

Tier 1 Pillar	Tier 2 Function	Budget 2020/21 £'000	Full-Year Projected Out-turn £'000	Projected Variance £'000	Movement since last report £'000	Commentary on Reasons for Variance
Resources - Enabling	Business Support & Facilities Management	3,694	3,666	(28)	0	Reduced income at the Registrars due to Covid, partially mitigated by vacancy savings.
	Communications & Engagement	395	427	32	0	
	Customer Strategy & Operations	720	1,395	675	10	
	Data, Performance and Insight	859	859	0	0	
	Digital & Business Change	2,450	2,432	(18)	(1)	
	Elections and Democracy	1,826	1,664	(162)	(16)	Variance on settlement of European Elections reimbursement of costs
	Human Resources and Organisational Development	2,141	2,141	0	0	Increase in costs of temporary staff to fill vacancies
	Information Technology	2,827	2,879	52	0	
	Legal Services	1,268	1,454	186	68	
		<b>16,180</b>	<b>16,917</b>	<b>737</b>	<b>61</b>	
Resources - Finance & Assets	Corporate Finance	(7,227)	(5,587)	1,640	1,179	Provision for the Collection Fund pressures highlighted in the 2021/22 budget report.
	Finance & Procurement Service	2,313	2,466	153	19	Reduction in insurance recharges income from schools partly offset by vacancies
	ASC Finance Services	572	539	(33)	0	
	Revenues & Benefits	2,593	3,099	506	(9)	
	Internal Audit and Health & Safety	713	704	(9)	(9)	
	Architecture	42	38	(4)	(1)	
	Property	(5,788)	(4,531)	1,257	0	
Resources - Operations		<b>(6,782)</b>	<b>(3,272)</b>	<b>3,510</b>	<b>1,179</b>	
	Streetsmart	16,219	17,443	1,224	136	Increased waste disposal costs (£90k) to be monitored in January for profiled Christmas tonnages; Additional fleet costs for repairs and hire costs (£45k)
	Highway Operations and Car Parking	(601)	3,405	4,006	90	Reduction in forecast parking income due to new lockdown (£100k)
	Operations Management	139	391	252	0	
	Transport	7,546	7,576	30	18	Forecasts for concessionary transport based on updated demand information and DfT guidance
Children Services		<b>23,303</b>	<b>28,815</b>	<b>5,512</b>	<b>244</b>	
	Inclusion and Achievement	4,650	5,124	474	(112)	The timing of the recruitment has resulted in a reduction in forecast cost pressures in the SEND Team.
	Children, Families and Community Health Services	42,579	43,980	1,401	(1,300)	The forecast spend has reduced due to lower than anticipated demand for placements as a result of the pandemic. In addition, there have been delays in recruiting the additional resources required to meet growing demand pressures as well as general staff turnover and a difficulty in recruiting to fill vacant posts.
Adults, Housing & Public Health		<b>47,229</b>	<b>49,104</b>	<b>1,875</b>	<b>(1,412)</b>	
	Adults	66,838	67,866	1,028	(862)	Reduction in placements and costs across Learning Disability, (£303k), Memory & Cognition (£51k) and Physical & Sensory Support (£473k). Increase in vacancies/slippage in recruitment across Care Management & Safeguarding (£137k). These improved forecasts are mitigating pressures from increased demand for placements/costs in Mental Health (£51k) and additional resources required, mainly for pre-assessment/assessments in care management (£143k).
	Enterprise Works	53	445	392	4	
	Public Health	0	0	0	0	
	Housing Services	(324)	395	719	68	Increased pressure relating to support for those in private rentals
		<b>66,567</b>	<b>68,706</b>	<b>2,139</b>	<b>(790)</b>	
Economy & Development	Culture & Heritage	1,048	1,922	874	(101)	Reduced utility spend and use of casuals/temps at Steam due to Covid. Savings at Lydiard due to staff vacancies unfilled and additional car parking income as a result of increased park usage.
	Economy, Growth and Place	940	974	34	0	
	Highways & Transport	8	120	112	19	Minor variances
	Strategic Planning	(76)	983	1,059	51	Additional staff allowance costs unforeseen at the beginning of the year plus other minor miscellaneous costs.
	Regulatory Services	657	709	52	(12)	Minor variances
		<b>2,577</b>	<b>4,708</b>	<b>2,131</b>	<b>(43)</b>	
		<b>149,074</b>	<b>164,978</b>	<b>15,904</b>	<b>(761)</b>	

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Health Adults	Health Adults	5,859	5,794	(65)	(318)	Additional monies expected from CCG Covid scheme Funding to cover Equipment costs in the pooled budget As additional CCG funding will be received the contributions from all parties will now be closer to budget
	Health Adults Funding	(5,859)	(5,794)	65	318	
Children's Health Commissioning	Children's Health Commissioning	2,524	2,527	3	0	
Children's Health Delivery Services - CCG Funded	Children's Health Commissioning - CCG Funded	(2,524)	(2,524)	0	0	
	Children's Health Delivery Services - CCG Funded	1,836	1,833	(3)	0	
	Children's Health Delivery Services - CCG Funded	(1,836)	(1,836)	0	0	
		0	0	0	0	
DSG Commissioning	DSG Skills and Attainment	78,849	82,534	3,685	489	There has been an increase in pressure relating to Early Years due to the cost of supporting providers and a reduction in income due to a fall in numbers.
	DSG Skills and Attainment	(78,849)	(79,367)	(518)	185	
		0	3,167	3,167	674	
HRA - Housing	Supervision & Management	(35,547)	(35,621)	(74)	(66)	Reduced costs due to changes in working practices, additional rent income and savings on vacant posts have mitigated pressures on IT equipment to facilitate remote working and void rents.
	Special Services	342	342	0	0	
	HRA Capital Financing	25,139	25,179	40	0	
HRA - Operations	Repairs	10,066	9,821	(245)	110	Staff redeployment due to lockdown has resulted in an under-recovery of £200k. Additionally, there is a reduction in the value of capital works being completed by the repairs team resulting in reduced recharges. This is partially mitigated by underspends on staff costs and reduced used of external contractors.
		0	(279)	(279)	44	