

<b>Service</b>	People and Communities (P&C)
<b>Subject</b>	Finance Monitoring Report – November 2019
<b>Date</b>	10 <sup>th</sup> December 2019

## **KEY INDICATORS**

## **Agenda Item No: 7 – Appendix B**

<b>Previous Status</b>	<b>Category</b>	<b>Target</b>	<b>Current Status</b>	<b>Section Ref.</b>
<b>Red</b>	Revenue position by Directorate	Balanced year end position	<b>Red</b>	1.2
<b>Green</b>	Capital Programme	Remain within overall resources	<b>Green</b>	2

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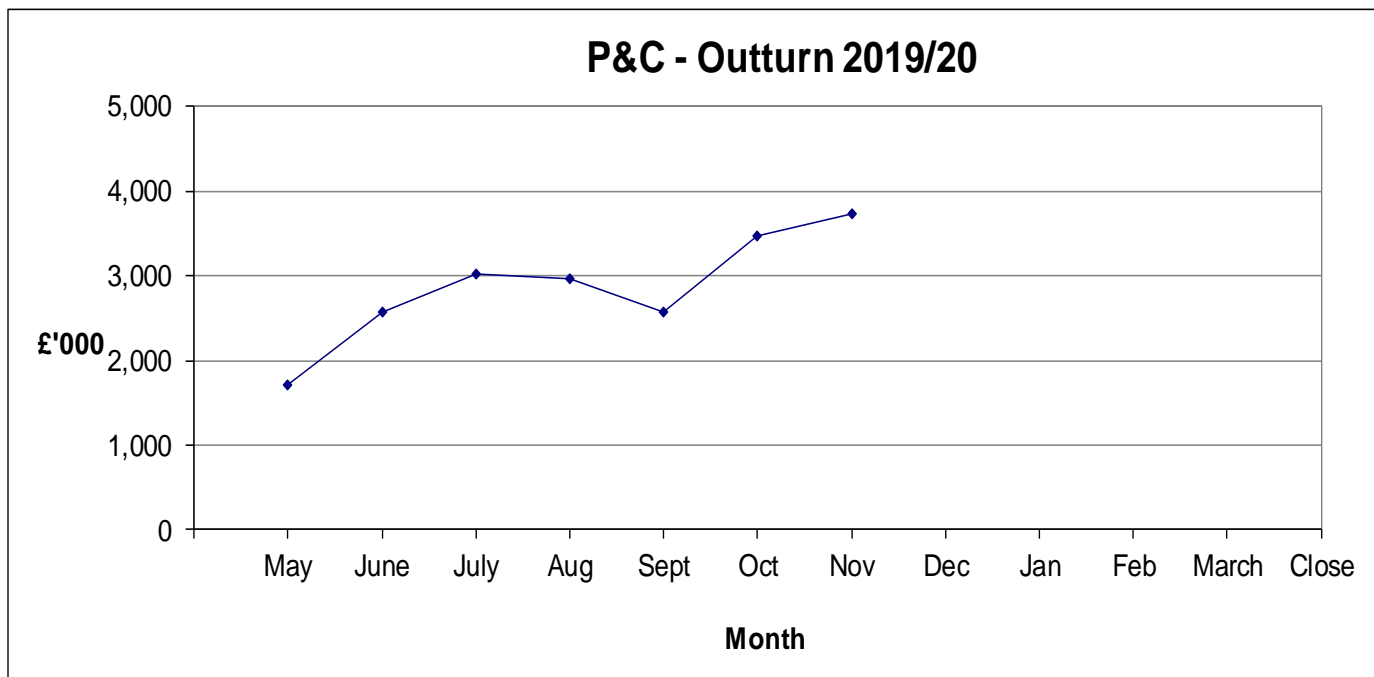
*The following appendices are not included each month as the information does not change as regularly:*

Appx 4	Savings Tracker	Each quarter, the Council's savings tracker is produced to give an update of the position of savings agreed in the business plan.	
Appx 5	Technical Appendix	Twice yearly, this will contain technical financial information for P&C showing: <ul style="list-style-type: none"> <li>• Grant income received</li> <li>• Budget virements into or out of P&amp;C</li> <li>• Service reserves</li> </ul>	

## 1. Revenue Executive Summary

### 1.1 Overall Position

People and Communities is forecasting an overspend of £3,729k at the end of November, an increase of £263k since October.



### 1.2 Summary of Revenue position by Directorate

Forecast Variance Outturn (Previous) £000	Directorate	Budget 2019/20 £000	Actual £000	Outturn Variance £000	Outturn Variance %
1,301	Adults & Safeguarding	148,054	117,986	1,378	0.9%
757	Commissioning	41,984	7,805	1,070	2.5%
158	Communities & Safety	13,030	7,995	82	0.6%
750	Children & Safeguarding	59,829	39,572	750	1.3%
9,000	Education	94,210	62,996	9,450	10.0%
0	Executive Director	973	510	0	0.0%
<b>11,966</b>	<b>Total Expenditure</b>	<b>358,081</b>	<b>236,864</b>	<b>12,729</b>	<b>3.6%</b>
-8,500	Grant Funding	-95,145	-68,292	-9,000	9.5%
<b>3,466</b>	<b>Total</b>	<b>262,935</b>	<b>168,572</b>	<b>3,729</b>	<b>1.4%</b>

### 1.3 Summary by Committee

P&C's services are overseen by different committees – these tables provide committee-level summaries of services' revenue financial positions.

#### 1.3.1 Adults Committee

Forecast Variance Outturn (Previous) £000	Directorate	Budget 2019/20 £000	Actual Nov 2019 £000	Forecast Outturn Variance £000
6,040	Adults & Safeguarding	148,054	117,986	6,117
107	Adults Commissioning (including Local Assistance Scheme)	16,114	-8,213	475
<b>6,147</b>	<b>Total Expenditure</b>	<b>164,168</b>	<b>109,773</b>	<b>6,591</b>
0	Grant Funding (including Better Care Fund, Winter Pressures Grant etc.)	-15,138	-9,855	0
-4,739	Expected deployment of grant and other funding to meet pressures			-4,739
<b>1,408</b>	<b>Total</b>	<b>149,030</b>	<b>99,917</b>	<b>1,852</b>

#### 1.3.2 Children and Young People Committee

Forecast Variance Outturn (Previous) £000	Directorate	Budget 2019/20 £000	Actual Nov 2019 £000	Forecast Outturn Variance £000
650	Children's Commissioning	25,858	15,804	550
0	Communities & Safety - Youth Offending Service	2,163	1,167	-50
0	Communities & Safety - Central Integrated Youth Support Services	1,399	700	-0
750	Children & Safeguarding	59,829	39,572	750
9,000	Education	95,093	63,482	9,450
0	Executive Director (Exec D and Central Financing)	91	24	0
<b>10,400</b>	<b>Total Expenditure</b>	<b>184,433</b>	<b>120,749</b>	<b>10,700</b>
-8,500	Grant Funding (including Dedicated Schools Grant etc.)	-77,448	-56,259	-9,000
<b>1,900</b>	<b>Total</b>	<b>106,986</b>	<b>64,491</b>	<b>1,700</b>

#### 1.3.3 Community and Partnerships Committee

Forecast Variance Outturn (Previous) £000	Directorate	Budget 2019/20 £000	Actual Nov 2019 £000	Forecast Outturn Variance £000
0	Strategic Management - Communities & Safety	15	91	0
0	Safer Communities Partnership	880	837	0
0	Strengthening Communities	495	371	-0
0	Adult Learning and Skills	2,438	1,302	0
0	Trading Standards	694	309	0
158	Cultural & Community Services	4,946	3,218	132
<b>158</b>	<b>Total Expenditure</b>	<b>9,468</b>	<b>6,128</b>	<b>132</b>
0	Grant Funding (including Dedicated Schools Grant etc.)	-2,560	-2,178	0
<b>158</b>	<b>Total</b>	<b>6,908</b>	<b>3,950</b>	<b>132</b>

## 1.4 Significant Issues

Within People and Communities, the major savings agenda continues with £75m of savings required across the Council between 2019 and 2024. P&C budgets are facing increasing pressures from rising demand and changes in legislation, with the directorate's budget increasing by around 3% in 2019/20.

At the end of November 2019, the overall P&C position is an overspend of £3,729k, around 1.4% of budget. This is an increase of around £263k from October.

The projected overspend are concentrated in adult social care, children in care and education – these key areas are summarized below. Appendix 1 provides the detailed financial information by service, and appendix 2 provides a narrative from those services projecting a significant variance against budget.

### 1.4.1 Adults

Similar to councils nationally, cost pressures are faced by adult social care. At the end of November, Adults services are forecast to overspend by £1,852k, around 1.1% of budget. This is £443k more than in October. Within that, budgets relating to care provision are forecasting a £6.8m overspend, mitigated by around £4.7m of additional funding.

There remains a risk of volatility in care cost projections due to the large volume of care being purchased each month, the continuing focus on reduced delayed discharges from the NHS, ongoing negotiations with providers around the rates paid for care, and the continuing implementation of Mosaic (the new social care recording and payments system).

**Older People's and Physical Disability Services** are continuing to forecast an overspend of £5.4m. The cause of the overspend is predominantly the higher than expected costs of residential and nursing care compared to when budgets were set, in part due to the ongoing focus on discharging people from hospital as quickly as is appropriate. A detailed explanation of the pressures due to prior-year activity was provided to Adults Committee and GPC in the first reports of the financial year, and much of the further in-year pressure is due to the trends in price increases continuing.

**The Learning Disability Partnership** is forecast to overspend by £598k, with the NHS paying a further £178k as part of the pooled budget. This is a relatively static cohort of service users whose needs have been increasing year on year in line with experiences nationally. Based on changes over the first half of the year, we expect these increases to exceed the level built into budgets. In particular, the cost of young people transitioning into adults is high, linked to rising cost of services for children with high needs. Savings delivery within the LDP is on track to overachieve, which provides some mitigation.

**Strategic Management – Adults** contains grant and financing mitigations that are partially offsetting care pressures. Government has continued to recognise pressures on the social care system through the Adult Social Care Precept and a number of ringfenced grants. As well as using these grants to make investments into social care to bolster the social care market, reduce demand on health and social care services and mitigate delayed transfers of care, we are able to hold a portion as a contingency against in-year care pressures. As pressures emerged, this funding is deployed effectively as an underspend against this line.

**Adults Commissioning** is projected to overspend by £481k, mainly as a result of increased demand on some centrally commissioned preventative and lower-level services. In particular, the community equipment service is facing rising costs due to more complex equipment being ordered and used for longer (likely preventing higher cost care being required), and more block purchased domiciliary care has been contracted this year than originally budgeted for to provide more capacity over the Winter period and to support the system pressures on delayed discharges.

### 1.4.2 Children's

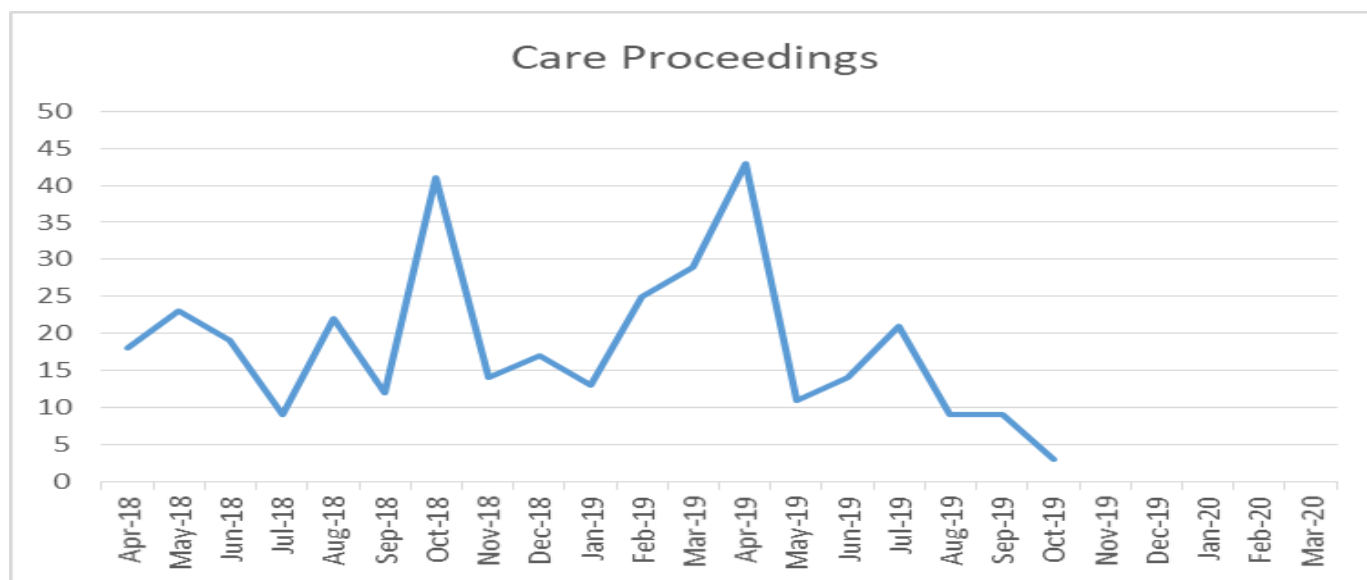
*Children in Care* is anticipating a pressure of c£350k across Unaccompanied Asylum Seeking Children budgets (£200k) and Supervised Contact (£150k). These pressures are offset in part by a forecast underspend across Fostering and the Corporate Parenting Teams. The service is working to mitigate these pressures by reviewing all applicable arrangements in order to attempt to bring these into line with the amount of government funding available.

*Children in Care Placements* is forecasting a year end overspend of £550k, despite a decrease in the number of children in care, an additional budget allocation of £350k as approved by GPC and the application of £500k of additional social care grant. Recent activity in relation to gang-related crime has resulted in additional high cost secure placements being required.

Significant work is underway to reduce high cost placements, however the placement market is saturated, with IFA providers having no vacancies which results in children going into higher cost residential placements. We are, however, seeing a net increase in, in-house fostering placements which is contributing towards planned savings.

*Legal Proceedings* is forecasting a £400k overspend. This is directly linked to numbers of care proceedings per month which increased by 72% for the period Feb to Apr 19 compared to the preceding 10 months. The spike in proceedings is related to the introduction of the new model of specialist teams, and greater scrutiny and management oversight. This has resulted in the identification of children for whom more urgent action was required. This is an illustration of the way in which the new model will improve services and outcomes in general. Following legal orders we are able to move to securing permanency for children.

There are currently (end Nov) 177 live care proceedings, and whilst we have seen reductions in live proceedings (183 end July) legacy cases and associated costs are still working through the system and causing significant pressure on the legal budget. The expectation is that reductions in live proceedings will continue, further mitigating the overall pressure.



### 1.4.3 Education

*Home to School Transport – Special* is forecasting a revised overspend of £700k. We are continuing to see significant increases in pupils with Education Health Care Plans (EHCPs) and those attending special schools, leading to a corresponding increase in transport costs. Between

1<sup>st</sup> April and 30<sup>th</sup> November 2019 there was an increase in the number of pupils with EHCPs of 379 (8.9%), compared with 307 (8%) over the same period last year.

Alongside this, we are seeing an increase in complexity of need resulting in assessments being made that the child/young person requires individual transport, and, in many cases, a passenger assistant to accompany them.

*Children in Care Transport* is forecasting an underspend of £400k – Ongoing work around route optimisation, combined with decreasing numbers of Children in Care have resulted in lower than budgeted costs, despite the pressures on the wider transport market.

*Home to School Transport – Mainstream* is reporting an anticipated £200k overspend for 2019/20. While savings were achieved as part of the annual tender process we are continuing to see a significant increase in the costs being quoted for routes in some areas of the county, these increases being in excess of the inflation that was built into the budget. Where routes are procured at particularly high rates these are agreed on a short-term basis only with a view to reviewing and retendering at a later date in order to reduce spend where possible, however these subsequent reductions cannot be guaranteed.

There have also been pressures due to the number of in-year admission requests when the local school is full. These situations require us to provide transport to schools further away, outside statutory walking distance. The effect on the transport budget is taken into account when pupils are placed in-year which has mitigated the effect of this to some degree, however in many cases the only viable transport is an individual or low-occupancy taxi.

*Dedicated Schools Grant (DSG)* – Initial in-year pressures have been forecast for a number of DSG funded High Needs Block budgets including funding for special schools and units, top-up funding for mainstream schools and Post-16 provision, and out of school tuition. As previously reported In 2018/19 we saw a total DSG overspend across SEND services of £8.7m which, combined with underspends on other DSG budgets, led to a deficit of £7.2m carried forward into 2019/20. Given the ongoing increase in numbers of pupils with EHCPs it is likely that a similar overspend will occur in 2019/20, however this will become clearer as we move towards the start of the new academic year and planned actions to deliver savings are implemented. Current estimates forecast an in-year pressure of approximately £9m. This is a ring-fenced grant and, as such, overspends do not currently affect the Council's bottom line but are carried forward as a deficit balance into the next year.

#### **1.4.4 Communities and Safety**

*Registration & Citizenship Services* are forecasting a surplus of £221k. An increase in the statutory charge for birth, marriage and death certificates has resulted in an over-recovery of income in the service. This increase is expected to continue into future years and as such has been recognised as part of the 2020/21 Business Plan.

*Coroners* is now forecasting an increased pressure of £353k. This is due to the increasing complexity of cases being referred to the coroner that require inquest and take time to conclude, requiring more specialist reports and advice and the recruitment of additional staff to complete investigations and prevent backlogs of cases building up. The cost of essential contracts for body storage, pathology, histology and toxicology has also increased.

## **2. Capital Executive Summary**

### **2019/20 In Year Pressures/Slippage**

At the end of November 2019 the capital programme forecast underspend continues to be zero. The level of slippage and underspend in 2019/20 is currently anticipated to be £8.4m and, as such, has not yet exceeded the revised Capital Variation Budget of £13.4m. A forecast outturn will not be reported unless this happens.

Details of the currently forecasted capital variances can be found in appendix 3.

## **3. Savings Tracker Summary**

The savings tracker is produced quarterly, and will be included in the FMR once per quarter. The tracker at the end of quarter 2 is included as appendix 4, with a summary position of:

<b>Committee</b>	<b>Number of Savings</b>	<b>Total Original Savings £000</b>	<b>Total Forecast Savings £000</b>	<b>Total Variance £000</b>
Adults	9	-6,782	-6,810	-28
C&P	2	-60	-60	0
C&YP	14	-3,419	-3,404	15
Adults & CYP	1	-583	-321	262
<b>TOTAL</b>	<b>26</b>	<b>-10,844</b>	<b>-10,595</b>	<b>249</b>

Further information and commentary for each saving can be found in appendix 4.

## **4. Technical note**

On a biannual basis, a technical financial appendix will be included as appendix 5. This appendix will cover:

- Grants that have been received by the service, and where these have been more or less than expected
- Budget movements (virements) into or out of P&C from other services (but not within P&C), to show why the budget might be different from that agreed by Full Council
- Service reserves – funds held for specific purposes that may be drawn down in-year or carried-forward – including use of funds and forecast draw-down.

## 5. Key Activity Data

The Actual Weekly Costs for all clients shown in section 2.5.1-2 are calculated based on all clients who have received a service, are receiving a service, or we plan will receive a service. Some clients will have ceased receiving a service in previous months, or during this month, or we will have assumed an end date in the future.

### 5.1 Children and Young People

5.1.1 Key activity data to November 2019 for **Children in Care Placements** is shown below:

Service Type	BUDGET				ACTUAL (Nov)				VARIANCE		
	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Nov 19	Yearly Average	Forecast Outturn	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost diff +/-
Residential - disability	3	£425k	52	2,980.70	3	2.94	£455k	3,128.48	-0.06	£29k	147.78
Residential - secure accommodation	1	£376k	52	5,872.95	0	1.81	£613k	6,269.93	0.81	£237k	396.98
Residential schools	19	£2,836k	52	2,804.78	14	15.61	£1,736k	2,056.15	-3.83	-£1,099k	-748.63
Residential homes	33	£6,534k	52	3,704.67	37	36.87	£7,052k	4,025.67	3.87	£518k	321.00
Independent Fostering	240	£11,173k	52	798.42	289	298.57	£12,917k	851.88	58.69	£1,744k	53.46
Supported Accommodation	26	£1,594k	52	1,396.10	25	21.93	£1,584k	1,427.92	-4.35	-£10k	31.82
16+	7	£130k	52	351.26	7	7.98	£313k	491.04	0.86	£183k	139.78
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Additional one off budget/actuals	-	£750k	-	-	-	-	-£144k	-	-	-£894k	-
Mitigations required	0	£k	0	0.00	0	0.00	-£58k	0.00	-	-£58k	0.00
<b>TOTAL</b>	<b>330</b>	<b>£23,819k</b>			<b>375</b>	<b>385.71</b>	<b>£24,469k</b>		<b>55.98</b>	<b>£650k</b>	
In-house fostering - Basic	205	£2,125k	56	179.01	185	190.09	£1,958k	179.35	-14.91	-£167k	0.34
In-house fostering - Skills	205	£1,946k	52	182.56	192	203.43	£1,890k	195.14	-1.57	-£56k	12.58
Kinship - Basic	40	£425k	56	189.89	41	43.45	£467k	195.20	3.45	£42k	5.31
Kinship - Skills	10	£35k	52	67.42	13	12.25	£46k	70.76	2.25	£11k	3.34
<b>TOTAL</b>	<b>245</b>	<b>£4,531k</b>			<b>226</b>	<b>233.54</b>	<b>£4,362k</b>		<b>-11.46</b>	<b>-£169k</b>	
Adoption Allowances	107	£1,107k	52	198.98	106	106.36	£1,162k	200.76	-0.64	£55k	10.80
Special Guardianship Orders	307	£2,339k	52	142.30	281	265.00	£2,074k	141.48	-42	-£265k	-2.18
Child Arrangement Orders	88	£703k	52	153.66	87	88.04	£712k	156.00	0.04	£9k	2.34
Concurrent Adoption	5	£91k	52	350.00	1	0.78	£7k	210.00	-4.22	-£84k	-140.00
<b>TOTAL</b>	<b>507</b>	<b>£4,240k</b>			<b>475</b>	<b>469.61</b>	<b>£3,955k</b>		<b>-0.64</b>	<b>-£285k</b>	
<b>OVERALL TOTAL</b>	<b>1,082</b>	<b>£32,590k</b>			<b>1076</b>	<b>1,088.86</b>	<b>£32,785k</b>		<b>43.88</b>	<b>£196k</b>	

NOTE: In house Fostering and Kinship basic payments fund 56 weeks as carers receive two additional weeks payment during the Summer holidays, one additional week payment at Christmas and a birthday payment.



### 5.1.2 Key activity data to the end of November 2019 for **SEN Placements** is shown below:

BUDGET				ACTUAL (Nov 19)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No of placements Nov 19	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	102	£6,218k	£61k	95	97.81	£5,860k	£60k	-7	-4.19	£-357k	£-1k
Hearing Impairment (HI)	3	£117k	£39k	3	3.00	£116k	£39k	0	0.00	£-1k	£k
Moderate Learning Difficulty (MLD)	10	£200k	£20k	9	8.39	£409k	£49k	-1	-1.61	£209k	£29k
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	£-75k	£k
Physical Disability (PD)	5	£89k	£18k	5	4.94	£199k	£40k	0	-0.06	£109k	£22k
Profound and Multiple Learning Difficulty (PMLD)	1	£68k	£68k	1	1.00	£67k	£67k	0	0.00	£-1k	£-1k
Social Emotional and Mental Health (SEMH)	45	£2,013k	£45k	48	44.45	£2,462k	£55k	3	-0.55	£449k	£11k
Speech, Language and Communication Needs (SLCN)	3	£138k	£46k	5	5.00	£247k	£49k	2	2.00	£109k	£3k
Severe Learning Difficulty (SLD)	5	£445k	£89k	6	6.34	£431k	£68k	1	1.34	£-14k	£-21k
Specific Learning Difficulty (SPLD)	4	£138k	£35k	6	5.42	£195k	£36k	2	1.42	£57k	£1k
Visual Impairment (VI)	2	£73k	£36k	3	2.59	£96k	£37k	1	0.59	£23k	£1k
Growth	-	£k	-	-	-	£-509k	-	-	-	£-509k	-
Recoupment	-	-	-	0	0.00	£k	£k	-	-	£k	£k
<b>TOTAL</b>	<b>181</b>	<b>£9,573k</b>	<b>£53k</b>	<b>181</b>	<b>178.94</b>	<b>£9,573k</b>	<b>£56k</b>	<b>0</b>	<b>-2.06</b>	<b>£k</b>	<b>£3k</b>

## 5.2 Adults

In the following key activity data for Adults & Safeguarding, the information given in each column is as follows:

- Budgeted number of care packages: this is the number of full-time equivalent (52 weeks) service users anticipated at budget setting
- Budgeted average unit cost: this is the planned unit cost per service user per week, given the budget available
- Actual care packages and cost: these figures are derived from a snapshot of the commitment record at the end of the month and reflect current numbers of service users and average cost

A consistent format is used to aid understanding, and where care types are not currently used in a particular service those lines are greyed out.

The direction of travel compares the current month's figure with the previous months.

**5.2.1 Key activity data to end of November 2019 for the Learning Disability Partnership is shown below:**

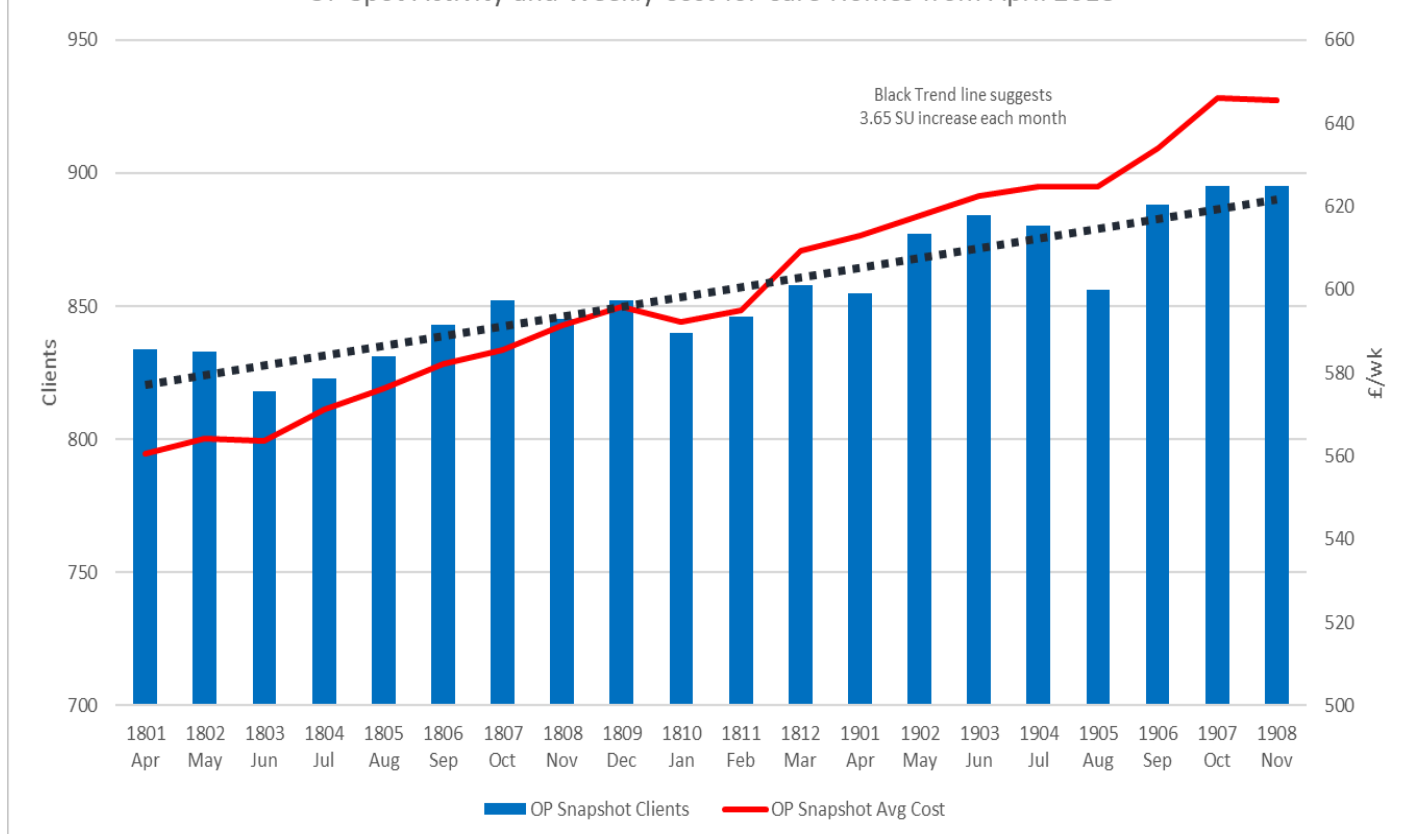
Learning Disability Partnership	BUDGET			ACTUAL (November 19)				Forecast		
Service Type	Expected No. of Care Packages 2019/20	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	D o T	Current Average Unit Cost (per week)	D o T	Forecast Actual	D o T	Variance
Accommodation based										
~ Residential	274	£1,510	£21,824k	255 ↓		£1,608 ↓		£22,897k ↑		£1,073k
~Residential Dementia										
~Nursing	7	£1,586	£430k	6 ↔		£1,478 ↔		£474k ↓		£44k
~Nursing Dementia										
~Respite			£431k					£579k		£147k
Community based										
~Supported Living	411	£1,202	£26,683k	455 ↓		£1,155 ↓		£27,793k ↑		£1,110k
~Direct payments	415	£404	£8,568k	420 ↑		£406 ↓		£8,375k ↓		-£193k
~Live In Care	14	£1,953	£k	14 ↔		£1,943 ↔		£k		£k
~Day Care	469	£136	£3,480k	470 ↔		£170 ↓		£3,932k ↑		£451k
~Other Care	175	£68	£759k	58 ↓		£42 ↓		£953k ↑		£194k
~Homecare	474		£10,440k	323				£8,460k ↓		-£1,980k
Total In Year Expenditure			£72,616k					£73,462k		£847k
Care Contributions			-£3,407k					-£3,954k ↑		-£547k
Health Income										
Total In Year Income			-£3,407k					-£3,954k		-£547k
Further savings included within forecast										£k
Forecast total in year care costs										£300k

The LDP includes service-users that are fully funded by the NHS, who generally have very high needs and therefore costly care packages

**5.2.2 Key activity data to the end of November 2019 for Older People's (OP) Services is shown below:**

Older People	BUDGET			ACTUAL (November 19)				Forecast		
Service Type	Expected No. of Care Packages 2019/20	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	D o T	Current Average Unit Cost (per week)	D o T	Forecast Actual	D o T	Variance
Accommodation based										
~ Residential	446	£551	£11,791k	438 ↑		£565 ↓		£13,378k ↓		£1,587k
~Residential Dementia	432	£586	£13,271k	426 ↑		£612 ↑		£14,086k ↓		£815k
~Nursing	289	£643	£10,234k	260 ↓		£654 ↑		£9,736k ↓		-£498k
~Nursing Dementia	113	£753	£4,543k	123 ↓		£810 ↓		£5,708k ↓		£1,165k
~Respite			£1,733k					£1,585k ↓		-£148k
Community based										
~Supported Living	116		£4,043k	110 ↔				£4,597k ↓		£554k
~Direct payments	208	£287	£2,921k	194 ↑		£293 ↑		£2,735k ↓		-£186k
~Live In Care	27	£779	£1,012k	32 ↔		£832 ↑		£1,197k ↓		£185k
~Day Care	43	£82	£1,447k	24 ↓		£108 ↑		£845k ↓		-£602k
~Other Care	6	£31	£11k	3 ↓		£32 ↓		£126k ↓		£115k
~Homecare	1,127	Per Hour £16.43	£11,270k	1,150 ↓		Per Hour £16.37	↔	£11,537k ↓		£267k
Total In Year Expenditure			£62,277k					£65,530k		£3,253k
Care Contributions			-£17,732k					-£18,517k ↓		-£785k
Health Income			-£86k					-£86k ↔		£k
Total In Year Income			-£17,818k					-£18,603k		-£785k
Inflation and uplifts			£87k					£87k ↔		£k
Forecast total in year care costs			£44,545k					£47,013k		£2,469k

OP Spot Activity and Weekly Cost for Care Homes from April 2018



**5.2.3** Key activity data to the end of November 2019 for **Physical Disabilities (OP)** Services is shown below:

Physical Disabilities	BUDGET			ACTUAL (November 19)				Forecast		
Service Type	Expected No. of Care Packages 2019/20	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	Difference	Current Average Unit Cost (per week)	Difference	Forecast Actual	Difference	Variance
Accommodation based										
~ Residential	41	£786	£1,790k	35	↔	£1,030	↑	£1,893k	↑	£102k
~ Residential Dementia	1	£620	£32k	2	↔	£685	↔	£59k	↔	£27k
~ Nursing	31	£832	£1,441k	30	↑	£1,002	↑	£1,511k	↑	£71k
~ Nursing Dementia	1	£792	£41k	1	↔	£792	↔	£41k	↔	£k
~ Respite			£220k					£123k	↑	-£97k
Community based										
~ Supported Living	7	£774	£258k	3	↔	£995	↔	£222k	↓	-£35k
~ Direct payments	288	£357	£5,188k	273	↑	£1,361	↔	£5,003k	↑	-£184k
~ Live In Care	29	£808	£1,359k	33	↑	£367	↑	£1,389k	↑	£30k
~ Day Care	48	£70	£181k	27	↔	£813	↓	£141k	↑	-£40k
~ Other Care	4	£39	£4k	0	↔	£87	↔	£14k	↓	£11k
~ Homecare	257	Per Hour £16.37	£2,777k	280	↑	Per Hour £17.15	↔	£3,018k	↑	£240k
Total In Year Expenditure			£13,291k					£13,416k		£126k
Care Contributions			-£1,062k					-£1,157k	↓	-£95k
Health Income			-£561k					-£561k	↔	£k
Total In Year Income			-£1,623k					-£1,718k		-£95k
Inflation and Uplifts									↔	£k
Forecast total in year care costs			£11,668k					£11,698k		£31k

**5.2.4 Key activity data to the end of November 2019 for Older People Mental Health (OPMH) Services is shown below:**

Older People Mental Health	BUDGET			ACTUAL (November 19)				Forecast		
Service Type	Expected No. of Care Packages 2019/20	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	D o T	Current Average Unit Cost (per week)	D o T	Forecast Actual	D o T	Variance
Accommodation based										
~Residential	25	£528	£691k	22	↑	£653	↓	£745k	↓	£54k
~Residential Dementia	23	£539	£648k	26	↔	£607	↑	£766k	↑	£118k
~Nursing	25	£638	£833k	19	↓	£742	↑	£792k	↓	-£41k
~Nursing Dementia	80	£736	£3,079k	75	↓	£834	↓	£3,110k	↓	£31k
~Respite	1	£137	£7k	0	↔	£0	↔	£k	↔	-£7k
Community based										
~Supported Living	5	£212	£55k	5	↑	£406	↓	£105k	↑	£50k
~Direct payments	7	£434	£149k	7	↔	£271	↔	£122k	↑	-£27k
~Live In Care	2	£912	£95k	5	↔	£1,084	↔	£263k	↑	£168k
~Day Care	2	£37	£4k	2	↔	£30	↔	£3k	↔	-£1k
~Other Care	0	£0	£k	1	↔	£11	↔	£24k	↑	£24k
~Homecare	42	Per Hour £16.49	£406k	43	↔	Per Hour £17.45	↔	£405k	↓	-£1k
Total In Year Expenditure			£5,967k					£6,335k		£368k
Care Contributions			-£851k					-£857k	↑	-£6k
Health Income			£k					£k	↔	£k
Total In Year Income			-£851k					-£857k		-£6k
Inflation Funding to be applied			£184k					£110k		-£74k
Forecast total in year care costs			£5,300k					£5,588k		£288k

**5.2.5 Key activity data to end of November 2019 for Adult Mental Health Services is shown below:**

Adult Mental Health	BUDGET			ACTUAL (November 19)				Forecast		
Service Type	Expected No. of Care Packages 2019/20	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	D o T	Current Average Unit Cost (per week)	D o T	Forecast Actual	D o T	Variance
Accommodation based										
~Residential	58	£654	£1,984k	60	↑	£713	↑	£2,201k	↑	£217k
~Residential Dementia	5	£743	£194k	6	↔	£776	↔	£238k	↔	£44k
~Nursing	16	£612	£512k	15	↑	£667	↑	£495k	↓	-£17k
~Nursing Dementia	1	£624	£33k	1	↔	£629	↔	£33k	↔	£k
~Respite	0	£0	£k	0	↔	£0	↔	£k	↔	£k
Community based										
~Supported Living	123	£162	£1,041k	116	↓	£111	↓	£798k	↓	-£243k
~Direct payments	9	£355	£167k	14	↑	£305	↓	£230k	↑	£63k
~Live In Care	0	£0	£k	3	↑	£970	↑	£58k	↑	£58k
~Day Care	2	£77	£8k	3	↔	£55	↔	£10k	↔	£2k
~Other Care	1	£152	£8k	0	↔	£0	↔	£20k	↑	£12k
~Homecare	140	£80.00	£586k	60	↑	£116.38	↑	£542k	↑	-£44k
Total In Year Expenditure			£4,533k					£4,626k		£93k
Care Contributions			-£396k					-£335k	↑	£61k
Health Income			-£22k					£k		£22k
Total In Year Income			-£418k					-£335k		£83k
Inflation Funding to be applied			£k					£k		
			£134k					£97k		-£37k
Forecast total in year care costs			£4,249k					£4,388k		£139k

## APPENDIX 1 – P&C Service Level Financial Information

Forecast Outturn Variance (October)  £'000	Service		Budget 2019/20  £'000	Actual November 2019  £'000	Outturn Variance	
					£'000	%
Adults & Safeguarding Directorate						
-4,797	1	Strategic Management - Adults	-1,571	11,848	-4,778	-304%
0		Transfers of Care	1,836	1,403	0	0%
38		Prevention & Early Intervention	8,774	6,930	41	0%
0		Principal Social Worker, Practice and Safeguarding	1,404	994	0	0%
13		Autism and Adult Support	987	548	-4	0%
-216	2	Carers	416	99	-216	-52%
Learning Disability Partnership						
0		Head of Service	5,781	3,639	0	0%
-24	3	LD - City, South and East Localities	35,304	24,109	-24	0%
432	3	LD - Hunts & Fenland Localities	28,298	18,743	432	2%
300	3	LD - Young Adults	7,921	5,252	300	4%
55	3	In House Provider Services	6,396	4,403	68	1%
-175	3	NHS Contribution to Pooled Budget	-19,109	-14,332	-178	-1%
588		Learning Disability Partnership Total	64,591	41,815	598	1%
Older People and Physical Disability Services						
140	4	Physical Disabilities	12,338	9,947	200	2%
843	5	OP - City & South Locality	20,610	14,812	882	4%
825	5	OP - East Cambs Locality	6,565	5,264	938	14%
1,420	5	OP - Fenland Locality	7,977	6,502	1,706	21%
1,912	5	OP - Hunts Locality	10,921	9,163	1,693	16%
5,360		Older People's and Physical Disabilities Total	58,411	45,688	5,420	9%
Mental Health						
-174	6	Mental Health Central	1,973	1,148	-187	-9%
106	6	Adult Mental Health Localities	5,445	3,482	215	4%
384	6	Older People Mental Health	5,788	4,030	289	5%
316		Mental Health Total	13,205	8,661	317	2%
1,301		Adult & Safeguarding Directorate Total	148,054	117,986	1,378	1%
Commissioning Directorate						
0		Strategic Management –Commissioning	11	214	45	396%
0		Access to Resource & Quality	1,795	1,046	0	0%
-6		Local Assistance Scheme	300	214	-6	-2%
Adults Commissioning						
101	7	Central Commissioning - Adults	11,095	-11,964	513	5%
124		Integrated Community Equipment Service	1,024	1,356	80	8%
-113	8	Mental Health Commissioning	3,696	2,181	-113	-3%
113		Adults Commissioning Total	15,814	-8,427	481	3%

Forecast Outturn Variance (October) £'000	Service	Budget 2019/20 £'000	Actual November 2019 £'000	Outturn Variance £'000   %	
650	<u>Childrens Commissioning</u>				
9	Children in Care Placements	23,819	14,636	550	2%
-0	Commissioning Services	245	123	-0	0%
<b>650</b>	<b>Childrens Commissioning Total</b>	<b>24,064</b>	<b>14,758</b>	<b>550</b>	<b>2%</b>
<b>757</b>	<b>Commissioning Directorate Total</b>	<b>41,984</b>	<b>7,805</b>	<b>1,070</b>	<b>3%</b>
<b>Communities &amp; Safety Directorate</b>					
0	Strategic Management - Communities & Safety	15	91	0	0%
0	Youth Offending Service	2,163	1,167	-50	-2%
-0	Central Integrated Youth Support Services	1,399	700	-0	0%
0	Safer Communities Partnership	880	837	0	0%
-0	Strengthening Communities	495	371	-0	0%
0	Adult Learning & Skills	2,438	1,302	0	0%
0	Trading Standards	694	309	0	0%
<b>0</b>	<b>Community &amp; Safety Total</b>	<b>8,084</b>	<b>4,777</b>	<b>-50</b>	<b>-1%</b>
-0	Strategic Management - Cultural & Community Services	163	110	-0	0%
0	Public Library Services	3,409	2,219	0	0%
0	Cultural Services	332	115	0	0%
0	Archives	440	226	0	0%
-155	10 Registration & Citizenship Services	-516	-533	-221	-43%
313	11 Coroners	1,117	1,082	353	32%
<b>158</b>	<b>Cultural &amp; Community Services Total</b>	<b>4,946</b>	<b>3,218</b>	<b>132</b>	<b>3%</b>
<b>158</b>	<b>Communities &amp; Safety Directorate Total</b>	<b>13,030</b>	<b>7,995</b>	<b>82</b>	<b>1%</b>
<b>Children &amp; Safeguarding Directorate</b>					
0	Strategic Management – Children & Safeguarding	3,198	2,660	-0	0%
-0	Partnerships and Quality Assurance	2,326	1,375	-0	0%
350	12 Children in Care	15,737	11,883	350	2%
0	Integrated Front Door	1,974	1,530	0	0%
-0	Children's Disability Service	6,598	4,547	-0	0%
-0	Children's Centre Strategy	29	-3	-0	0%
0	Support to Parents	1,749	612	0	0%
-0	Adoption Allowances	5,772	3,624	-0	0%
400	13 Legal Proceedings	1,970	1,421	400	20%
<u>District Delivery Service</u>					
0	Safeguarding Hunts and Fenland	3,741	2,575	0	0%
-0	Safeguarding East + South Cambs & Cambridge	6,773	3,116	-0	0%
0	Early Help District Delivery Service –North	5,342	3,079	0	0%
-0	Early Help District Delivery Service – South	4,619	3,152	-0	0%
<b>-0</b>	<b>District Delivery Service Total</b>	<b>20,475</b>	<b>11,923</b>	<b>-0</b>	<b>0%</b>
<b>750</b>	<b>Children &amp; Safeguarding Directorate Total</b>	<b>59,829</b>	<b>39,572</b>	<b>750</b>	<b>1%</b>

Forecast Outturn Variance (October) £'000	Service	Budget 2019/20 £'000	Actual November 2019 £'000	Outturn Variance	
				£'000	%

### Education Directorate

0	Strategic Management - Education	7,069	2,318	0	0%
0	Early Years' Service	2,122	1,389	0	0%
0	Schools Curriculum Service	166	-82	0	0%
0	Schools Intervention Service	969	540	0	0%
0	Schools Partnership service	537	1,010	0	0%
0	Teachers' Pensions & Redundancy	2,910	1,601	-50	-2%

#### SEND Specialist Services (0-25 years)

0	SEND Specialist Services	9,643	6,794	0	0%
3,500	<sup>14</sup> Funding for Special Schools and Units	16,849	12,966	3,500	21%
2,500	<sup>14</sup> High Needs Top Up Funding	17,100	13,313	3,000	18%
500	<sup>14</sup> Special Educational Needs Placements	9,973	7,374	500	5%
2,000	<sup>14</sup> Out of School Tuition	1,519	1,641	2,000	132%

<b>8,500</b>	<b>SEND Specialist Services (0 - 25 years) Total</b>	<b>55,083</b>	<b>42,088</b>	<b>9,000</b>	<b>16%</b>
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#### Infrastructure

0	0-19 Organisation & Planning	4,068	3,029	0	0%
0	Early Years Policy, Funding & Operations	94	30	0	0%
0	Education Capital	178	271	0	0%
500	<sup>15</sup> Home to School Transport – Special	9,821	5,045	700	7%
0	<sup>16</sup> Children in Care Transport	2,005	933	-400	-20%
0	<sup>17</sup> Home to School/College Transport – Mainstream	9,189	4,824	200	2%

<b>500</b>	<b>0-19 Place Planning &amp; Organisation Service Total</b>	<b>25,355</b>	<b>14,132</b>	<b>500</b>	<b>2%</b>
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<b>9,000</b>	<b>Education Directorate Total</b>	<b>94,210</b>	<b>62,996</b>	<b>9,450</b>	<b>10%</b>
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### Executive Director

0	Executive Director	882	469	0	0%
0	Central Financing	91	41	0	0%

<b>0</b>	<b>Executive Director Total</b>	<b>973</b>	<b>510</b>	<b>0</b>	<b>0%</b>
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<b>11,966</b>	<b>Total</b>	<b>358,081</b>	<b>236,864</b>	<b>12,729</b>	<b>4%</b>
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### Grant Funding

-8,500	<sup>18</sup> Financing DSG	-61,469	-46,979	-9,000	-15%
0	Non Baselined Grants	-33,676	-21,313	0	0%

<b>-8,500</b>	<b>Grant Funding Total</b>	<b>-95,145</b>	<b>-68,292</b>	<b>-9,000</b>	<b>9%</b>
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<b>3,466</b>	<b>Net Total</b>	<b>262,935</b>	<b>168,572</b>	<b>3,729</b>	<b>1%</b>
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## APPENDIX 2 – Service Commentaries on Forecast Outturn Position

Narrative is given below where there is an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater for a service area.

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>1) Strategic Management – Adults</b>	<b>-1,571</b>	<b>11,848</b>	<b>-4,778</b>	<b>-304%</b>
<p>Around £3.4m of grant funding has been applied to partially mitigate opening pressures in Older People's Services detailed in note 3 below, in line with one of the purposes of the grant funding, in addition to a number of other underspends in the services within this budget heading. A further £1.35m of in-year funding was agreed by GPC in July 2019 and applied to this line to provide further mitigation to cost pressures.</p>				
<b>2) Carers</b>	<b>416</b>	<b>99</b>	<b>-216</b>	<b>-52%</b>
<p>The number of direct payments made to Carers is lower than in previous years, mainly as a result of the focussed work in the Adults Positive Challenge Programme to provide more individualised support to Carers. This includes increased access to the right information and advice at the right time and an improved awareness of the need to work with the Carer and the cared-for person together, which may result in increased support to the cared-for person if required in order to better support the needs of the Carer.</p>				
<b>3) Learning Disability Partnership</b>	<b>58,810</b>	<b>38,176</b>	<b>598</b>	<b>1%</b>
<p>An overspend of £776k is forecast against the Learning Disability Partnership (LDP). According to the risk sharing arrangements of the LDP pooled budget, the proportion of the overspend that is attributable to the council is <u>£598k</u>.</p> <p>This is an increase of £10k from the position reported in October, which is due to a loss of income from in-house services.</p> <p>Total new savings of £950k are budgeted in 2019/20 in addition to the LDP share of the adult's positive challenge saving of £562k. These comprise the business plan target of £700k and a funnel saving of £250k relating to additional reassessments to be carried out by locality teams. Currently delivery of these savings is on track.</p> <p>However, demand pressures have been higher than anticipated and have exceeded the demand funding allocated to the budget thus far. This is despite much positive work that has been carried out to maintain a stable number of service users. Particular pressures have been seen on the budgets for residential care and supported living, despite service user numbers in these provisions being stable or decreasing. This reflects the increasing cost of packages, particularly for service users with complex and increasing needs, which we have a statutory duty to meet.</p> <p>New packages and package increases are scrutinised by panel and where possible opportunities to support people in alternative ways are being pursued. Referrals to Technology Enabled Care for LDP service users have increased in 2019/20.</p>				
<b>4) Physical Disabilities</b>	<b>12,338</b>	<b>9,947</b>	<b>200</b>	<b>2%</b>
<p>An overspend of £200k is forecast for Physical Disabilities services. The £60k movement from the position reported last month is due to an increase in bed-based care. Despite this, the net current year activity continues to partially offset the carried forward pressure from 2018/19 relating to increases in client numbers and the number of people with more complex needs requiring more expensive types of care.</p> <p>The total savings expectation in this service for 2019/20 is £269k, and this is expected to be delivered in full through the Adults Positive Challenge Programme of work, designed to reduce demand, for example through a reablement expansion and increasing technology enabled care to maintain service user independence.</p>				



Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>5) Older People's Services</b>	<b>46,073</b>	<b>35,741</b>	<b>5,220</b>	<b>11%</b>
<p>An overspend of £5,220k continues to be forecast for Older People's Services. The overall forecast reflects the full-year effect of the overspend in 2018/19 and additional pressures expected to emerge over the course of 2019/20. The full-year-effect of the pressures that emerged in 2018/19 is £2.8m.</p> <p>It was reported during 2018/19 that the cost of providing care was generally increasing, with the unit costs of most types of care increasing month-on-month and the number of people requiring residential care was also going up. The focus on discharging people from hospitals as quickly as possible to alleviate pressure on the broader health and social care system can result in more expensive care for people, at least in the shorter-term, and can result in the Council funding care placements that were appropriate for higher levels of need at point of discharge through the accelerated discharge process.</p> <p>Residential placements are typically £50 per week more than 12 months ago (8%), and nursing placements are typically around £100 per week more expensive (15%). Within this, there was a particularly stark increase particularly in nursing care in the last half of 2018/19 – around 75% of the increase seen in a nursing bed cost came between November and March, and so the full impact was not known when business planning was being undertaken by committees. The number of people in residential and nursing care increased over 2018/19 but around 30% more than anticipated, again concentrated in the second half of the year.</p> <p>This trend is continuing into 2019/20. We are including an estimate in the forecast of the additional pressure that will be seen by year end as a result of the upwards trend in price and service user numbers, particularly in residential and nursing care (£2.2m).</p> <p>The total savings expectation in this service for 2019/20 is £3.1m. It is expected that £2.1m will be delivered in-year through the Adults Positive Challenge Programme of work, designed to reduce demand, for example through a reablement expansion and increasing technology enabled care to maintain independence, and a further £400k will be delivered through increased capacity in the Occupational Therapy service. The shortfall against the saving is contributing to the overall overspend position.</p> <p>In addition to the work embodied in the Adults Positive Challenge Programme to intervene at an earlier stage so the need for care is reduced or avoided, work is ongoing within the Council to bolster the domiciliary care market, and the broader care market in general:</p> <ul style="list-style-type: none"> <li>• Providers at risk of failure are provided with some intensive support to maximise the continuity of care that they provide;</li> <li>• The Reablement service has been greatly expanded and has a role as a provider of last resort for care in people's homes</li> </ul>				
<b>6) Mental Health Services</b>	<b>13,205</b>	<b>8,661</b>	<b>317</b>	<b>2%</b>
<p>Mental Health Services are forecasting an overspend of £317k on operational budgets. Rising placement numbers for elderly mental health bed-based care at increasing unit costs is creating a pressure on budgets over and above the level of demand funding allocated. This trend is continuing on a month-to-month basis, however reductions in spot purchased community-based care following commencement of the Recovery and Community Inclusion block contract have offset the position this month.</p> <p>Mitigation of £113k has been identified in Mental Health Commissioning.</p>				

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>7) Central Commissioning – Adults</b>	<b>11,095</b>	<b>-11,964</b>	<b>513</b>	<b>5%</b>
<p>An overspend of £513k is forecast on Central Commissioning Adults, an increase of £412k from the position reported in October.</p> <p>The change in forecast is in relation to increased spend on the contract for block cars that deliver domiciliary care to people, including those leaving hospital. The council has needed to support a number of packages at an enhanced rate this year due to the large scale failure of a major provider of homecare in the last quarter of 2018. There was a need to retain the capacity in the market, as domiciliary care enables people to remain in their own homes and retain their independence; the alternative is often moving into bed based care at a higher cost. Retaining this capacity has helped us to support winter pressures and facilitate earlier discharges from hospital.</p> <p>This is an in-year pressure only as the contract has now been re-commissioned, with more favourable rates secured that will lead to a balanced budget in 2020/21. Reducing capacity within this area in order to mitigate the in-year cost pressure would ultimately lead to increased spend on alternative provision such as bed based care.</p> <p>The remainder of the overspend is mainly due to a delay in the realisation of savings on the Housing Related Support contracts; some contracts have been extended until the service is retendered. The full saving is still forecast to be delivered by 2021/22 and work is ongoing as to how best to deliver this service. The in-year pressure on housing related support is £274k, however, this has been mitigated in part.</p>				
<b>8) Mental Health Commissioning</b>	<b>3,696</b>	<b>2,181</b>	<b>-113</b>	<b>-3%</b>
<p>Mental Health Commissioning is forecasting an underspend of £113k. There is a one-off benefit as a result of credits due from two external providers relating to prior year activity (£90k). Additionally, a number of efficiencies have been achieved against current year contracts. Whilst these only have a relatively immaterial impact on the 2019/20 financial position, any ongoing efficiencies will be factored in to Business Planning for 2020/21 onwards.</p>				
<b>9) Children in Care Placements</b>	<b>23,819</b>	<b>14,636</b>	<b>550</b>	<b>3%</b>
<p>The revised Children in Care Placements outturn forecast is a £550k overspend. This is following an additional budget allocation of £350k as approved by GPC and the application of £500k of additional social care grant. Actual commitments are forecast to exceed this, as a result of:</p> <ul style="list-style-type: none"> <li>Recent activity in relation to gang related crime has resulted in additional costs and high cost secure placements being required [at an average weekly cost of £7000.00 per child].</li> <li>Additional unaccompanied asylum seekers became Looked After</li> <li>An increase in the number of Children in Care in external placements [+20%] against a projected reduction.</li> </ul>				
<b>External Placements Client Group</b>	<b>Budgeted Packages</b>	<b>31 Oct 2019 Packages</b>	<b>30 Nov 2019 Packages</b>	<b>Variance from Budget</b>
Residential Disability – Children	3	3	3	0
Child Homes – Secure Accommodation	1	1	0	-1
Child Homes – Educational	19	14	14	-5
Child Homes – General	33	38	37	+4
Independent Fostering	240	289	289	+49
Supported Accommodation	26	24	25	-1
Supported Living 16+	7	11	7	0
<b>TOTAL</b>	<b>329</b>	<b>380</b>	<b>375</b>	<b>+46</b>

- The foster placement capacity both in house and externally is overwhelmed by demand both locally and nationally. The real danger going forward is that the absence of appropriate fostering provision by default, leads to children and young people's care plans needing to change to residential services provision.

Mitigating factors moving forward include:

- Monthly Placement Mix and Care Numbers meeting chaired by the Service Director and attended by senior managers. This meeting focuses on activity aimed at reducing the numbers in care, length of care episodes and reduction in the need for externally commissioned provision.

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>Children in Care Placements continued;</b>				
<ul style="list-style-type: none"> <li>• Reconstitution of panels to ensure greater scrutiny and supportive challenge.</li> <li>• Introduction of twice weekly conference calls per Group Manager on placement activity followed by an Escalation Call each Thursday chaired by the Head of Service for Commissioning, and attended by each of the CSC Heads of Service as appropriate, Fostering Leads and Access to Resources.</li> <li>• Authorisation processes in place for any escalation in resource requests.</li> <li>• Assistant Director authorisation for any residential placement request.</li> <li>• Monthly commissioning intentions (sufficiency strategy work-streams), budget and savings reconciliation meetings attended by senior managers accountable for each area of spend/practice. Enabling directed focus on emerging trends and appropriate responses, ensuring that each of the commissioning intentions are delivering as per work-stream and associated accountable officer. Production of datasets to support financial forecasting (in-house provider services and Access to Resources).</li> <li>• Investment in children's social care commissioning to support the development of robust commissioning pseudo-dynamic purchasing systems for external spend. These commissioning models coupled with resource investment will enable more transparent competition amongst providers bidding for individual care packages, and therefore support the best value offer through competition driving down costs.</li> <li>• Provider meetings scheduled through the Children's Placement Service (Access to Resources) to support the negotiation of packages at or post placement. Working with the Contracts Manager to ensure all placements are funded at the appropriate levels of need and cost.</li> <li>• Regular High Cost Placement Review meetings to ensure children in externally funded placements are actively managed in terms of the ability of the provider to meet set objectives/outcomes, de-escalate where appropriate [levels of support] and maximizing opportunities for discounts (length of stay/siblings/ volume) and recognising potential lower cost options in line with each child's care plan.</li> <li>• Additional investment in the recruitment and retention of the in-house fostering service to significantly increase the net number of mainstream fostering households over a three year period, as of 2018.</li> <li>• Access to the Staying Close, Staying Connected Department for Education (DfE) initiative being piloted by a local charity offering 16-18 year old Children in Care Placements the opportunity to step-down from residential provision, to supported community based provision in what will transfer to their own tenancy post 18.</li> <li>• Greater focus on those Children in Care Placements for whom permanency or rehabilitation home is the plan, to ensure timely care episodes and managed exits from care.</li> </ul>				
<b>10) Registration &amp; Citizenship Services</b>	<b>-516</b>	<b>-533</b>	<b>-221</b>	<b>-43%</b>
Registration & Citizenship Services are forecasting a surplus of £221k. An increase in the statutory charge for birth, marriage and death certificates has resulted in an over-recovery of income in the service. This increase is expected to continue into future years and as such has been recognised as part of the 2020/21 Business Plan.				
<b>11) Coroners</b>	<b>1,117</b>	<b>1,082</b>	<b>353</b>	<b>32%</b>
Coroners is forecasting a pressure of £353k. This is due to the increasing complexity of cases being referred to the coroner that require inquest and take time to conclude, requiring more specialist reports and advice and the recruitment of additional staff to complete investigations and prevent backlogs of cases building up. The cost of essential contracts for body storage, pathology, histology and toxicology has also increased.				

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>12) Children in Care</b>	<b>15,737</b>	<b>11,883</b>	<b>350</b>	<b>2%</b>
<p>The Children in Care budget is forecasting an over spend of c£350k.</p> <p>The UASC budget is forecasting a pressure of £200k. This is mainly in the over 18 budget due to the increased number of children turning 18 and acquiring care leaver status. The costs associated with supporting both this group of young people are not fully covered by the grant from the Home Office.</p> <p>The Supervised Contact budget is forecasting a pressure of £150k. The over spend is due to the use of additional relief staff and external agencies required to cover the current 209 Supervised Contact Cases (215 end Oct) which equate to an average of 435 sessions (607 end Oct) or 1253 hours per month. 311 (305 end Oct) children are currently open to the service.</p> <p><b>Actions being taken:</b></p> <p>For UASC we are continuing to review placements and are moving young people as appropriate to provisions that are more financially viable in expectation of a status decision. We are also reviewing our young people who are appeal rights exhausted.</p> <p>These reviews are likely to see a drop in accommodation spending as CCC discharge their duty to these young people in line with our statutory responsibilities under the immigration act. For Supervised Contact we are reviewing the demand criteria across the cohort of Young People the service supports to include the review all of the cases that have completed proceedings (200+), to consider whether contact needs to continue to be supervised, if it does, does it need to be this service.</p>				
<b>13) Legal Proceedings</b>	<b>1,970</b>	<b>1,421</b>	<b>400</b>	<b>20%</b>
<p>The Legal Proceedings budget is forecasting a £400k overspend.</p> <p>Numbers of care proceedings per month increased by 72% for the period Feb to Apr 19 compared to the preceding 10 months. The increase was mainly due to care applications made in March, April and May, particularly in the North where four connected families saw 16 children coming into our care with sexual abuse and neglect the main concerns.</p> <p>There are currently (end Nov) 177 live care proceedings, and whilst we have seen reductions in live proceedings (183 end July) legacy cases and associated costs are still working through the system and causing significant pressure on the legal budget. The expectation is that reductions in live proceedings will continue, further mitigating the overall pressure.</p> <p><b>Actions being taken:</b></p> <p>Work is ongoing to manage our care proceedings and CP Plans and better track the cases through the system to avoid additional costs due to delay. However, due to the time lag in cases coming to court it will be a number of months before the increases seen earlier in the year work their way through the system.</p>				
<b>14) Funding to Special Schools &amp; Units, High Needs Top Up Funding and Out of School Tuition</b>	<b>45,440</b>	<b>35,294</b>	<b>9,000</b>	<b>20%</b>
<p><b>Funding to Special Schools and Units - £3.5m DSG overspend</b></p> <p>As the number of children and young people with an EHCP increase, along with the complexity of need, we see additional demand for places at Special Schools and High Needs Units. The extent of this is such that a significant number of spot places have been agreed and the majority of our Special Schools are now full.</p> <p><b>High Needs Top Up Funding - £3.0m DSG overspend</b></p> <p>As well as the overall increases in EHCP numbers creating a pressure on the Top-Up budget, the number of young people with EHCPs in Post-16 Further Education is continuing to increase significantly as a result of the provisions laid out in the 2014 Children and Families Act. This element of provision is causing the majority of the forecast overspend on the High Needs Top-Up budget.</p>				

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>Funding to Special Schools &amp; Units, High Needs Top Up Funding and Out of School Tuition continued;</b>  <b>Out of School Tuition - £2m DSG overspend</b> There has been a continuing increase in the number of children with an Education Health and Care Plan (EHCP) who are awaiting a permanent school placement.  Several key themes have emerged throughout the last year, which have had an impact on the need for children to receive a package of education, sometimes for prolonged periods of time: <ul style="list-style-type: none"> <li>• Casework officers were not always made aware that a child's placement was at risk of breakdown until emergency annual review was called.</li> <li>• There were insufficient specialist placements for children whose needs could not be met in mainstream school.</li> <li>• There was often a prolonged period of time where a new school was being sought, but where schools put forward a case to refuse admission.</li> <li>• In some cases of extended periods of tuition, parental preference was for tuition rather than in-school admission.</li> </ul> <b>SEN Placements - £500k DSG overspend</b> A pressure of £500k is expected on the SEN Placements policy line, where an increase in the number of Cambridgeshire pupils being educated out of county has created a pressure of £200k on the Recoupment budget, and higher than budgeted costs per pupil have resulted in a £300k overspend on the SEN Placements budget.  <b>Mitigating Actions:</b> A SEND Project Recovery team has been set-up to oversee and drive the delivery of the SEND recovery plan to address the current pressure on the High Needs Block.				
<b>15) Home to School Transport – Special</b>	<b>9,821</b>	<b>5,045</b>	<b>700</b>	<b>7%</b>
Home to School Transport – Special is forecasting an £700k overspend for 2019/20. We are continuing to see significant increases in pupils with Education Health Care Plans (EHCPs) and those attending special schools, leading to a corresponding increase in transport costs. Between 1 <sup>st</sup> April and 30 <sup>th</sup> November 2019 there was an increase in the number of pupils with EHCPs of 379 (8.9%), compared with 307 (8%) over the same period last year.  Alongside this, we are seeing an increase in complexity of need resulting in assessments being made that the child/young person's requires individual transport, and, in many cases, a passenger assistant to accompany them. In two cases, private ambulances have had to be provided due to the severity of the children's medical needs. This follows risk assessments undertaken by health and safety, and insurance colleagues.  A strengthened governance system around requests for costly exceptional transport requests introduced in 2018/19 is resulting in the avoidance of some of the highest cost transports as is the use of personal transport budgets offered in place of costly individual taxis. Further actions being taken to mitigate the position include: <ul style="list-style-type: none"> <li>• An ongoing review of processes in the Social Education Transport and SEND teams with a view to reducing costs</li> <li>• An earlier than usual tender process for routes starting in September to try and ensure that best value for money is achieved</li> <li>• Implementation of an Independent Travel Training programme to allow more students to travel to school and college independently. A soft market test is about to be undertaken to establish potential interest from other organisations in shaping and delivering a programme for Cambridgeshire and Peterborough.</li> </ul>				

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>16) Children in Care Transport</b>	<b>2,005</b>	<b>933</b>	<b>-400</b>	<b>-20%</b>
Children in Care Transport is forecasting a £400k underspend. Ongoing work around route optimisation, combined with decreasing numbers of Children in Care have resulted in lower than budgeted costs, despite the pressures on the wider transport market.				
<b>17) Home to School Transport – Mainstream</b>	<b>9,189</b>	<b>4,824</b>	<b>200</b>	<b>2%</b>
<p>Home to School Transport – Mainstream is reporting an anticipated £200k overspend for 2019/20. While savings were achieved as part of the annual tender process we are continuing to see a significant increase in the costs being quoted for routes in some areas of the county, which are in excess of the inflation that was built into the budget. Where routes are procured at particularly high rates these are agreed on a short-term basis only with a view to reviewing and retendering at a later date in order to reduce spend where possible, however these subsequent reductions cannot be guaranteed.</p> <p>There have also been pressures due to the number of in-year admission requests when the local school is full. These situations require us to provide transport to schools further away, outside statutory walking distance. The effect on the transport budget is taken into account when pupils are placed in-year which has mitigated the effect of this to some degree, however in many cases the only viable transport is an individual or low-occupancy taxi.</p>				
<b>18) Financing DSG</b>	<b>-61,469</b>	<b>-46,979</b>	<b>-9,000</b>	<b>-15%</b>
<p>Within P&amp;C, spend of £61.5m is funded by the ring fenced Dedicated Schools Grant. Current pressures on Funding to Special Schools and Units (£3.5m), High Needs Top Up Funding (£3.0m), Out of School Tuition (£2.0m) and SEN Placements (£0.5m) equate to £9.0m and as such will be charged to the DSG.</p> <p>The final DSG balance brought forward from 2018/19 was a deficit of £7,171k.</p>				

## APPENDIX 3 – Capital Position

### 3.1 Capital Expenditure

2019/20						TOTAL SCHEME	
Original 2019/20 Budget as per BP £'000	Scheme	Revised Budget for 2019/20 £'000	Actual Spend (Nov) £'000	Forecast Spend – Outturn (Nov) £'000	Forecast Variance – Outturn (Nov) £'000	Total Scheme Revised Budget £'000	Total Scheme Variance £'000
51,085	Basic Need – Primary	34,420	16,413	33,454	-966	273,739	-9,497
64,327	Basic Need – Secondary	51,096	33,364	44,309	-6,786	321,067	-493
100	Basic Need - Early Years	2,173	741	2,173	0	5,718	0
7,357	Adaptations	1,119	899	1,119	0	13,428	0
6,370	Specialist Provision	4,073	2,685	5,570	1,497	23,128	-53
2,500	Condition & Maintenance	3,623	2,678	4,083	460	27,123	952
1,005	Schools Managed Capital	2,796	0	2,796	0	9,858	0
150	Site Acquisition and Development	150	117	150	0	600	0
1,500	Temporary Accommodation	1,500	336	257	-1,243	12,500	-1,243
275	Children Support Services	275	0	275	0	2,575	0
5,565	Adult Social Care	5,565	4,189	5,565	0	30,095	0
3,117	Cultural and Community Services	5,157	1,634	3,731	-1,426	10,630	0
-16,828	Capital Variation	-13,399	0	-4,935	8,464	-61,000	0
2,744	Capitalised Interest	2,744	0	2,744	0	8,798	0
129,267	<b>Total P&amp;C Capital Spending</b>	<b>101,292</b>	<b>63,057</b>	<b>101,292</b>	<b>0</b>	<b>678,259</b>	<b>-10,334</b>

The schemes with significant variances (>£250k) either due to changes in phasing or changes in overall scheme costs can be found in the following table:

Revised Budget for 2019/20	Forecast Spend - Outturn (November)	Forecast Spend - Outturn Variance (November)	Variance Last Month (October)	Movement	Breakdown of Variance	
					Under / overspend	Reprogramming / Slippage
£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b><u>Basic Need – Primary</u></b>						
<b>Histon Additional Places</b>						
400	3,000	2,600	2,600	0	0	2,600
Although delays were initially anticipated on this project as it involves building a replacement for the current Histon & Impington Infant School on a site in the Green Belt, the Buxhall Farm scheme has accelerated and construction will now take place in year. While the replacement school will not be required until 2021, commencing work at this point will result in lower construction costs than if the project were delayed.						
<b>Chatteris Additional Places</b>						
4,600	3,000	-1,700	-1,700	0	0	-1,700
£1.6m slippage anticipated in 2019/20 due to issues around Highways and planning permission. This scheme has now been combined with that listed separately for Cromwell Community College, following approval from the DfE to a proposal to extend the school's age range to enable it to provide all-through education, 4-19.						
<b>Bassingbourn Primary School</b>						
2,666	2,350	-316	-316	0	-225	-91
Savings made on completion of scheme.						



Revised Budget for 2019/20	Forecast Spend - Outturn (November)	Forecast Spend - Outturn Variance (November)	Variance Last Month (October)	Movement	Breakdown of Variance	
					Under / overspend	Reprogramming / Slippage
£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Godmanchester Bridge (Bearscroft Development)</b>						
355	93	-262	-262	0	-262	0
Savings made on completion of scheme.						
<b><u>Basic Need - Secondary</u></b>						
<b>Fenland Secondary</b>						
5,000	300	-4,700	-4,400	-300	0	-4,700
Work is progressing to determine the final specification for the scheme and the associated project cost.						
<b>Cromwell Community College, Chatteris</b>						
5,500	4,000	-1,600	-1,600	0	0	-1,600
£1.5m slippage anticipated in 2019/20 due to issues around Highways and planning permission. This scheme has now been combined with that listed separately for Chatteris Additional Places, following approval from the DfE to a proposal to extend the school's age range to enable it to provide all-through education, 4-19.						
<b>Alconbury Weald Secondary &amp; Special</b>						
350	100	-270	-250	-20	0	-270
As a result of on-going discussions with the DfE over the timing of the opening of the secondary school, the decision has been taken to place all further work on hold until these have been concluded. Meetings are taking place on 17 December with the aim of enabling work to resume.						
<b><u>Specialist provision</u></b>						
<b>Highfields Ely Phase 2</b>						
3,600	5,200	1,600	1,600	0	0	1,600
Revised spend forecast received from contractor. Value of works higher than anticipated for 2019-20 due to pre-fabricated construction and works progressing ahead of schedule, which means that the project is likely to complete earlier than planned.						
<b><u>Condition &amp; Maintenance</u></b>						
<b>School Condition, Maintenance &amp; Suitability</b>						
3,123	3,482	359	0	359	952	-593
The forecast overspend of £359k has arisen due to an increase in the number of emergency projects requiring urgent attention to ensure the schools concerned remained operational. The in year position has been offset with slippage of £593k for Galfrid Primary (formerly known as Abbey Meadows) which was agreed by GPC as additional funding for 2019/20. This funding is required in 2020/21 due to the scheme timescales being delayed.						
<b><u>Temporary Accommodation</u></b>						
1,500	257	-1,243	0	-1,243	-1,243	0
£1,243k forecast underspend as the level of temporary mobile accommodation was lower than initially anticipated when the Business Plan was approved.						

Revised Budget for 2019/20	Forecast Spend - Outturn (November)	Forecast Spend - Outturn Variance (November)	Variance Last Month (October)	Movement	Breakdown of Variance	
					Under / overspend	Reprogramming / Slippage
£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cultural and Community Services</b>						
<b>Libraries - Open access &amp; touchdown facilities (hub libraries)</b>						
567	11	-556	0	-556	0	-556
Work is ongoing to tender for the system and create a detailed plan for the rollout of Open Access across all libraries; this will involve building surveys of all sites to determine the requirements for implementation, which is the expenditure projected within the current financial year. A report will be brought to C&P Cttee in the Spring to update members and make decisions about prioritisation and principles of the rollout, with implementation and expenditure taking place later in 2020/21 and 2021/22.						
<b>Libraries - Open access &amp; touchdown facilities - further 22 Libraries</b>						
605	0	-605	0	-605	0	-605
Work is ongoing to tender for the system and create a detailed plan for the rollout of Open Access across all libraries; this will involve building surveys of all sites to determine the requirements for implementation, which is the expenditure projected within the current financial year. A report will be brought to C&P Cttee in the Spring to update members and make decisions about prioritisation and principles of the rollout, with implementation and expenditure taking place later in 2020/21 and 2021/22.						
<b>Other changes across all schemes (&lt;250k)</b>						
-	-	-1,770	-1,505	265	-1,263	-507
Other changes below £250k make up the remainder of the scheme variances.						
<b>Total P&amp;C variances:</b>		<b>-8,464</b>	<b>-5,933</b>	<b>-2,531</b>	<b>-2,041</b>	<b>-6,423</b>

## P&C Capital Variation

The Capital Programme Board recommended that services include a variations budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. The allocation for P&C's negative budget has been calculated as below, updated for the transfer of Cultural and Community Services. Slippage and underspends expected in 2019/20 are currently resulting in £8.46m of the capital variations budget being utilised.

2019/20					
Service	Capital Programme Variations Budget	Forecast Outturn Variance (Nov 2019)	Capital Programme Variations Budget Used	Capital Programme Variations Budget Used	Revised Outturn Variance (Nov 2019)
	£000	£000	£000	%	£000
P&C	-13,399	-8,464	8,464	63.2%	0
<b>Total Spending</b>	<b>-13,399</b>	<b>-8,464</b>	<b>8,464</b>	<b>63.2%</b>	<b>0</b>

### 3.2 Capital Funding

2019/20				
Original 2019/20 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2019/20 £'000	Funding Outturn (Nov 19) £'000	Funding Variance - Outturn (Nov 19) £'000
6,905	Basic Need	6,905	6,905	0
4,126	Capital maintenance	3,547	3,547	0
1,005	Devolved Formula Capital	2,796	2,796	0
4,115	Adult specific Grants	4,146	4,146	0
14,976	S106 contributions	6,555	6,555	0
2,052	Other Specific Grants	2,576	2,576	0
0	Capital Receipts	131	131	0
10,100	Other Revenue Contributions	10,100	10,100	0
390	Prudential Borrowing	48,395	48,395	0
11,598	Prudential Borrowing (Repayable)	16,141	16,141	0
<b>129,267</b>	<b>Total Funding</b>	<b>101,292</b>	<b>101,292</b>	<b>0</b>