostering allowances, adoption allowances, SGO allowances, care arrangement orders, staying-put allowances and supported lodging allowances.
10. There are significant concerns regarding the information held in Softbox and the placement types that payments have been assigned to. Softbox does not interface with the LCS system and there is no report in LCS that details the children on SGOs. Softbox relies on Social Workers completing forms to update the placement codes recorded in Softbox leading to errors and significant difficulties in accurately tracking and reporting on spend. A comprehensive data cleanse is required so that the true cost of each placement type can be correctly recorded on the finance ledger and monitored against. An alternative finance module to softbox is currently being explored. This requires some significant investment of time and resources in reviewing the soft box system in detail (Finance and CSC) to fully understand the issues and where savings can potentially be made and/or where budgets need to be re-profiled.

BUDGET VARIATIONS

11. Linked to the point 12, work is also required and planned to review/develop procedures to bring greater structure and consistency in areas such as staying put payments, one off or hardship support to carers which it is anticipated will bring greater control to these budgets.
12. Transport costs for children which is forecast to overspend by £116K this year is also to be reviewed on an individual case basis.
13. In relation to the overall number of Cared for Childrens systems are in place to support CSC middle and senior management (and key partners) oversight of children entering the care of the LA, those children who are in external residential provision, those in pre proceedings, those who are 18 plus and requiring alternative accommodation and more recently the projections of this cohort going forward. Regular reporting is also in place in relation to Care Order discharge and Special Guardianship applications and this targeted activity is now projected forward for 2021/22.

Children's Services – Education

G

Education	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Access Services	18,424	(14,683)	3,742	4,508	3,787	(46)
Assistant Executive Director - Education	436	(112)	324	31	153	171
Education Improvement and Partnerships	735	(495)	240	47	246	(6)
Schools Centrally Managed	1,876	(219)	1,657	393	1,567	90
Special Educational Needs and Disabilities	11,303	(10,026)	1,277	2,125	1,326	(49)
TOTAL	32,773	(25,534)	7,239	7,103	7,078	161

BUDGET VARIATIONS

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

Underspends:

- **£147k** - Staffing expenditure is £219k 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 anticipated on traded services income within Education. This identified saving has being offered towards the 2022/23 medium term financial budget gap.
- **£75k** - Additional Central Schools Service Support Grant received in 2021/22 areas has resulted a reduction in the budget the council have had to put into this area as the grant does not fully covered the cost of this work. This identified saving is being offered towards the 2022/23 savings.
- **£13k** - Other minor variations under £50k

BUDGET VARIATIONS

Pressures:

- **(£30k)** - This pressure relates to additional routes being supplied in relation to SEN transport in the Summer 21 term due to social distancing measures being put in place during the Covid 19 situation.
- **(£224k)** - The Education service is forecast to under achieve on its traded income target with schools by £224k due to a reduced buy in to services, £24k of the £224k is related to Covid and lockdown restrictions. This is being mitigated through the savings identified through budget review and the services involved in trading holding vacancies.
- **(£59k)** - There is a projected decrease in Education Welfare penalty notice income due to changes in government legislation during the Covid 19 lockdown periods.

SAVINGS

- **£90k** - 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	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Behaviour & Attendance Offer	124	85				39	39
Pensions Increase Act	88	0			90	88	178
Total	212	85	0	0	90	127	217

Population Health **G**

Population Health	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Population Health	16,833	(1,436)	15,397	2,217	14,782	615
TOTAL	16,833	(1,436)	15,397	2,217	14,782	615

BUDGET VARIATIONS

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

Underspends:

- **£100k** - The community services contract held with the Integrated Care Foundation Trust has realised a lower than expected inflation increase.
- **£21k** - An underspend is currently being forecast due to employee vacancies and a contribution received from Public Health England.
- **£6k** - It is currently anticipated that due to staff responding to the covid pandemic, some targeted schemes will have to be postponed resulting in a lower than anticipated expenditure.
- **£76k** - There has been a reduction to the demand of prescribed drug and smoking cessation treatment leading to a forecast underspend.
- **£487k** - A contribution from the Contain Outbreak Management grant is being forecast to fund employee costs for staff time spent on the covid response.

Population Health G

BUDGET VARIATIONS

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

Pressures:

- **(£5k)** - Agreed inflation increase for the Pennine Care Contracts for early attachment and the Be Well services.
- **(£21k)** - There has been an increase in Health Checks being carried out in this financial year resulting in a pressure against the budget, this is due to greater demand to these services as access becomes easier as covid restrictions are eased.
- **(£49k)** - There has been an increased demand of contraception within the local enhanced services resulting in a forecast spend above budget.

SAVINGS

- £0k - All savings targets are forecast to be achieved

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

Quality And Safeguarding **G**

Quality & Safeguarding	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Safeguarding and Quality Assurance	383	(241)	142	(50)	135	7
TOTAL	383	(241)	142	(50)	135	7

BUDGET VARIATIONS

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

Underspends:

- **£5k** - Premises Related Expenditure: Reduced costs for room hire – A number of training courses have been delivered online.
- **£5k** - Transport Related Expenditure: Reduced transport related costs as a result of covid - training courses are being delivered online.
- **£16k** - Supplies and Services: Reduction in commissioned services for training courses and a number of training courses are being delivered online.
- **£2k** - Recharge Expenses: Reduction in printing and supplies & services recharges as a result of Covid, as staff are continuing to work from home.

Pressures:

- **(£10k)** - Employees: Vacancy factor unachievable (£14k), as there are only a few staff members and no vacant posts. Partially offset by opt out of pension contribution by one member of staff.
- **(£11k)** - Income: (£18k) Under achievement of income target from maintained and academy Schools Traded Services. Conversations are required with schools to remind them of the importance of safeguarding; this may lead to further take up in the new academic year. This is partially offset by £7k additional unbudgeted Health Income.

Operations and Neighbourhoods R

Operations and Neighbourhoods	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Community Safety & Homelessness	7,649	(2,744)	4,905	(262)	4,905	0
Cultural & Customer Services	3,347	(358)	2,990	575	2,990	0
Engineers, Highways & Traffic Management	14,584	(10,844)	3,739	1,364	3,739	0
Management & Operations	1,384	(2,738)	(1,353)	(195)	(1,353)	0
Operations & Neighbourhoods Management	30,932	(31)	30,902	31,195	30,902	0
Operations & Greenspace	5,571	(439)	5,132	792	5,132	0
Public Protection & Car Parks	4,195	(3,027)	1,167	599	1,836	(669)
Waste & Fleet Management	10,208	(6,238)	3,970	323	4,236	(266)
Markets	969	(1,187)	(218)	(751)	(218)	0
TOTAL	78,839	(27,605)	51,234	33,641	52,169	(935)

BUDGET VARIATIONS

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

Underspends:

- £32k - Minor variations across the directorate

Pressures:

- **(701k)** - There has been an issue with the realisation of car parking income for a number of years (that has deteriorated further during COVID) .The reduction in forecast levels has been assumed to the end of the calendar year with an assumption that income levels start to recover from that point as a result of restrictions being lifted, public confidence returning for town centre shopping and successful implementation of the car parks review.

SAVINGS

Savings Performance:

- **(£136k)** - Delay the delivery of savings relating to 3 weekly wheeled bin collections (blue and black bins) due to period required for consultation.
- **(£130k)** - Delay the delivery of savings relating to wheeled bin cost recovery due to period required for consultation.
- **£0k** – A review of the Transport Levy budget will be carried out and reported at period 6 as it is envisaged compensating savings can be realised to mitigate the period 3 forecast 179k adverse variance on the Waste Levy. A nil variation has been reported in the period 3 forecast pending this review.

Operations and Neighbourhoods R

SAVINGS (continued)

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

Operations and Neighbourhoods R

SAVINGS (continued)

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Reduce collection frequency - 3 weekly Blue Bin collections	130	68		62			62
Reduce collection frequency - Black bin collections to 3 weekly	130	68		62			62
Charge for all new bins ordered	190	130		60			60
STAR Procurement	50	0		50			50
Review of customer services face to face offer	51	0				51	51
Review of book access points in post office	6	0				6	6
Removal of surplus staffing budgets	157	0				157	157
Design Charges	70	0			70		70
Highways maintenance efficiencies	67	0	67				67
Work with STAR to ensure procurement in Stores is best value and on contract	69	0		69			69
Extending commercial offer	100	0	100				100
Waste levy reduction	257	179				78	78
Transport Levy Reduction	0	0				303	303
Total	2,180	445	167	522	370	979	2,038

Operations & Neighbourhoods R

BUDGET VARIATIONS

Mitigations:

Budget Area	Detail	Forecast Saving (£'000)
Vacant Posts / Recruitment Freeze	There are a number of vacant posts across the Directorate that were previously forecast as being filled. A decision has been taken to freeze recruitment to those posts which won't have a serious detrimental impact on front line services. The saving quoted will be in addition to the vacancy factor targets already forecast as achieved.	226
Street Cleansing Waste Disposal Costs	Street cleansing waste is now disposed of through the Waste Levy at a cost saving of approximately £115 per tonne. This budget has been reduced by £200k already as part of the Directorate savings plan. Based on the actual monthly costs to date this financial year, and allowing for an increase in the monthly average for additional leaf fall throughout the autumn months it is envisaged that costs can reduce further than the current forecast.	292
Waste Levy Rebate to support shortfall in refuse collection savings	The Council receives rebates on the Waste Levy which are held corporately. Discussions are taking place between the Executive Director and the Chief Finance Officer with regards to utilising some of the historic rebate to mitigate the shortfall in the expected refuse collection savings initiatives in the current financial year.	236
Reduced Spend on Library materials	The Libraries budget currently has an annual budget of £161k for replacement and renewal of books and materials. It has been agreed as a one off mitigation that this will be reduced in 21/22 to contribute to the Directorate recovery plan	57

BUDGET VARIATIONS

Mitigations:

Budget Area	Detail	Forecast Saving (£'000)
Transport Levy	Due to a timing issue when setting the budgets for the Transport and Waste Levies, it has become apparent that there will be a net underspend between the two this financial year. This hasn't previously been reported as part of P3 forecasts	124
TOTAL		935

**It should also be noted that the P3 forecast overspend includes a shortfall in Car Parks income of £350k which is attributable to COVID. Of this, approximately £105k has been claimed via the Fees and Charges Compensation Scheme and is held corporately.

Growth G

Growth	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Growth Management	282	0	282	76	308	(26)
Development & Investment	1,799	(831)	969	285	784	185
Economy, Employment & Skills	2,300	(1,411)	889	(441)	843	46
Major Programmes	500	0	500	272	500	0
Infrastructure	200	0	200	22	204	(4)
Planning	1,643	(1,211)	432	168	513	(81)
BSF, PFI & Programme Delivery	24,126	(24,126)	0	1,697	0	0
Asset Management	611	(336)	275	(212)	228	47
Capital Programme	708	(440)	269	84	243	26
Corporate Landlord	8,184	(2,361)	5,822	1,800	5,798	24
Environmental Development	566	(28)	538	178	532	6
Estates	1,393	(2,154)	(760)	139	(556)	(204)
School Catering	2,136	(2,132)	4	(19)	4	0
Vision Tameside	0	0	0	0	0	0
TOTAL	44,448	(35,028)	9,420	4,050	9,401	19

BUDGET VARIATIONS

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

Underspends:

- **£44k** – Delayed recruitment to a number of vacant posts in Economy, Employment and Skills.
- **£47k** – Delayed recruitment to 3 vacant posts in Asset Management.
- **£84k** – Backdated fee income due for the Concord Suite relating to electricity costs associated with the telecoms mast
- **£331k** - Savings on premises related expenditure on closed buildings due to covid-19. This is £300k in relation to a reduction in building repairs and £31k saving in Utilities.
- **£86k** – Other minor variations

BUDGET VARIATIONS

Pressures:

- **(£141k)** - Reduced income in Customer and Client Receipts from Shopping centres in Droylsden and Hyde. This is a result of tenants having to vacate shopping centres as a result of Covid-19. This is an estimated adverse variance awaiting the annual accounts due in September 2021
- **(£132)** - Loss of income on Hire of Rooms for public events

SAVINGS

- **(£300k)** - Savings to not be achieved in relation to leasing income on Tameside One.

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Reduction in posts, income generation from management fees and restructuring external budgets.	76	0			43	33	76
Asset Management Accommodation Strategy (operational)/ WorkSmart	177	0			60	117	177
Relocation of Droylsden Library and Coming out of Hattersley Hub Offices and Community 7 Rooms	20	0			20	0	20
Lease Out of Tameside One Office Floor	300	300				0	0
Reduce Employment and Skills project budget by £10,000 (40%).	10	0				10	10
Future Income Generation – Contributions to post	52	52				0	0
Savings in Development Management pre-application advice and Planning Performance Agreements	7	0			7	0	7

SAVINGS (continued)

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
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	0			57	0	57
Planning and Transportation Restructure	55	0			55	0	55
Reduction in costs associated with the Tameside Additional Services Contract (TAS)	200	0			200	0	200
Estates Property Rent Reviews	500	500				0	0
Total	1,454	852	0	0	442	160	602

Governance	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Democratic Services	737	(119)	618	272	590	28
Executive Support	1,734	(158)	1,576	361	1,481	95
Governance Management	187	(90)	97	23	97	0
Legal Services	1,537	(34)	1,503	350	1,563	(60)
Exchequer	61,429	(60,108)	1,320	969	2,095	(775)
Policy, Performance & Communications	1,758	(295)	1,463	375	1,426	38
HR Operations & Strategy	1,293	(677)	616	56	729	(113)
Organisational & Workforce Development	711	(103)	608	116	503	105
Payments, Systems and Registrars	2,085	(803)	1,282	(1,676)	1,227	55
TOTAL	71,470	(62,387)	9,083	847	9,709	(626)

BUDGET VARIATIONS

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

Underspends

- **£273k** - Employee related expenses including training are less than budget due to a combination of vacant posts held, posts being recruited to and costs forecast from later in the year, maternity leave, staff who are not in the Pension fund or may have opted out and the vacancy factor.
- **£57k** - There is a current forecast of £57k 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 currently not being forecast to be utilised as the current provision is considered adequate.
- **£155k** - Other minor variation of less than £50k across all services across the directorate.
- **£27k** - The Quality, Innovation, Productivity and Prevention programme (QIPP) from the CCG for quarter 1 has resulted in additional income of £27k to TMBC; these will be monitored over the financial year.

Pressures:

- **(£532k)** - The net value of costs recovered in respect of council tax and business rates debt collections costs are forecast to be significantly less than budget due to delays and restrictions on the recovery processes due to the Covid-19 pandemic (£532k).
- **(£127k)** - Income is (£127k) less than budget due to a reduction in the number of schools purchasing HR, Payroll and Recruitment and Teacher Trade Union service.
- **(£25k)** - The Priority Account Service (Oxygen) has a net income target of £50k. Current forecast for the programmes expenditure and income along with the £50k income target results is a forecast shortfall of (£25k). This will be reliant on the number of our larger suppliers signing up to the scheme and will be monitored throughout the year.
- **(£528k)** - The forecast 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 over the course of the financial year. This is resulting in income recovery of (£528k) less than budget.

SAVINGS (continued)

- **(£10k)** - Saving not expected to be achieved in relation to the Discontinuation of Life in Tameside and Glossop Website and alternative savings will be made instead.
- **(£8k)** - Generation of income through promotion of design function externally has not yet been implemented and alternative savings will be made instead..

SAVINGS (continued)

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
electoral registration	25	0		25		0	25
Review of staff structure - reducing staff hours	41	0				41	41
Review of staff structure	68	0				68	68
Review of workforce development budget - for one year and further review thereafter	20	0				20	20
Staff restructure	81	0				81	81
Review of staff structure	20	0		20		0	20
Review software licences	5	0		5		0	5
Discontinuation of Life in Tameside and Glossop Website	10	10				0	0
Review of external advertising	5	0		5		0	5
Generation of income through promotion of design function externally	10	8		2		0	2
Not replacing trainee solicitor post	70	0				70	70
Total	355	18	0	57	0	280	337

Finance and IT

A

Finance and IT	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Financial Management	3,487	(1,051)	2,436	(202)	2,455	(19)
Risk Management & Audit Services	1,936	(250)	1,685	1,231	1,697	(12)
Digital Tameside	4,730	(525)	4,205	1,418	4,257	(52)
TOTAL	10,153	(1,827)	8,326	2,447	8,409	(83)

BUDGET VARIATIONS

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

Underspends:

- **£21k** - Employee related expenses including training is less than budget due to a combination of vacant posts held and costs forecast later in the year.

Pressures:

- **(£67k)** - Under recovery of income from Schools Trading within IT
- **(£27k)** - Other Minor variations across the Directorate

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	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Asset Valuation Services	55	0			55		55
STAR procurement	10	10					0
Total	65	10	0	0	55	0	55

Capital Financing, Contingency and Corporate Costs G

Corporate	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Chief Executive	259	0	259	62	288	(29)
Corporate and Democratic Core	3,628	(222)	3,406	623	3,360	45
Democratic Processes	1,465	(79)	1,386	316	1,357	29
Investment and Financing	8,964	(4,189)	4,775	(179)	4,358	417
Contingency	(524)	(9,373)	(9,897)	(18,620)	(11,338)	1,442
TOTAL	13,792	(13,863)	(71)	(17,798)	(1,975)	1,904

BUDGET VARIATIONS

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

Underspends:

- **£56k** - There are other minor variations across the Corporate Democratic Core service of under £50k
- **£52k** - MRP charges lower than initial budget due to reduced capital spend in 2020/21
- **£355k** - Projected interest charges reduced on the assumption that no further borrowing is required in year.
- **£14k** - Projected Manchester Airport land rental income increased on basis of 2020/21 outturn.
- **£1,433k** – Additional Collection Fund losses Compensation Grant arising from business rates income losses during the COVID 19 pandemic. We are forecasting to receive an additional £1,433k grant income more than what was estimated when the budget was set.
- **£436k** – Additional Income Compensation Grant arising from sales, fees & charges losses during the COVID-19 pandemic. We are forecasting to receive and additional £436k grant income more than what was estimated when the budget was set.

Pressures:

- **(£41k)** - There is an ongoing annual pressure of (£41k) for the I.T. related expenditure in relation to Graphnet
- **(£61k)** - Investment interest income forecast below budget due to continued low interest rate environment.

SAVINGS

Savings Performance:

- **£30k** - A further additional saving of £30k is forecast 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
- **£56k** - Additional savings from the prepayment of pension contributions to GMPF based on savings to date in year.
- **(£261k)** - Workforce cross cutting themes – work ongoing to identify savings.
- **(£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.
- **(£13k)** - Venture fund savings target not achievable as fund wasn't established.

Capital Financing, Contingency and Corporate Costs G

SAVINGS

Savings Performance:

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Contingencies and Mayoral Support	136	0		30	136	0	166
MRP overpayment	1,299	0				1,299	1,299
Manchester Airport Investments	1,062	0			1,062	0	1,062
Pension Advanced Payment	460	0			516	0	516
SPD Review	100	0				456	456
Workforce Cross Cutting theme (Excluding VF increase)	261	261				0	0
Salary Sacrifice Schemes	45	45				0	0
Capital Financing	40	0				40	40
Venture fund	13	13				0	0
Total	3,416	319	0	30	1,714	1,795	3,539

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 £
Education	Dedicated Schools Grant (DSG) High Needs forecast surplus to be transferred to the DSG reserve to support the current overspend position. The grant is ringfenced for schools.	Transfer to	178,446
Education	Health income allocated to support the neurodevelopmental pathway assessment being provided by the Specialist Support Service within the SEND Service.	Transfer from	65,000
Growth	The continued development of Tameside's Local Plan reprofiled to 2021/22.	Transfer from	10,268
Growth	Targeted Investment for the development of strategies including the Strategic Asset Management Plan, Inclusive Growth Strategy, and Investment in Strategic sites reprofiled to 2021/22.	Transfer from	300,000
Growth	Targeted Investment for the development of a Housing Delivery Strategy reprofiled to 2021/22.	Transfer from	21,928
Growth	Targeted Investment for Godley Green Garden Village Development reprofiled to 2021/22.	Transfer from	351,169
Growth	Targeted Investment for St Petersfield Ashton - Strategic Site Development reprofiled to 2021/22.	Transfer from	150,000
Growth	Transpennine upgrade of Mottram by pass impact assessment reprofiled to 2021/22.	Transfer from	75,000
Growth	Targeted Investment in Town Centre Masterplanning including Ashton Under Lyne, Stalybridge, Droylsden, and Hyde reprofiled to 2021/22.	Transfer from	200,000
Growth	Targeted Investment for Ashton Moss master planning reprofiled to 2021/22.	Transfer from	250,000
Population Health	Drawdown of reserves from the ringfenced Health Equalities Reserve towards the Health Improvement Programme	Transfer from	93,000

Reserve Transfers (continued)

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
COVID	Unused grant funding from 20/21 in relation to Covid 19 (Emergency Assistance for Food and Essential Supplies), is to be utilised this year.	Transfer from	148,557
COVID	Unused grant funding from 20/21 in relation to Covid 19 (Community Champions) is to be utilised this year.	Transfer from	367,375
COVID	Unused grant funding from 20/21 in relation to Covid 19 (Clinically Extremely Vulnerable) is to be utilised this year.	Transfer from	282,965
Children's Services	Youth on Remand grant underspend	Transfer to	15,200
Children's Services	Youth Justice Community safety grant monies	Transfer from	(61,337)
Children's Services	Youth Justice Board Grant underspend	Transfer to	21,504
Children's Services	Troubled Families Grant underspend	Transfer to	30,735
Finance & IT	Expected contribution to Insurance reserves based on annual actuarial assessment of insurance provision and reserve requirements.	Transfer to	165,270
Finance & IT	Drawdown from reserve for the amount not to be billed by Salford Computer Audit Services in 20/21 that was put into Contingency as work now being completed in 21/22	Transfer from	13,890