

Financial Year 2023/24

Appendix 1: Quarter 3 Revenue Budget Monitoring Report

Executive Summary

The forecast financial position of the Council at the end of 2023/24 financial year based on the information known at the end of the second quarter is a current overspend of £9.462 m. Any remaining unmitigated overspend at the year-end will impact upon the available reserves.

Table 1 – Forecast Outturn against Budget 2023/24

Appendix A	Current Budget	Projected Outturn	Quarter 3 Variance	Quarter 2 Variance	Movement from Quarter 2
	£m	£m	£m	£m	£m
Business, Growth and Infrastructure **	1.048	1.096	0.048	0.082	(0.034)
Children and Young People	40.852	52.131	11.279	10.085	1.194
Corporate Core Services	16.218	16.425	0.206	0.033	0.173
Corporate Core Finance	9.664	9.731	0.067	0.011	0.056
Housing General Fund	(0.079)	(0.079)	0.000	0.000	0.000
Non-Service Specific	27.943	23.146	(4.797)	(3.200)	(1.597)
Health and Adult Care	79.226	80.081	0.855	1.145	(0.290)
Operations	15.403	17.206	1.803	1.640	0.163
Total forecast over / (under) spend	190.274	199.737	9.462	9.796	(0.334)

Business, Growth, and Infrastructure - £0.048m adverse variance

Business, Growth and Infrastructure	Current Budget	Projected Outturn	Quarter 3 Variance	Quarter 2 Variance	Movement from Quarter 2
	£m	£m	£m	£m	£m
BGI Central Budget (Fees & Charges Savings)	0.000	0.000	0.000	0.244	(0.244)
Strategy, Planning & Regulation	0.550	0.528	(0.022)	(0.007)	(0.015)
Land & Property	(1.706)	(1.196)	0.510	(0.033)	0.543
Regeneration Delivery – Major Projects	0.133	0.145	0.012	0.001	0.011

Regeneration Delivery Economic Regeneration	-	0.615	0.549	(0.066)	(0.047)	(0.019)
Housing Needs & Options		0.516	0.424	(0.092)	0.043	(0.135)
Strategic Housing		0.139	0.083	(0.056)	(0.051)	(0.005)
Urban Renewal & Adaptations		0.142	0.116	(0.026)	0.003	(0.029)
BGI Management Team		0.659	0.447	(0.212)	(0.069)	(0.143)
Total forecast over / (under) spend		1.048	1.096	0.048	0.082	(0.036)

Business, Growth, and Infrastructure - Financial Headlines

BGI Department, including the Housing Needs & Options service, is forecasting a £0.048m overspend which is a favourable movement of £0.036m from the Quarter 2 position.

There has been an adverse movement within Land & Property of £0.543m due to a number of reasons including:

- The movement of a savings target relating to additional income from a generic BGI budget line to the general property lettings code - £0.244m.
- Unbudgeted costs of £0.150m for repairs and additional security at the Seedfield Site due to an incursion onto the site.
- Unbudgeted management fees in relation to Q-Park Bury and unbudgeted repairs & maintenance costs across the commercial estate of £0.071m.
- Internal recharges in relation to roof repairs at Radcliffe Library and Textile Hall Floor Finishes. £0.052m

BGI Management team is showing a favourable variance against budget of (£0.212m). This is mainly due to in year vacancy factor savings exceeding the target and the additional work being carried out by staff on capital projects or in relation to the HRA meaning resulting in recharging those costs as appropriate.

Children and Young People - £11.279m adverse variance

Children and Young People	Current Budget	Projected Outturn	Quarter 3 Variance	Quarter 2 Variance	Movement from Quarter 2
	£m	£m	£m	£m	£m
Children's Commissioning	0.406	0.414	0.008	0.044	(0.036)
Early Help & School Readiness	4.520	3.757	(0.763)	(0.753)	(0.010)
Children's Services Management and other costs	0.349	0.963	0.614	0.385	0.229
Education and Inclusion	9.787	13.727	3.940	4.096	(0.156)
Social Care and Safeguarding	25.790	33.270	7.480	6.313	1.167
Total forecast over / (under) spend	40.852	52.131	11.279	10.085	1.194

Children and Young People - Financial Headlines

The Children and Young People department is forecasting to overspend by £11.279m as at Quarter 3 (£10.085m at Quarter 2) with a £7.480m forecast overspend on Social Care and Safeguarding and a £3.940m forecast adverse variance across Education and Inclusion. There are a number of budget headings over and under spending across the service, however the most significant variances are set out in the paragraphs below.

The 2024/25 budget includes an uplift to the base budget to address the pressures identified in 2023/24 and to fund forecast growth in 2024/25.

A review of the Dedicated Schools Grant (DSG) was carried out earlier in the calendar year which resulted in the requirement to transfer £2.5m of expenditure across several services back to the general fund. Due to the timing of this review, it was not possible to include this pressure in the budget approved by full Council in February 2023 which has resulted in the ongoing expenditure contributing to the overall departmental overspend. The service is continuing to review the services transferred to seek alternative delivery methods to mitigate pressures in the current year and reduce the impact on the medium-term financial plan for 2024/25 onwards.

The 2023/24 CYP saving programme is £0.707m and has delivered £0.507m (72%) of savings as at month 9. A budget reduction of £0.200m for Short Breaks and Personal Budgets has been identified as unachievable. A review has been completed on packages with the potential to maximise contributions from Health partners where possible, and the transfer of Section 17 expenditure within the service (nil impact for Children's services overall). Further work is now required on securing additional contributions for these packages. There also remains £0.200m of undelivered savings relating to 2022/23 savings programmes. As at month 9, the saving for external placements (£0.200m) is considered to be unachievable.

Social Care and Safeguarding – £7.480m forecast adverse variance.

The residential placements budget for children including those with a disability is projected to overspend by £4.984m at Quarter 3 (£4.089m at Quarter 2) due to the current number of children in residential placements and their complexity.

The service is continuing to experience a high demand for Children's placements which is comparable with neighboring authorities. The service has set up a weekly panel meeting to ensure that children can return to a more family orientated home environment where appropriate. In addition to an increase in the number and cost of residential homes the service continues to incur high costs associated with high numbers of agency social workers in common with many other Local Authorities, both regionally and nationally.

The safeguarding service is forecast to overspend at Quarter 3 by £1.890m (£1.915m at Quarter 2) of which £0.900m relates to the safeguarding fieldwork team and increased costs for Non-Looked After Children's support packages and homelessness alongside additional legal costs.

The service is currently implementing a large recruitment exercise to recruit permanent social workers and reduce the cost of agency staff. The service also continues to invest in its social worker academy which will result in more locally qualified social workers.

Education and Inclusion - £3.940m forecast adverse variance.

Home to School Transport is reporting a forecast overspend of £1.913m at Quarter 3 (£1.868m at Quarter 2). There has been an increase in demand for this service alongside inflationary costs which have also contributed to this adverse variance. The implementation of a new software system has enabled the service to be efficient in the number of routes required, however the number of children requiring the service has reduced any benefit of this implementation.

School crossing patrols are expecting to overspend by £0.235m (£0.280m at Quarter 2) and a review is currently underway to look at alternative provision to deliver this service.

The Educational Psychology service is forecasting an adverse variance of £0.376m at Quarter 3 (no change from the £0.376m reported at Quarter 2). Included within the work as part of the Council's budget setting process for 2024/25, a review of the structure of the service has been completed with additional resource requirements included within the Council's Medium Term Financial Plan.

A review of the DSG expenditure during January to March 2023 resulted in the transfer of costs of the Curriculum Language and Access Service to the general fund. This service was ceased on 31 August 2023 with the majority of costs for the period April to August being offset by vacancies held across Education & Inclusion.

The Inclusion and Partnerships budget is forecast to overspend by £1.324m (£1.275m at Quarter 2). The Short Breaks service is the largest contributing area to this adverse variance at £1.333m which in part is due to the unachievement of a

savings target of £0.200m and short breaks costs of £0.300m previously funded through DSG. An increase in demand and costs for Personal budgets is also contributing to the overall overspend within Education and Inclusion.

The pressures across Social Care & Safeguarding and Education and Inclusion are being partially offset by a favourable variance of (£0.763m) in Early Help and School Readiness which is a result of several vacancies being held across the service area.

A detailed review was undertaken on the Children and Young Peoples budget as part of setting the 2024/25 budget and the budget has been uplifted to address the budget pressures and fund forecast growth. This overspend is therefore not expected to continue into 2024/25.

Children’s Services Dedicated Schools Grant - £18.555m projected deficit

The dedicated schools grant has been overspending and projected to have a deficit of £18.555m by the end of this financial year. The Council have been in regular discussions with the Department for Education (DfE) about its deficit projections and in April 2023 was asked to complete a DSG Management Plan for submission to the Department for review by Ministers. A revised plan was and supplementary information was submitted on 13 October 2023 for consideration by Ministers. This plan sees the eradication of the DSG deficit by the financial year 2028/29 and includes the use of £6m of Council reserves as approved by Cabinet in July.

Corporate Core Services - £0.206m overspend

Corporate Services	Core	Current Budget	Projected Outturn	Quarter 3 variance	Quarter 2 variance	Movement from Quarter 2
		£m	£m	£m	£m	
Chief Information Officer		6.754	6.741	(0.013)	(0.089)	0.076
Communications & Engagement		1.235	0.505	0.051	0.069	(0.018)
Legal & Democratic Services		4.274	4.630	0.240	0.102	0.138
People & Inclusion		4.429	4.389	(0.060)	(0.041)	(0.019)
Senior Management		0.222	0.160	(0.011)	(0.007)	(0.004)
Total forecast over / (under)spend		16.914	16.425	0.206	0.033	0.173

Corporate Core Services financial headlines

The Corporate Core Services budget is forecast to overspend by £0.206m at quarter 3, a worsening of £0.173m from the position at quarter 2. The areas of overspend had pressures identified as part of the Zero-Based Budget Exercise, as such the budgets will be aligned for 2024/25 once approved at budget council, removing the overspend in future years. Included within the budget is a saving target of £0.591m which is forecast to be fully achieved.

Legal and Democratic

Legal and Democratic services is overspending by £0.240m which is due to the net increase in the cost of staffing and agency of £0.255m as recruitment has been challenging due to current market conditions, an overspend on Coroners Court costs of £0.079m, offset by additional forecast income of £0.054m and an underspend in relation to Members Allowances of £0.054m.

The Chief Information Officer

The Chief Information Officer service has an overall underspend of £0.013m. This includes a one off overspend within ICT of £0.276m in relation to the costs of migration to cloud based services. This is offset with underspends within Strategic Partnerships, Adult Learning and Performance and Intelligence services in relation to reductions due to the moratorium on expenditure, (£0.155m), reduced staffing costs, (£0.093m) and additional income (£0.033m).

People and Inclusion

The People and Inclusion service has an overall underspend of £0.060m.

Communications and Engagement

The Communications and Engagement service is forecast to overspend by £0.051m which is due to a partial underachievement of the savings target in relation to a service review and staffing costs.

Included within the overall overspend is a saving of £0.026m yet to be achieved which relates to a service review which will be achieved in full during 2024/25. The service is reviewing budgets to mitigate the savings in the current financial year.

Corporate Core Finance - £0.067m overspend

Corporate Finance	Core	Current Budget	Projected Outturn	Quarter 3 Variance	Quarter 2 Variance	Movement from Quarter 2
		£m	£m	£m	£m	£m
Corporate Finance	Core	0.000	0.000	0.000	0.000	0.000
Deputy Finance	Director of	5.769	5.974	(0.033)	(0.059)	0.026
Executive Finance	Director of	3.895	3.859	0.100	0.069	0.031
Total	forecast over / (under) spend	9.664	9.296	0.067	0.011	0.056

Corporate Core Finance

The overspend in finance is as a consequence of bringing in additional resources over and above establishment to support the finance improvement agenda and additional work to support children's services.

Housing General Fund - £0.000m variance.

Housing General Fund	Current Budget	Projected Outturn	Quarter 3 Variance	Quarter 2 Variance	Movement from Quarter 2
	£m	£m	£m	£m	£m
Housing General Fund	(0.079)	(0.079)	0.000	0.000	0.000
Total forecast over / (under) spend	(0.079)	(0.079)	0.000	0.000	0.000

The Housing general fund

The housing general fund budget funds housing benefit payments to claimants.

Non-Service Specific - £4.797m favorable variance

Non-Service Specific	Current Budget	Projected Outturn	Quarter 3 Variance	Quarter 2 Variance	Movement from Quarter 2
	£m	£m	£m	£m	£m
Car Lease Salary Sacrifice Scheme	(0.025)	(0.025)	0.000	0.000	0.000
Chief Executive	0.212	0.173	(0.039)	(0.039)	0.000
Corporate Management	0.727	0.645	(0.081)	(0.081)	0.000
Cost of Borrowing	5.487	1.639	(3.847)	(3.561)	(0.286)
Environment Agency	0.100	0.111	0.011	0.011	0.000
GMWDA Levy	12.551	12.551	0.000	0.000	0.000
Passenger Transport Levy	13.403	13.403	0.000	0.000	0.000
Town of Culture	0.090	0.090	0.000	0.000	0.000
Townside Fields	(0.058)	(0.058)	0.000	0.000	0.000
Provisions/Reserves	(4.725)	(6.015)	(1.290)	0.469	(1.759)

Bury Market Roof RAAC Issues	0.181	0.181	0.000	0.000	0.000
Redundancy Costs	0.000	0.450	0.450	0.000	0.450
Total forecast over / (under) spend	34.066	30.866	(4.797)	(3.200)	(1.597)

Non-Service Specific financial headlines

The Non-Service Specific (NSS) budget variance has increased from a £3.200m underspend at Quarter 2 to a £4.797m underspend at Quarter 3.

Corporate Management £0.081m favourable

Corporate management is forecast to underspend by £0.081m due to a number of variances relating to professional fees, subscriptions and initiatives.

Cost of Borrowing £3.847m favourable

The underspend on Cost of Borrowing has increased by £0.286m from Quarter Two. Two Lender Option Borrower Option (LOBO) loans were called by the provider and were repaid in Quarter 3. This has led to a reduction in LOBO loan interest payments of £0.183m however Temporary Loans have increased resulting in additional Temporary Loan Interest costs of £0.083m in Quarter 3. In addition, investments have generated an additional £0.187m over budget due to better interest rates being received.

Provisions/Reserves £1.290m favourable

There are a number of centrally held savings included within provision and reserves. The forecast underachievement of savings of £1.469m reported at Quarter 2 has been mitigated by budgets that are not needed in this financial year as a one-off.

Work is currently being undertaken to progress schemes where possible and identify mitigations for those savings that are unable to be achieved.

There is also a surplus budget for the 2023/24 pay award held under Non-Service Specific resulting in a forecast underspend of £0.587m.

Redundancy Costs £0.450m unfavourable

Redundancy costs of £0.450m previously held within Children and Young People's budget have been transferred to Non-Service Specific and the reason for the adverse variance between quarter 1 and quarter 2.

Health and Adult Care (formerly OCO) - £0.855m Overspend

Appendix A	Current Budget	Projected Outturn	Quarter 3 Variance	Quarter 2 Variance	Movement from Quarter 2
	£m	£m	£m	£m	£m

Adult Social Care Operations	7.393	7.192	(0.201)	(0.257)	0.056
Care in the Community	46.998	48.109	1.111	1.595	(0.484)
Commissioning and Procurement	15.391	15.542	0.151	0.000	0.151
Departmental Support Services	(0.835)	(0.860)	(0.025)	(0.014)	(0.011)
Workforce Modernisation	0.078	0.078	0.000	0.000	0.000
Public Health	10.201	10.020	(0.181)	(0.180)	(0.001)
Total forecast over / (under) spend	78.261	79.406	0.855	1.145	(0.290)

Financial Position

The Health and Adult Care (HAC) budget is forecast to overspend by £0.855m at quarter 3 which is a £0.290m improvement on the position reported at quarter 2.

Adult Social Care Operations - £0.201m underspend

The Adult Social Care Operations budget is forecast to underspend by £0.201m, which is a £0.051m decrease on the underspend reported at quarter. The decrease is due to revised staffing budget forecasts within Operational staffing budgets.

The workforce retention strategy continues to recruit Social Workers in Operational teams thereby strengthening focus on delivery of care package savings. However, recruiting to vacant care support worker roles in the Intermediate care services remains a challenge and therefore affects the ability to deliver services to their full capacity.

Care in the Community - £1.111m Overspend.

The Care in the Community budget is forecast to overspend by £1.111m which is a £0.484m improvement on the forecast reported at quarter 2. The improved position between quarter 2 and quarter 3 is due to reducing activity across home care and residential settings. However, there is a risk that over the remaining winter months additional demand may result in a further increase in the overspend.

The main drivers of the overspend are:

- An overall increase in demand for Home Care packages as a result of supporting hospital discharges into home care settings albeit activity has slowed between quarter 2 and quarter 3.
- New 'in year demand' demand or increases to existing care packages.

- Legacy demand pressures because of Covid Hospital Discharge policy.

Commissioning – £0.150m Overspend

The Commissioning and Procurement Budget is forecast to overspend by £0.151m and is a £0.151m worsening of the position reported at quarter 2.

The overspend on commissioning budget is largely driven by:

- Additional staffing costs at Persona regarding delivery of supported living services.
- Slippage in delivery of Persona savings. However, a definitive plan is in place to deliver the historic unachieved savings relating to Persona. The plans assure savings delivery will be successful over the period 2023/24-2024/25.

Public Health - £0.180m Underspend

The Public Health budget is forecast to underspend by £0.180m which was the position reported at quarter 2. The underspend is due a small staffing budget underspend and activity being lower than forecast within two Public Health contracts.

2023/24 HAC Saving Programme Delivery Status

The 2023/24 HAC saving programme is £7.761m and has delivered £6.542m (77%) of savings as at month 9. The current HAC savings delivery forecast projects a £0.332m shortfall by March 31,2024.

The table below analyses the delivery of the Cabinet agreed HAC savings programme by Adult Care and Public Health service areas.

HAC Directorate	Savings Target	Savings Achieved Year to Date	Total Savings Expected to be Achieved	Variance
Adult Care	7,602	5,806	7,270	-332
Public Health	159	159	159	0
Total	7,761	5,965	7,428	-332

Delivering the Historical HAC Directorate Savings Shortfall

The total savings shortfall regarding 2021/22 and 2022/23 HAC savings programmes was £1.546m. The historic saving shortfall has now been met.

New/Additional Savings

In addition, as part of in year savings initiatives, a further £0.067m of new/additional savings have been achieved within Neighbourhood Housing Support services.

Rolling Actions to Deliver HAC Directorate Savings

During 2023/24 the HAC Directorate will continue to undertake several actions to mitigate any savings shortfall with regards to achieving the 2023/24 savings programme, including:

- Continuous dialogue with Persona to ensure the reprofiled savings programme is delivered.
- Ongoing reviews of existing care packages
- Continue the roll out of the new workforce retention strategy which will strengthen the focus on delivery of care package savings.
- Robustly applying the strength-based ethos regarding commissioning care packages.
- Fortnightly triangulation meetings with Finance, Commissioners and Social work management teams to continuous challenge and review the system (Controcc) data quality used to derive the Care in the Community outturn forecast.
- Weekly Saving Challenge meetings
- Monthly Adult Social Care Finance Board Meeting
- Monthly Senior Leadership (SLT)Team Meeting

Operations - £1.803m overspend

Operations	Current Budget	Projected Outturn	Quarter 3 variance	Quarter 2 variance	Movement from Quarter 2
	£m	£m	£m	£m	
Arts & Museums	0.598	0.591	(0.007)	(0.017)	0.011
Commercial Services	(0.427)	(0.001)	0.426	0.411	0.015
Engineers	(0.693)	(0.661)	0.031	0.072	(0.041)
Facilities Management	2.256	2.485	0.229	0.110	0.119
Health & Environmental Protection	1.270	1.145	(0.125)	(0.108)	(0.016)
Operations Senior Management	0.566	0.563	(0.003)	(0.003)	0.000
Street Scene Maintenance	4.338	4.760	0.422	0.249	0.173
Waste, Transport & Stores	5.332	5.636	0.304	0.332	(0.028)
Wellness	2.163	2.690	0.527	0.596	(0.070)
Grand Total	15.403	17.206	1.803	1.641	0.162

Operations - Financial Headlines

Overall, the quarter 3 forecast position for the Department of Operations is a £1.803m overspend, an increase from quarter 2 of £0.162m. Included within the budget is a saving target of £1.790m 12.78% of the budget of which £0.692m remains to be achieved however this is mitigated in year by the over-achievement against the vacancy factor saving for the department £0.167m.

Wellness Operations, £0.527m overspend.

There is a forecast overspend in leisure centres and libraries due to increased costs of energy in 2023/24 of £0.461m, costs relating automated access in the leisure centres of £0.064m, rates and cleaning costs of £0.108m, this has been partially offset by underspends in Sports Development of £0.085m and over-achievement of income in bereavement of £0.041m.

Future energy costs are expected to reduce in 2024/25 to mitigate the pressure in future years.

Street Scene, - £0.422m overspend

There is a forecast overspend of £0.422m due to increased energy costs of £0.260m increasing the costs of street lighting and £0.268m underachieved savings on the implementation of LED lanterns due to capacity issues.

The moratorium on spend and underspends within grounds maintenance and the planned use of reserves has partly mitigated the overspend.

Commercial Services, £0.426m overspend

The Markets across Bury are forecasting to overspend by £0.269m due to an underachievement of income of £0.166m, the MTFS has a rebasing of the income target for future years. The market occupancy rate is 98%. There is also a forecast overspend on energy costs of £0.211m due to the increased price, however there are a number of underspends partially mitigating the overspend.

Catering Services is £0.048m remains overspent after partial mitigation through the use of the catering reserve.

The Civic Halls budget is overspending by £0.113m and relates to staffing costs which are being incurred whilst civics are being mothballed. This budget has been realigned in the MTFS for 2024/25.

Waste, Transport and Stores, £0.304m overspend

The waste, transport and stores service is forecasting an overspend this is due to a number of overspends across the services including fuel costs of £0.222m and the underachievement of the vehicle maintenance savings target of £0.070m, partially offset by mitigating underspends.

Health & Environment Protection, - (£0.125m) underspend.

The forecast underspend is due to the spend moratorium and an overachievement of the vacancy factor of £0.039m

Facilities Management, - £0.228m overspend

The overspend relates to underachievement of income from admin buildings income of £0.126m, energy £0.074m, cleaning costs £0.076m offset by underspends on moratorium codes and salaries £0.069m.

Savings 2023/24

The Council has a challenging savings target of £23.971m to deliver this financial year and to date has successfully delivered £17.947m at the end of quarter three with total savings of £22.268m forecast for the full year. The successful delivery of 93% of the savings target in the context of rising demand and other national and regional pressures reflected locally represents a considerable achievement for the Council.

The in-year savings referred to above include permanently embedded savings and some smaller one-off savings which in addition to the £1.644m equate to a total of £3.408m needing to be delivered on a permanent basis during 2024/25. However, £2.908m of these savings will still be achieved from existing planned projects but for reasons given below have necessitated reprofiling over future financial years.

When savings achieved and forecasted in 23/24 are aggregated with the reprofiled savings the shortfall in the total savings targets set for 23/24 is £0.500m, a gap of 2%.

The reprofiled targets and associated projects are as follows:

- £0.192m for LED lighting will be achieved in the Operations budget in 24/25. The delay has been caused by the lack of availability of external contractors to undertake the necessary work.
- The HAC directorate is reporting a £0.332m net saving shortfall at quarter 3 which is being driven in two areas:
- Working Age Adults savings initiatives are subject to appropriate accommodation being available and legal process being completed, consequently, where there is delay in transitioning to suitable accommodation there is a delay in the saving being achieved which is now expected to be in 24/25.
- Housing Complex Care saving delivery is being negatively impacted due to property completion dates slipping and is expected to be delivered in 24/25.
- £0.400m of children placements savings which, due to the in-year increase in demand will now be delivered in 26/27. Alternative plans are in place to deliver the savings in 24/25 through additional contribution to high-cost placements from Health and a reduction in transport costs.
- The saving target of £0.845m associated with the rationalisation of council buildings to reduce maintenance costs and generate capital receipts will be achieved as rental income from Health partners located in Pennie £0.125m in 24/25 and £0.375m in 25/26 with the remaining £0.345m being delivered from further rationalisation and

small asset disposals in 24/25 (£0.095m) and 25/26 (£0.250m). There is potential to increase the value of these savings when work on the Forward Asset Plan business case is completed.

- Savings of £0.664m associated with planned moves towards further digitalisation have proved difficult to implement and plans and implementation methodology are now being reviewed with a further report being prepared. Full year implementation is not expected until the end of 24/25 and the savings have therefore been re-profiled to be achieved in 25/26.
- The Home Support Service and HRA target of £0.425m has a plan in place for £0.150m to be achieved in 2024/2025 and a review of the HRA is expected to deliver efficiencies of the remaining £0.275m due to the insourcing of the service, this also been reprofiled to 24/25.
- Savings of £0.050m associated with a reduction in external fees and charges are proving difficult to achieve in the context of additional work needing to be undertaken but Directors continue to reevaluate commissioning and requirements, and the savings have been reprofiled to 24/25.

The remaining shortfall in savings of £0.500m are within the Operation Directorate including Highways (£0.076m), Transport (£0.070m), Commercial Services (£0.232m) and Waste recycling (£0.122m). The original planned targets have proved difficult to secure due to a variety of internal and external factors including demand. However, the Directorates management team are committed to the savings targets and are currently developing alternative mitigations, to be delivered in 24/25, subject to Cabinet approval.

When approved all the above savings' projects will be supported by more a formalised project and delivery plan process to be monitored monthly and scrutinised by the Executive Delivery Board on a regular basis.

Council wide Savings Tracker 2022/23 and 2023/24

Savings Group	Directorate Savings Programme	Project Lead	Savings target	Savings achieved to date	Forecast	Variance
Budget Savings 2023/24	All		£2,712,000	£2,068,964	£2,800,100	£88,100
	Business Growth & Investment	Paul Lakin	£750,000	£250,000	£750,000	£0
	Children & Young People	Jeanette Richards	£707,000	£507,000	£507,000	£-200,000
	Corporate Core	Kate Waterhouse	£591,000	£406,050	£591,000	£0
	Corporate Core Finance	Sam Evans	£150,000	£150,000	£150,000	£0

	Housing General Fund	Liz Cooke	£964,000	£0	£539,000	£-425,000
	Department of Operations	Donna Ball	£1,296,000	£585,041	£926,000	£-370,000
	Non service Specific	Paul McKeivitt	£1,638,000	£1,638,000	£1,638,000	£0
	Department of Health & Adult Care	Will Blandamer	£5,800,000	£3,711,810	£4,839,272	£-960,728
Subtotal Cabinet 2023 agreed savings			£14,608,000	£9,316,865	£12,740,372	£-1,867,627
Budget Savings 2022/23 agreed 2023/24	Business Growth & Investment	Paul Lakin	£500,000	£500,000	£500,000	£0
	Department of Operations	Donna Ball	£200,000	£74,828	£78,000	£-122,000
	Department of Health & Adult Care	Will Blandamer	£1,961,000	£2,253,678	£2,589,332	£628,332
Subtotal Cabinet 2022 agreed savings			£2,661,000	£2,828,505	£3,167,332	£506,332
Once	Digitilisation & Channel Shift	Karen Johnston	£900,000	£900,000	£900,000	£0
Once	Digitilisation & Channel Shift	Karen Johnston	£-100,000	£-100,000	£-100,000	£0
Flexibly	Building Revenue Reductions	Paul Lakin	£500,000	£500,000	£500,000	£0
Subtotal Transformation 2023 agreed savings			£1,300,000	£1,300,000	£1,300,000	£0
2023/24 Savings Target			£18,569,000	£13,445,370	£17,207,704	£-1,361,296

Savings Group	Directorate Savings Programme	Project Lead	Savings target	Savings achieved to date	Forecast	Variance
2022/23 unachieved savings	Children & Young People		£320,000	£120,000	£120,000	£-200,000
	Department of Health & Adult Care		£1,546,161	£1,255,673	£1,603,275	£57,114
	Department of Operations		£294,000	£0	£94,000	£-200,000
	Transformation savings		£1,621,127	£1,563,127	£1,621,627	£500
	Of Transformation total - Once		£691,000	£641,000	£691,000	£0
	Of Transformation total - Well		£538,127	£530,127	£538,627	£500

	Of Transformation total - Flexibly		£392,000	£392,000	£392,000	£0
Subtotal 2022/23 unachieved savings			£5,402,415	£4,501,927	£5,060,529	-£341,886
Savings Target (2022/23 and 2023/24)			£23,971,415	£17,947,298	£22,268,233	-£1,703,182

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