

<b>Service</b>	People and Communities (P&C)
<b>Subject</b>	Finance Monitoring Report – September 2019
<b>Date</b>	11 <sup>th</sup> October 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

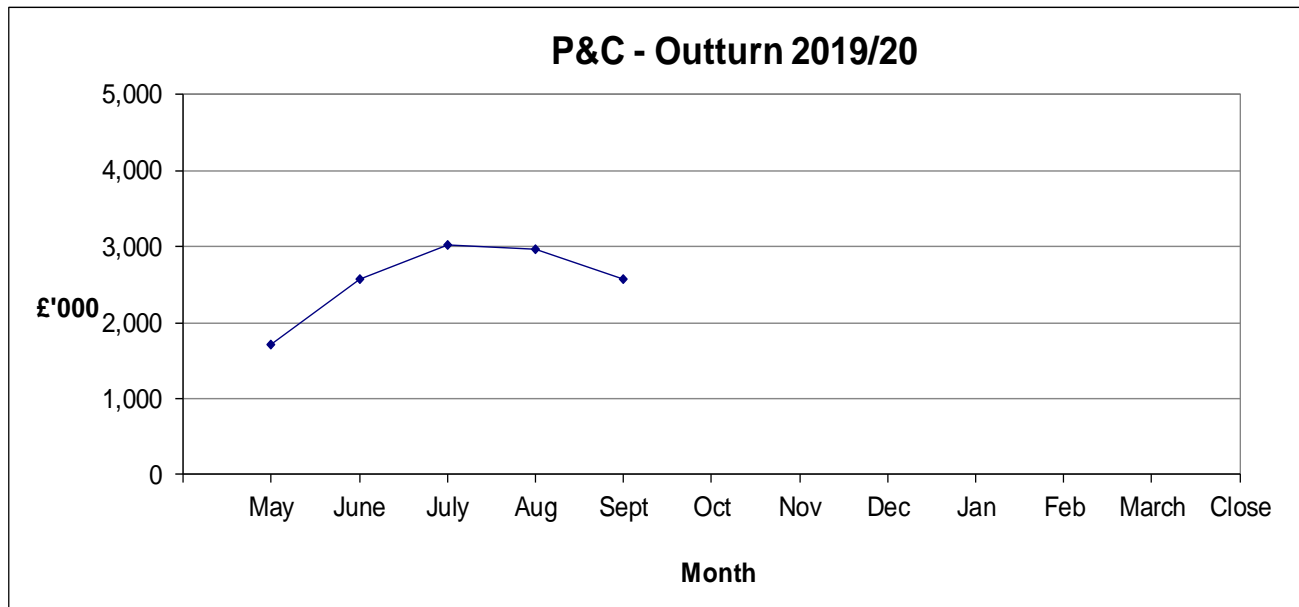
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<i>The following appendices are not included each month as the information does not change as regularly:</i>			
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Appx 5	Technical Appendix	Twice yearly, this will contain technical financial information 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>	27-29

## 1. Revenue Executive Summary

### 1.1 Overall Position

People and Communities is forecasting an overspend of £2,578k at the end of September, a decrease of £394k since August.



### 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 %
1,095	Adults & Safeguarding	148,054	90,799	702	0.5%
649	Commissioning	41,984	12,226	649	1.5%
178	Communities & Safety	12,805	5,686	178	1.4%
750	Children & Safeguarding	59,852	29,838	750	1.3%
7,300	Education	90,029	42,883	7,300	8.1%
0	Executive Director	1,543	372	0	0.0%
<b>9,972</b>	<b>Total Expenditure</b>	<b>354,267</b>	<b>181,805</b>	<b>9,578</b>	<b>2.7%</b>
-7,000	Grant Funding	-91,539	-47,030	-7,000	7.6%
<b>2,972</b>	<b>Total</b>	<b>262,728</b>	<b>134,775</b>	<b>2,578</b>	<b>1.0%</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 Sept 2019 £000	Forecast Outturn Variance £000
5,834	Adults & Safeguarding	148,054	90,799	5,441
-1	Adults Commissioning (including Local Assistance Scheme)	16,114	192	-1
<b>5,833</b>	<b>Total Expenditure</b>	<b>164,168</b>	<b>90,991</b>	<b>5,439</b>
0	Grant Funding (including Better Care Fund, Winter Pressures Grant etc.)	-15,138	-6,167	0
-4,739	Expected deployment of grant and other funding to meet pressures			-4,739
<b>1,094</b>	<b>Total</b>	<b>149,030</b>	<b>84,824</b>	<b>700</b>

#### 1.3.2 Children and Young People Committee

Forecast Variance Outturn (Previous) £000	Directorate	Budget 2019/20 £000	Actual Sept 2019 £000	Forecast Outturn Variance £000
650	Children's Commissioning	29,708	12,995	650
-0	Communities & Safety - Youth Offending Service	2,163	828	-0
0	Communities & Safety - Central Integrated Youth Support Services	1,399	540	-0
750	Children & Safeguarding	59,852	29,838	750
7,300	Education	88,330	42,174	7,300
0	Executive Director (Exec D and Central Financing)	1,543	372	0
<b>8,700</b>	<b>Total Expenditure</b>	<b>182,996</b>	<b>86,747</b>	<b>8,700</b>
-7,000	Grant Funding (including Dedicated Schools Grant etc.)	-74,066	-39,694	-7,000
<b>1,700</b>	<b>Total</b>	<b>108,929</b>	<b>47,053</b>	<b>1,700</b>

#### 1.3.3 Community and Partnerships Committee

Forecast Variance Outturn (Previous) £000	Directorate	Budget 2019/20 £000	Actual Sept 2019 £000	Forecast Outturn Variance £000
0	Strategic Management - Communities & Safety	15	68	0
0	Safer Communities Partnership	880	791	0
0	Strengthening Communities	495	215	-0
0	Adult Learning and Skills	2,438	607	0
0	Trading Standards	694	309	0
178	Cultural & Community Services	4,721	2,328	178
<b>178</b>	<b>Total Expenditure</b>	<b>9,242</b>	<b>4,319</b>	<b>178</b>
0	Grant Funding (including Dedicated Schools Grant etc.)	-2,334	-1,169	0
<b>178</b>	<b>Total</b>	<b>6,908</b>	<b>3,149</b>	<b>178</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 September 2019, the overall P&C position is an overspend of £2,578k, around 1.0% of budget. This is a decrease of around £400k from August.

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 September, Adults services are forecast to overspend by £700k, around 0.4% of budget. This is an improvement of £394k from August. Within that, budgets relating to care provision are forecasting a £5.4m 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 Services** are forecast to overspend by £4.3m, which is £1m improved from the previous report. 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 improved position is due to a number of changes over the first half of the year, specifically the rising number of people in block placements (which are cheaper), a robust process for negotiating fee uplift requests with providers, and an expectation that contributions will be higher than budgeted in line with higher care costs. Further information can be found in [appendix 2, note 3](#). These trends are mirrored in the similar **Older People Mental Health** cohort.

**The Learning Disability Partnership** is forecast to overspend by £588k, with the NHS paying a further £175k 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.

### 1.4.2 Children's

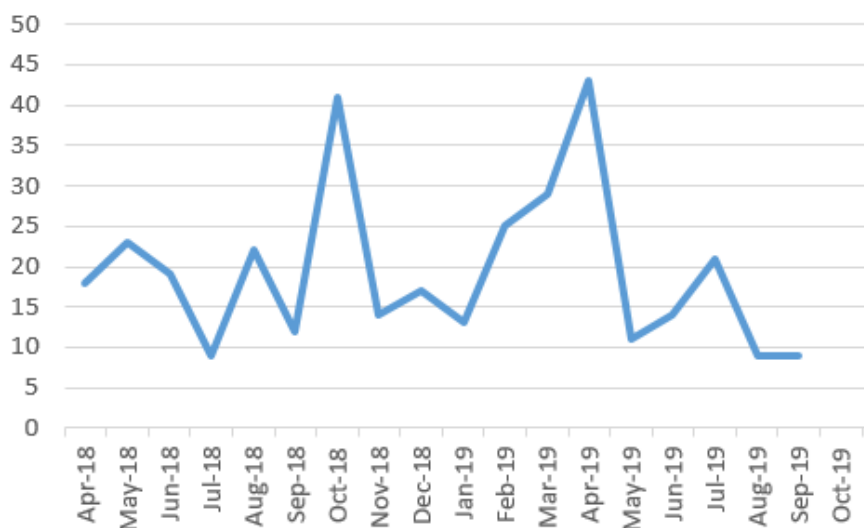
*Children in Care* is anticipating a pressure of c£350k across Unaccompanied Asylum Seeking Children budgets (£200k) and Supervised Contact (£150k). These pressures are offset in part by a forecast underspend across Fostering and the Corporate Parenting Teams. The service is working to mitigate these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

*Children in Care Placements* is forecasting a year end overspend of £650k, following an additional budget allocation of £350k as approved by GPC and the application of £400k of additional social care grant. Recent activity in relation to gang related crime has resulted in additional high cost secure placements being required. In addition, despite a decrease in the numbers of children in care they still remain above budgeted levels.

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 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 the number of care proceedings per month which increased by 72% for the period Feb to Apr 19 compared to the preceding 10 months. There are currently (end Sep) 167 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 spike in proceedings is related to 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. The expectation is that reductions in live proceedings will continue, further mitigating the overall pressure.

Care Proceedings



### 1.4.3 Education

*Home to School Transport – Special* is forecasting an overspend of £300k. 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.

*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 £7m. 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**

*Coroners* is forecasting a pressure of £235k. 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 September 2019 the capital programme forecast underspend continues to be zero. The level of slippage and underspend in 2019/20 is currently anticipated to be £6.55m 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>

Furhter 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 includes 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 September 2019 for **Children in Care Placements** is shown below:

Service Type	BUDGET				ACTUAL (Sept)				VARIANCE		
	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Sept 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	£386k	2,672.29	-0.06	-£40k	-308.41
Residential - secure accommodation	1	£376k	52	5,872.95	1	2.20	£731k	6,041.61	1.20	£355k	168.66
Residential schools	19	£2,836k	52	2,804.78	15	16.20	£1,778k	2,055.41	-3.24	-£1,058k	-749.37
Residential homes	33	£6,534k	52	3,704.67	39	36.17	£6,863k	3,977.81	3.17	£328k	273.14
Independent Fostering	240	£11,173k	52	798.42	296	299.41	£12,811k	836.17	59.53	£1,637k	37.75
Supported Accommodation	26	£1,594k	52	1,396.10	22	20.80	£1,507k	1,357.09	-5.48	-£87k	-39.01
16+	7	£130k	52	351.26	12	7.10	£301k	489.50	-0.02	£171k	138.24
Growth/Replacement	-	£k	-	-	-	-	£237k	-	-	£237k	-
Additional one off budget/actuals	-	£750k	-	-	-	-	-£144k	-	-	-£894k	-
Mitigations required	0	£k	0	0.00	0	0.00	£k	0.00	-	£k	0.00
<b>TOTAL</b>	<b>330</b>	<b>£23,819k</b>			<b>388</b>	<b>384.82</b>	<b>£24,469k</b>		<b>55.09</b>	<b>£650K</b>	
In-house fostering - Basic	205	£2,125k	56	179.01	196	196.34	£1,991k	175.11	-8.66	-£134k	-3.90
In-house fostering - Skills	205	£1,946k	52	182.56	212	210.18	£1,975k	192.69	5.18	£29k	10.13
Kinship - Basic	40	£425k	56	189.89	44	43.31	£467k	186.57	3.31	£42k	-3.32
Kinship - Skills	10	£35k	52	67.42	15	12.50	£33k	64.07	2.5	-£2k	-3.35
<b>TOTAL</b>	<b>245</b>	<b>£4,531k</b>			<b>240</b>	<b>239.65</b>	<b>£4,467k</b>		<b>-5.35</b>	<b>-£65k</b>	
Adoption Allowances	107	£1,107k	52	198.98	106	106.36	£1,156k	200.76	-0.64	£49k	12.14
Special Guardianship Orders	307	£2,339k	52	142.30	271	265.00	£2,070k	141.48	-42	-£268k	-2.75
Child Arrangement Orders	88	£703k	52	153.66	88	88.46	£718k	155.42	0.46	£14k	1.76
Concurrent Adoption	5	£91k	52	350.00	0	0.27	£2k	140.00	-4.73	-£89k	-210.00
<b>TOTAL</b>	<b>507</b>	<b>£4,240k</b>			<b>465</b>	<b>463.81</b>	<b>£3,945k</b>		<b>-0.64</b>	<b>-£295k</b>	
<b>OVERALL TOTAL</b>	<b>1,082</b>	<b>£32,590k</b>			<b>1093</b>	<b>1,088.28</b>	<b>£32,881k</b>		<b>49.10</b>	<b>£291k</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 September 2019 for SEN Placements is shown below:**

BUDGET				ACTUAL (Sept 19)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No of placements Sept 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	97.04	£5,895k	£61k	-7	-4.96	£-323k	£k
Hearing Impairment (HI)	3	£117k	£39k	3	3.00	£120k	£40k	0	0.00	£3k	£1k
Moderate Learning Difficulty (MLD)	10	£200k	£20k	8	7.05	£408k	£58k	-2	-2.95	£207k	£38k
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	£198k	£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	37	37.72	£2,148k	£57k	-8	-7.28	£135k	£12k
Speech, Language and Communication Needs (SLCN)	3	£138k	£46k	4	4.00	£247k	£62k	1	1.00	£109k	£16k
Severe Learning Difficulty (SLD)	5	£445k	£89k	5	5.34	£431k	£81k	0	0.34	£-14k	£-8k
Specific Learning Difficulty (SPLD)	4	£138k	£35k	5	3.92	£195k	£50k	1	-0.08	£56k	£15k
Visual Impairment (VI)	2	£73k	£36k	3	2.59	£96k	£37k	1	0.59	£23k	£1k
Growth	-	£k	-	-	-	£-231k	-	-	-	£-231k	-
Recoupment	-	-	-	0	0.00	£k	£k	-	-	£k	£k
<b>TOTAL</b>	<b>181</b>	<b>£9,573k</b>	<b>£53k</b>	<b>166</b>	<b>166.60</b>	<b>£9,573k</b>	<b>£59k</b>	<b>-15</b>	<b>-14.40</b>	<b>£k</b>	<b>£6k</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 September 2019 for the Learning Disability Partnership is shown below:**

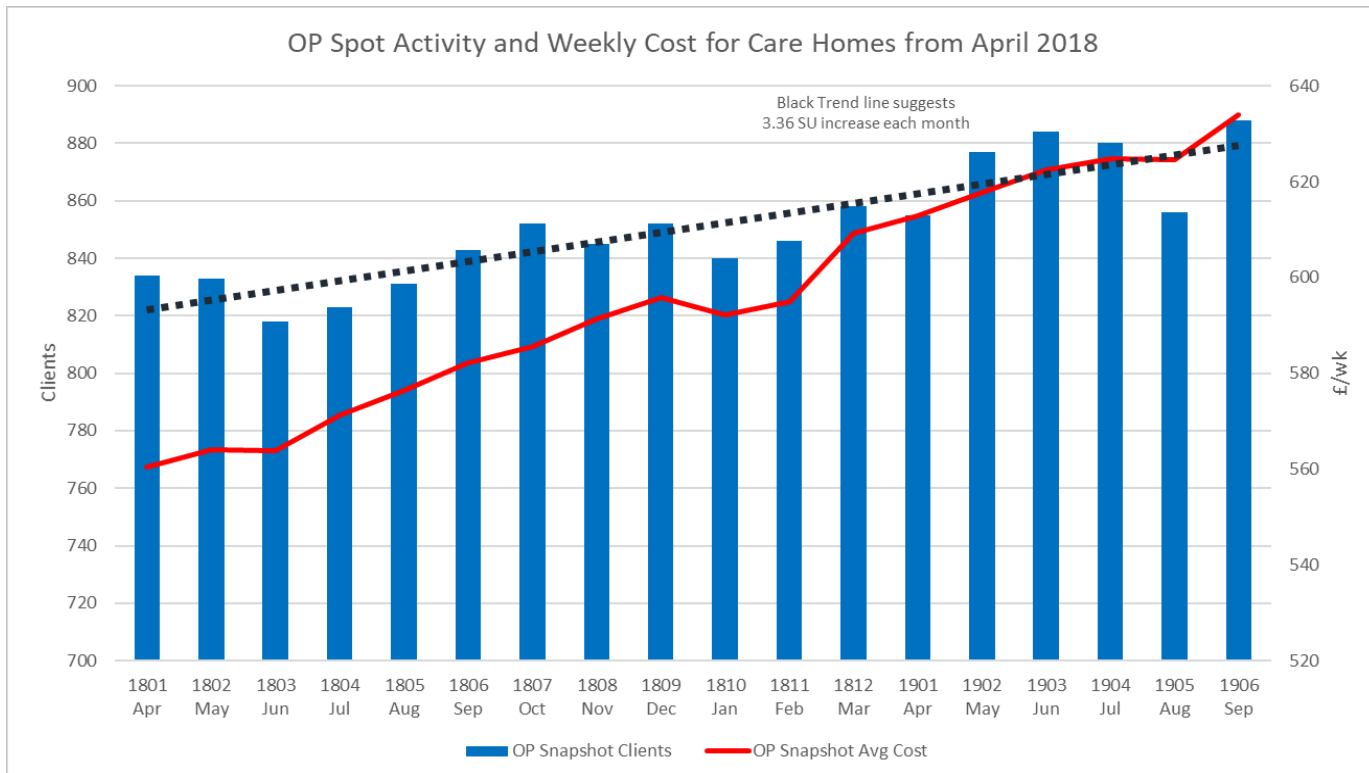
Learning Disability Partnership	BUDGET			ACTUAL (September 19)				Forecast		
Service Type	Expected No. of Care Packages 2019/20	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages T	D o T	Current Average Unit Cost (per week)	D o T	Forecast Actual	D o T	Variance
Accommodation based										
~ Residential	274	£1,510	£21,788k	263	↓	£1,603	↔	£22,423k	↓	£635k
~Residential Dementia										
~Nursing	7	£1,586	£431k	6	↔	£1,478	↔	£476k	↑	£44k
~Nursing Dementia										
~Respite			£430k					£412k		-£18k
Community based										
~Supported Living	411	£1,202	£26,869k	416	↑	£1,224	↔	£27,432k	↑	£563k
~Direct payments	415	£404	£9,365k	421	↔	£405	↔	£9,196k	↑	-£169k
~Live In Care	14	£1,953	£k	14	↔	£1,943	↔	£k		£k
~Day Care	469	£136	£3,481k	514	↑	£142	↔	£3,539k	↑	£58k
~Other Care	175	£68	£761k	179	↑	£75	↔	£789k	↑	£28k
			£k					£k		
~Homecare	474		£10,469k	401				£9,782k	↓	-£687k
Total In Year Expenditure			£73,594k					£74,048k		£455k
Care Contributions			-£3,407k					-£3,463k	↑	-£55k
Health Income										
Total In Year Income			-£3,407k					-£3,463k		-£55k
Further savings included within forecast										£k
Forecast total in year care costs										£399k

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 September 2019 for Older People's (OP) Services is shown below:**

Older People	BUDGET			ACTUAL (September 19)				Forecast		
Service Type	Expected No. of Care Packages 2019/20	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages T	D o T	Current Average Unit Cost (per week)	D o T	Forecast Actual	D o T	Variance
Accommodation based										
~ Residential	446	£551	£11,432k	429	↑	£561	↑	£13,440k	↑	£2,008k
~Residential Dementia	432	£586	£12,884k	417	↑	£603	↑	£14,052k	↑	£1,168k
~Nursing	289	£643	£9,948k	273	↓	£648	↑	£9,902k	↑	-£45k
~Nursing Dementia	113	£753	£4,391k	122	↑	£806	↑	£5,509k	↑	£1,118k
~Respite			£1,733k					£1,659k	↑	-£75k
Community based										
~Supported Living	116		£4,632k	110	↓			£4,717k	↓	£85k
~Direct payments	208	£287	£3,185k	197	↓	£285	↑	£2,994k	↓	-£191k
~Live In Care	27	£779	£933k	28	↑	£794	↓	£1,200k	↑	£266k
~Day Care	43	£82	£833k	26	↑	£104	↓	£843k	↑	£10k
~Other Care	6	£31	£57k	5	↔	£34	↔	£158k	↓	£101k
~Homecare	1,127	Per Hour £16.43	£11,621k	1,011	↓	Per Hour £16.75	↑	£11,551k	↑	-£70k
Total In Year Expenditure			£61,648k					£66,024k		£4,375k
Care Contributions			-£17,857k					-£19,18k	↓	-£1,862k
Health Income			-£86k					-£86k	↔	£k
Total In Year Income			-£17,943k					-£19,805k		-£1,862k
Inflation and uplifts			£1,281k					£1,006k	↓	-£275k
Forecast total in year care costs			£44,987k					£47,226k		£2,239k

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



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

Physical Disabilities	BUDGET			ACTUAL (September 19)				Forecast		
Service Type	Expected No. of Care Packages 2019/20	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	D T	Current Average Unit Cost (per week)	D T	Forecast Actual	D T	Variance
Accommodation based										
~ Residential	41	£786	£1,679k	37	↑	£1,035	↓	£1,907k	↑	£228k
~ Residential Dementia	1	£620	£32k	2	↔	£685	↔	£59k	↔	£27k
~ Nursing	31	£832	£1,350k	27	↑	£1,002	↓	£1,417k	↑	£67k
~ Nursing Dementia	1	£792	£41k	1	↔	£792	↔	£41k	↔	£k
~ Respite			£220k					£167k	↓	-£53k
Community based										
~ Supported Living	7	£774	£258k	67	↑	£560	↔	£263k	↓	£5k
~ Direct payments	288	£357	£4,908k	269	↓	£368	↑	£4,646k	↑	-£262k
~ Live In Care	29	£808	£1,269k	28	↑	£847	↑	£1,246k	↑	-£24k
~ Day Care	48	£70	£177k	41	↓	£70	↑	£151k	↓	-£26k
~ Other Care	4	£39	£4k	3	↔	£49	↔	£7k	↓	£3k
~ Homecare	257	Per Hour £16.37	£2,719k	234	↓	Per Hour £16.81	↔	£2,666k	↓	-£54k
Total In Year Expenditure			£12,657k					£12,570k		-£87k
Care Contributions			-£1,062k					-£1,260k	↓	-£198k
Health Income			-£561k					-£561k	↔	£k
Total In Year Income			-£1,623k					-£1,821k		-£198k
										£k
Inflation and Uplifts			£203k					£203k	↓	£k
Forecast total in year care costs			£11,237k					£10,952k		-£285k

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

Older People Mental Health	BUDGET			ACTUAL (September 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	25	↔	£620	↑	£813k	↓ £122k
~Residential Dementia	23	£539	£648k	26	↔	£597	↑	£780k	↑ £132k
~Nursing	25	£638	£833k	22	↔	£700	↔	£837k	↑ £4k
~Nursing Dementia	80	£736	£3,079k	74	↔	£817	↑	£3,121k	↑ £42k
~Respite	1	£137	£7k	0	↔	£0	↔	£k	↔ -£7k
Community based									
~Supported Living	5	£212	£55k	4	↔	£489	↔	£144k	↑ £89k
~Direct payments	7	£434	£149k	8	↔	£327	↔	£147k	↔ -£2k
~Live In Care	2	£912	£95k	4	↔	£1,130	↔	£263k	↑ £168k
~Day Care	2	£37	£4k	4	↑	£58	↑	£4k	↔ £k
~Other Care	0	£0	£k	0	↔	£0	↔	£25k	↑ £25k
~Homecare	42	Per Hour £16.49	£406k	40	↓	Per Hour £17.45	↑	£397k	↓ -£9k
Total In Year Expenditure			£5,967k					£6,532k	£565k
Care Contributions			-£851k					-£837k	↑ £14k
Health Income			£k					£k	↔ £k
Total In Year Income			-£851k					-£837k	£14k
Inflation Funding to be applied			£184k					£163k	-£21k
Forecast total in year care costs			£5,300k					£5,858k	£558k

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

Adult Mental Health	BUDGET			ACTUAL (September 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	56	↔	£714	↑	£2,093k	↑ £109k
~Residential Dementia	5	£743	£194k	6	↔	£776	↔	£238k	↔ £44k
~Nursing	16	£612	£512k	14	↔	£653	↑	£476k	↑ -£36k
~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	120	↓	£119	↓	£860k	↑ -£181k
~Direct payments	9	£355	£167k	13	↑	£312	↓	£220k	↓ £53k
~Live In Care	0	£0	£k	2	↑	£695	↑	£26k	↔ £26k
~Day Care	2	£77	£8k	3	↔	£47	↔	£9k	↔ £1k
~Other Care	1	£152	£8k	0	↔	£0	↔	£19k	↑ £11k
~Homecare	140	£80.00	£586k	58	↓	£120.24	↑	£548k	↓ -£38k
Total In Year Expenditure			£4,533k					£4,522k	-£11k
Care Contributions			-£396k					-£392k	↑ £4k
Health Income			-£22k					£k	£22k
Total In Year Income			-£418k					-£392k	£26k
Inflation Funding to be applied			£k					£k	
			£134k					£97k	-£37k
Forecast total in year care costs			£4,249k					£4,227k	-£22k

# APPENDIX 1 – P&C Service Level Financial Information

Forecast Outturn Variance (August)  £'000	Service		Budget 2019/20  £'000	Actual September 2019  £'000	Outturn Variance  £'000   %	
Adults & Safeguarding Directorate						
-4,697	1	Strategic Management - Adults	-1,620	7,724	-4,700	-290%
0		Transfers of Care	1,836	1,078	0	0%
73		Prevention & Early Intervention	8,824	5,196	48	1%
0		Principal Social Worker, Practice and Safeguarding	1,404	781	0	0%
64		Autism and Adult Support	987	379	6	1%
0		Carers	416	74	0	0%
Learning Disability Partnership						
0		Head of Service	5,781	2,684	0	0%
0	2	LD - City, South and East Localities	35,304	17,442	-24	0%
0	2	LD - Hunts & Fenland Localities	28,298	13,366	432	2%
0	2	LD - Young Adults	7,921	3,755	300	4%
0	2	In House Provider Services	6,396	3,298	55	1%
0	2	NHS Contribution to Pooled Budget	-19,109	-4,777	-175	-1%
0	Learning Disability Partnership Total		64,591	35,769	588	1%
Older People and Physical Disability Services						
32		Physical Disabilities	11,906	6,820	32	0%
1,890	3	OP - City & South Locality	20,610	10,921	263	1%
1,093	3	OP - East Cambs Locality	6,456	3,720	829	13%
1,188	3	OP - Fenland Locality	7,977	4,712	996	12%
1,128	3	OP - Hunts Locality	10,714	6,656	2,125	20%
19	3	Neighbourhood Cares	748	409	105	14%
5,425	Older People's and Physical Disabilities Total		58,411	33,238	4,351	7%
Mental Health						
-158	4	Mental Health Central	1,973	1,072	-158	-8%
-15	4	Adult Mental Health Localities	5,445	2,542	54	1%
477	4	Older People Mental Health	5,788	2,946	513	9%
304	Mental Health Total		13,205	6,561	409	3%
1,095	Adult & Safeguarding Directorate Total		148,054	90,799	702	0%
Commissioning Directorate						
0		Strategic Management –Commissioning	11	625	0	0%
0		Access to Resource & Quality	1,795	774	0	0%
-6		Local Assistance Scheme	300	143	-6	-2%
Adults Commissioning						
118	5	Central Commissioning - Adults	11,095	-3,394	118	1%
0		Integrated Community Equipment Service	1,024	1,469	0	0%
-113	6	Mental Health Commissioning	3,696	1,974	-113	-3%
5	Adults Commissioning Total		15,814	49	5	0%

Forecast Outturn Variance (August)  £'000	Service	Budget 2019/20  £'000	Actual September 2019  £'000	Outturn Variance	
				£'000	%

	<u>Childrens Commissioning</u>				
650	7 Children in Care Placements	23,819	10,505	650	3%
-0	Commissioning Services	245	131	-0	0%
<b>650</b>	<b>Childrens Commissioning Total</b>	<b>24,064</b>	<b>10,636</b>	<b>650</b>	<b>3%</b>

<b>649</b>	<b>Commissioning Directorate Total</b>	<b>41,984</b>	<b>12,226</b>	<b>649</b>	<b>2%</b>
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### Communities & Safety Directorate

0	Strategic Management - Communities & Safety	15	68	0	0%
-0	Youth Offending Service	2,163	828	-0	0%
0	Central Integrated Youth Support Services	1,399	540	-0	0%
0	Safer Communities Partnership	880	791	0	0%
0	Strengthening Communities	495	215	-0	0%
0	Adult Learning & Skills	2,438	607	0	0%
0	Trading Standards	694	309	0	0%
<b>0</b>	<b>Community &amp; Safety Total</b>	<b>8,084</b>	<b>3,358</b>	<b>-0</b>	<b>0%</b>

-0	Strategic Management - Cultural & Community Services	163	81	-0	0%
0	Public Library Services	3,409	1,679	0	0%
0	Cultural Services	107	-24	0	0%
0	Archives	440	204	0	0%
-57	Registration & Citizenship Services	-516	-372	-57	-11%
235	8 Coroners	1,117	760	235	21%
<b>178</b>	<b>Cultural &amp; Community Services Total</b>	<b>4,721</b>	<b>2,328</b>	<b>178</b>	<b>4%</b>

<b>178</b>	<b>Communities &amp; Safety Directorate Total</b>	<b>12,805</b>	<b>5,686</b>	<b>178</b>	<b>1%</b>
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### Children & Safeguarding Directorate

0	Strategic Management – Children & Safeguarding	3,292	1,994	0	0%
-0	Partnerships and Quality Assurance	2,241	1,048	-0	0%
350	9 Children in Care	15,760	8,821	350	2%
0	Integrated Front Door	1,974	1,143	0	0%
-0	Children's Disability Service	6,590	3,757	-0	0%
-0	Children's Centre Strategy	29	-3	-0	0%
0	Support to Parents	1,749	503	0	0%
-0	Adoption Allowances	5,772	2,634	-0	0%
400	10 Legal Proceedings	1,970	1,088	400	20%
	<u>District Delivery Service</u>				
0	Safeguarding Hunts and Fenland	3,741	1,922	0	0%
-0	Safeguarding East + South Cambs & Cambridge	6,773	2,268	-0	0%
0	Early Help District Delivery Service –North	5,345	2,304	0	0%
-0	Early Help District Delivery Service – South	4,616	2,359	-0	0%
<b>-0</b>	<b>District Delivery Service Total</b>	<b>20,475</b>	<b>8,852</b>	<b>-0</b>	<b>0%</b>

<b>750</b>	<b>Children &amp; Safeguarding Directorate Total</b>	<b>59,852</b>	<b>29,838</b>	<b>750</b>	<b>1%</b>
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Forecast Outturn Variance (August)  £'000	Service		Budget 2019/20  £'000	Actual September 2019  £'000	Outturn Variance	
					£'000	%
Education Directorate						
0		Strategic Management - Education	3,763	-1,557	0	0%
0		Early Years' Service	2,122	1,009	0	0%
0		Schools Curriculum Service	166	42	0	0%
0		Schools Intervention Service	969	520	0	0%
-0		Schools Partnership service	537	766	-0	0%
0		Teachers' Pensions & Redundancy	2,910	1,006	0	0%
SEND Specialist Services (0-25 years)						
0		SEND Specialist Services	8,768	5,094	0	0%
3,000	11	Funding for Special Schools and Units	16,849	9,126	3,000	18%
2,500	11	High Needs Top Up Funding	17,100	9,690	2,500	15%
0		Special Educational Needs Placements	9,973	6,545	0	0%
1,500	11	Out of School Tuition	1,519	1,230	1,500	99%
7,000		SEND Specialist Services (0 - 25 years) Total	54,208	31,685	7,000	13%
Infrastructure						
-0		0-19 Organisation & Planning	4,068	2,488	0	0%
0		Early Years Policy, Funding & Operations	94	14	0	0%
0		Education Capital	178	90	0	0%
300	12	Home to School Transport – Special	9,821	2,945	300	3%
0		Children in Care Transport	2,005	713	0	0%
0		Home to School/College Transport – Mainstream	9,189	3,163	0	0%
300		0-19 Place Planning & Organisation Service Total	25,355	9,412	300	1%
7,300		Education Directorate Total	90,029	42,883	7,300	8%
Executive Director						
0		Executive Director	1,452	356	0	0%
0		Central Financing	91	16	0	0%
0		Executive Director Total	1,543	372	0	0%
9,972	Total		354,267	181,805	9,578	3%
Grant Funding						
-7,000	13	Financing DSG	-61,163	-34,082	-7,000	-11%
0		Non Baselined Grants	-30,375	-12,949	0	0%
-7,000		Grant Funding Total	-91,539	-47,030	-7,000	8%
2,972	Net Total		262,728	134,775	2,578	1%

## 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>-1,620</b>	<b>7,724</b>	<b>-4,700</b>	<b>-290%</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.</p> <p>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) Learning Disability Partnership</b>	<b>58,810</b>	<b>33,084</b>	<b>588</b>	<b>1%</b>
<p>An overspend of £763k 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 £588k.</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>3) Older People's Services</b>	<b>46,565</b>	<b>26,418</b>	<b>4,319</b>	<b>9%</b>
<p>An overspend of £4,319k is forecast for Older People's Services, which is a reduction of £1.0m from the position reported last month. 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>				



Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>Older People's Services continued</b>				
<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>Recent work undertaken through the Care Homes project to expand residential and nursing home block capacity and increase utilisation rates is helping to manage the financial impact of the continuing rise in demand for bed-based care. This, in conjunction with a robust approach to negotiating uplifts with providers has resulted in the improved forecast position.</p> <p>The total savings expectation in this service for 2019/20 is £3.1m, 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 independence.</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>4) Mental Health Services</b>	<b>13,205</b>	<b>6,561</b>	<b>409</b>	<b>3%</b>
<p>Mental Health Services are forecasting an overspend of £409k on operational budgets, which is an increase of £105k from the position reported last month. 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, and this trend is continuing on a month-to-month basis.</p> <p>Mitigation of £113k has been identified in Mental Health Commissioning.</p>				
<b>5) Central Commissioning - Adults</b>	<b>11,095</b>	<b>-3,394</b>	<b>118</b>	<b>1%</b>
<p>An overspend of £118k is forecast on Central Commissioning Adults.</p> <p>This is 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, including a £48k saving from retendering the block cars contract for domiciliary care.</p>				
<b>6) Mental Health Commissioning</b>	<b>3,696</b>	<b>1,974</b>	<b>-113</b>	<b>-3%</b>
<p>Mental Health Commissioning is forecasting an underspend of £113k. There is an in-year windfall 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>7) Children in Care Placements</b>	<b>23,819</b>	<b>10,505</b>	<b>650</b>	<b>3%</b>
<p>The revised Children in Care Placements outturn forecast is a £650k overspend. This is following an additional budget allocation of £350k as approved by GPC and the application of £400k 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> </ul>				

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%

**Children in Care Placements continued**

- 16 unaccompanied asylum seekers became Looked After in the last two months.
- An increase in the number of Children in Care in external placements [+20%] against a projected reduction. In real terms, as at 30 Sep 2019 we have a +6 number of children in external placements compared to 31 March 2019.

External Placements Client Group	Budgeted Packages	31 Aug 2019 Packages	30 Sep 2019 Packages	Variance from Budget
Residential Disability – Children	3	3	3	0
Child Homes – Secure Accommodation	1	4	1	0
Child Homes – Educational	19	16	15	-4
Child Homes – General	33	40	39	+6
Independent Fostering	240	304	296	+56
Supported Accommodation	26	20	22	-4
Supported Living 16+	7	12	12	+5
<b>TOTAL</b>	<b>329</b>	<b>399</b>	<b>388</b>	<b>+59</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.
- Reconstitution of panels to ensure greater scrutiny and supportive challenge.
- 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.
- Authorisation processes in place for any escalation in resource requests.
- Assistant Director authorisation for any residential placement request.
- 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).
- 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.
- 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.

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>Children in Care Placements continued</b> <ul style="list-style-type: none"> <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>8) Coroners</b>	<b>1,117</b>	<b>760</b>	<b>235</b>	<b>21%</b>
Coroners is forecasting a pressure of £235k. 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.				
<b>9) Children in Care</b>	<b>15,760</b>	<b>8,821</b>	<b>350</b>	<b>2%</b>
<p>The Children in Care budget is anticipating 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 DfE.</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 215 Supervised Contact Cases (228 end Aug) which equate to an average of 531 sessions or 1028 hours per month (673 end Aug) supervised contact sessions a month. 313 (334 end Aug) 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. 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>10) Legal Proceedings</b>	<b>1,970</b>	<b>1,088</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>				

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>Legal Proceedings continued</b> <p>There are currently (end Sep) 167 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>  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>11) Funding to Special Schools &amp; Units, High Needs Top Up Funding and Out of School Tuition</b>	<b>35,467</b>	<b>20,046</b>	<b>7,000</b>	<b>20%</b>
<b>Funding to Special Schools and Units - £3.0m DSG overspend</b> <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 - £2.5m DSG overspend</b>  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> <p><b>Out of School Tuition - £1.5m 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.</p> <p>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:</p> <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>• Casework officers did not have sufficient access to SEND District Team staff to prevent the breakdown of an education placement in the same way as in place for children without an EHCP.</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> <p>It has also emerged that casework officers do not currently have sufficient capacity to fulfil enough of a lead professional role which seeks to support children to return to mainstream or specialist settings.</p> <p><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.</p>				

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>12) Home to School Transport – Special</b>	<b>9,821</b>	<b>2,945</b>	<b>300</b>	<b>3%</b>
<p>Home to School Transport – Special is forecasting an £300k 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 April 2018 and March 2019 there was an 11% increase in both pupils with EHCPs and pupils attending special schools, which is a higher level of growth than in previous years.</p> <p>Alongside this, we are seeing an increase in complexity of need resulting in assessments being made by the child/young person's Statutory Assessment Case Work Officer that they require individual transport, and, in many cases, a passenger assistant to accompany them</p> <p>While only statutory provision is provided in this area, and charging is in line with our statistical neighbours, if growth continues at the same rate as in 2018/19 then it is likely that the overspend will increase from what is currently reported. This will be clearer in September or October once routes have been finalised for the 19/20 academic year.</p> <p>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:</p> <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.</li> </ul>				
<b>13) Financing DSG</b>	<b>-61,163</b>	<b>-34,082</b>	<b>-7,000</b>	<b>-11%</b>
<p>Within P&amp;C, spend of £61.2m is funded by the ring fenced Dedicated Schools Grant. Current pressures on Funding to Special Schools and Units (£3.0m), High Needs Top Up Funding (£2.5m) and Out of School Tuition (£1.5m) equate to £7m 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 (Sept) £'000	Forecast Spend – Outturn (Sept) £'000	Forecast Variance – Outturn (Sept) £'000	Total Scheme Revised Budget £'000	Total Scheme Variance £'000
51,085	Basic Need – Primary	34,294	10,903	33,737	-557	273,739	-2,410
64,327	Basic Need – Secondary	51,096	26,714	45,079	-6,016	321,067	-52
100	Basic Need - Early Years	2,173	700	2,173	0	5,718	0
7,357	Adaptations	1,119	804	1,119	0	13,428	0
6,370	Specialist Provision	4,073	1,649	4,020	-53	23,128	-53
2,500	Condition & Maintenance	3,623	1,886	3,623	0	27,123	0
1,005	Schools Managed Capital	2,796	0	2,796	0	9,858	0
150	Site Acquisition and Development	150	95	150	0	600	0
1,500	Temporary Accommodation	1,500	300	1,500	0	12,500	0
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	1,359	4,934	-223	10,630	0
-16,828	Capital Variation	-13,399	0	-6,550	6,849	-61,000	0
2,744	Capitalised Interest	2,744	0	2,744	0	8,798	0
<b>129,267</b>	<b>Total P&amp;C Capital Spending</b>	<b>101,166</b>	<b>48,601</b>	<b>101,166</b>	<b>0</b>	<b>678,259</b>	<b>-2,515</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 (September)	Forecast Spend - Outturn Variance (September)	Variance Last Month (August)	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 New School</b>						
4,600	3,000	-1,600	-1,600	0	0	-1,600
£1.6m slippage anticipated in 2019/20 due to issues around Highways and planning permission. This is a combined project with Cromwell Community College.						
<b>Bassingbourn Primary School</b>						
2,666	2,400	-266	-266	0	-266	0
Savings made on completion of scheme.						

Revised Budget for 2019/20	Forecast Spend - Outturn (August)	Forecast Spend - Outturn Variance (August)	Variance Last Month (July)	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>Gamlingay Primary School</b>						
406	156	-250	-250	0	-100	-150
Savings made on completion of scheme.						
<b><u>Basic Need - Secondary</u></b>						
<b>Fenland Secondary</b>						
5,000	600	-4,400	-4,400	0	0	-4,400
None of the applications submitted to the Department for Education (DfE) to establish the new secondary as free school were approved. Discussions are on-going over the extent and scale of highways investment necessary to improve access to and from the site. Until these are resolved, the final specification and associated cost of the project cannot be determined.						
<b>Cromwell Community College</b>						
5,500	4,000	-1,500	-1,500	0	0	-1,500
£1.5m slippage anticipated in 2019/20 due to issues around Highways and planning permission. This is a combined project with Chatteris New School.						
<b><u>Other changes across all schemes (&lt;250k)</u></b>						
-	-	-871	-910	39	-889	18
Other changes below £250k make up the remainder of the scheme variances.						
<b>Total P&amp;C variances:</b>		<b>-6,849</b>	<b>-6,888</b>	<b>39</b>	<b>-1,517</b>	<b>-5,332</b>

## P&C Capital Variation

The Capital Programme Board recommended that services include a variation budgets 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 £6.51m of the capital variations budget being utilised.

2019/20					
Service	Capital Programme Variations Budget	Forecast Outturn Variance (Sept 2019)	Capital Programme Variations Budget Used	Capital Programme Variations Budget Used	Revised Outturn Variance (Sept 2019)
	£000	£000	£000	%	£000
P&C	-13,399	-6,550	6,550	48.9%	0
<b>Total Spending</b>	<b>-13,399</b>	<b>-6,550</b>	<b>6,550</b>	<b>48.9%</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 (Sept 19) £'000	Funding Variance - Outturn (Sept 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
74,390	Prudential Borrowing	48,269	48,269	0
11,598	Prudential Borrowing (Repayable)	16,141	16,141	0
<b>129,267</b>	<b>Total Funding</b>	<b>101,166</b>	<b>101,166</b>	<b>0</b>



## APPENDIX 4 – Savings Tracker

### Savings Tracker 2019-20

Original	Forecast Savings 2019-20 £000				
-10,844	-4,192	-2,705	-1,883	-1,834	-10,595
					249

RAG	Reference	Title	Committee	Original Saving 19-20	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving 19-20	Variance from Plan £000	% Variance	Direction of travel	Forecast Commentary
Blue	A/R.6.114	Learning Disabilities - Increasing independence and resilience when meeting the needs of people with learning disabilities	Adults	-200	-250	-148	-26	-26	-450	-250	-125.00	↑	Forecast to deliver in excess of the original target through continuing reviews and commissioning work.
Amber	A/R.6.126	Learning Disabilities - Converting Residential Provision to Supported Living	Adults	-250	0	0	0	-50	-50	200	80.00	↓	This is a complex and very volatile area for savings delivery, with challenge from family carers, service user advocates and housing providers. This has slowed delivery of this saving, with only a small element expected to be achieved.
Blue	A/R.6.127	Care in Cambridgeshire for People with Learning Disabilities	Adults	-250	-200	-478	-63	-63	-804	-554	-221.60	↑	On track to over-deliver.
Green	A/R.6.128	Better Care Fund - Investing to support social care and ease pressures in the health and care system	Adults	-1,300	-1,300	0	0	0	-1,300	0	0.00	↓	On track
Amber	A/R.6.132	Mental Health Social Work PRISM Integration Project	Adults	-200	-10	-28	-50	-27	-115	85	42.50	↓	A change of direction regarding implementation of PRISM has meant that the original model for savings delivery is no longer appropriate. Whilst alternative savings plans are being considered, it is expected that there will be a shortfall against the target, reflecting upwards demand pressures in relation to the provision of care.
Green	A/R.6.133	Impact of investment in Occupational Therapists	Adults	-220	-50	-100	-50	-20	-220	0	0.00	↔	On track
Green	A/R.6.143	Review of Support Functions in Adults	Adults	-150	-150	0	0	0	-150	0	0.00	↔	On track
Red	A/R.6.174	Review of Supported Housing Commissioning	Adults & CYP	-583	-80	-80	-80	-81	-321	262	44.94	↔	Expected to be delivered over 2 years into 2020/21 - this revised phasing was agreed when Council set the 2019-24 budget, with the service finding mitigations in-year to offset the revised phasing.
Amber	A/R.6.176	Adults Positive Challenge Programme	Adults	-3,800	-582	-1,214	-957	-575	-3,309	491	12.92	↓	Some evidence of slower than expected delivery, with some cases of interventions not having avoided as much cost as expected. Over-delivery in Reablement is a positive, and further evidence of effects of changing the conversation work is being reviewed, which is expected to demonstrate further costs being avoided.
Green	A/R.6.177	Savings through contract reviews	Adults	-412	-412	0	0	0	-412	0	0.00	↔	Complete
Green	A/R.6.211	Safer Communities Partnership	C&P	-30	-30	0	0	0	-30	0	0.00	↔	Complete
Green	A/R.6.212	Strengthening Communities Service	C&P	-30	-30	0	0	0	-30	0	0.00	↔	Complete
Green	A/R.6.213	Youth Offending Service - efficiencies from joint commissioning and vacancy review	C&YP	-40	-40	0	0	0	-40	0	0.00	↔	Complete
Green	A/R.6.214	Youth Support Services	C&YP	-40	-40	0	0	0	-40	0	0.00	↔	Complete
Green	A/R.6.252	Total Transport - Home to School Transport (Special)	C&YP	-110	-28	-27	-28	-27	-110	0	0.00	↔	On track
Green	A/R.6.253	Children in Care - Mitigating additional external residential placement numbers	C&YP	-500	-125	-125	-125	-125	-500	0	0.00	↔	On track
Green	A/R.6.254	Children in Care - Fee negotiation and review of high cost placements	C&YP	-200	-50	-50	-50	-50	-200	0	0.00	↔	On track

RAG	Reference	Title	Committee	Original Saving 19-20	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving 19-20	Variance from Plan £000	% Variance	Direction of travel	Forecast Commentary
Green	A/R.6.255	Children in Care - Placement composition and reduction in numbers	C&YP	-1,311	-336	-325	-325	-325	-1,311	0	0.00	↔	On track
Green	A/R.6.258	Children's home changes (underutilised)	C&YP	-350	-350	0	0	0	-350	0	0.00	↔	Complete
Green	A/R.6.259	Early Years Service	C&YP	-200	-50	-50	-50	-50	-200	0	0.00	↔	On track
Green	A/R.6.260	Reduction of internal funding to school facing traded services	C&YP	-151	-38	-38	-38	-37	-151	0	0.00	↔	On track
Green	A/R.6.261	Schools Intervention Service	C&YP	-100	-25	-25	-25	-25	-100	0	0.00	↔	On track
Amber	A/R.6.263	Term time only contracts	C&YP	-30	0	0	0	-15	-15	15	50.00	↓	Work has not yet started on this and as such it is unlikely to be fully achieved in 2019/20
Green	A/R.6.264	Review of Therapy Contracts	C&YP	-321	0	0	0	-321	-321	0	0.00	↔	On track
Green	A/R.7.101	Early Years subscription package	C&YP	-16	-4	-4	-4	-4	-16	0	0.00	↔	On track
Green	A/R.7.103	Attendance and Behaviour Service income	C&YP	-50	-12	-13	-12	-13	-50	0	0.00	↔	On track

## APPENDIX 5 – Technical Note

**5.1** The table below outlines the additional grant income, which is not built into base budgets.

Grant	Awarding Body	Expected Amount £'000
<b>Grants as per Business Plan</b>		
Public Health	Department of Health	293
Improved Better Care Fund	Ministry of Housing and Local Government	12,401
Social Care in Prisons Grant	DCLG	318
Winter Funding Grant	Ministry of Housing and Local Government	2,324
Unaccompanied Asylum Seekers	Home Office	2,875
Staying Put	DfE	174
Youth Offending Good Practice Grant	Youth Justice Board	526
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	1,694
Children's Safeguarding Grant	DoH	2,494
Opportunity Area	DfE	3,400
Opportunity Area - Essential Life Skills	DfE	1,013
Adult Skills Grant	Education & Skills Funding Agency	2,252
Early Intervention Youth Fund		384
Non-material grants (+/- £160k)	Various	100
<b>Total Non Baselined Grants 2019/20</b>		<b>30,375</b>

Financing DSG	Education & Skills Funding Agency	61,163
<b>Total Grant Funding 2019/20</b>		<b>91,538</b>

The non-baselined grants are spread across the P&C directorates as follows:

Directorate	Grant Total £'000
Adults & Safeguarding	15,138
Children & Safeguarding	7,407
Education	3,422
Community & Safety	4,408
<b>TOTAL</b>	<b>30,375</b>

## 5.2 Virements and Budget Reconciliation

(Virements between P&C and other service blocks)

	Eff. Period	£'000	Notes
<b>Budget as per Business Plan</b>		<b>254,936</b>	
Cultural & Community Services	May	4,721	Transfer of Cultural & Community Services from Place & Economy
Children & Safeguarding - Legal Proceedings	May	30	Inflation allocation adjustment for Children's Services Legal from CS&LGSSMgd
Community & Safety – Trading Standards	June	694	Trading Standards moving from P&E
Commissioning - LAC Placements	June	350	Childrens: Exceptional secure accommodation GPC Funding
SEND Specialist Services	June	360	Childrens: SEND Investment GPC Funding
SEND Specialist Services	June	300	Childrens: Loss of grant GPC Funding
Strategic Management - Adults	June	1,350	Adults: Partial impact price pressures GPC Funding
Strategic Management - Adults	July	-12	Transfer P&E bus routes, as Ely Area Dial a Ride scheme now ended
<b>Budget 2019/20</b>		<b>262,728</b>	

## 5.3 Reserve Schedule

Fund Description	Balance at 1 April 2019	2019/20		Year End Forecast 2019/20	Notes
		Movements in 2019/20	Balance at September 2019		
	£'000	£'000	£'000	£'000	
<b><u>General Reserve</u></b>					
P&C carry-forward	-4,756	4,756	0	-2,578	Overspend £2,578k applied against General Fund.
<b>subtotal</b>	<b>-4,756</b>	<b>4,756</b>	<b>0</b>	<b>-2,578</b>	
<b><u>Equipment Reserves</u></b>					
IT for Children in Care Placements	8	0	8	8	Replacement reserve for IT for Children in Care Placements (2 years remaining at current rate of spend)
<b>subtotal</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>8</b>	
<b><u>Other Earmarked Reserves</u></b>					
<b>Adults &amp; Safeguarding</b>					
Hunts Mental Health	200	0	200	200	Provision made in respect of a dispute with another County Council regarding a high cost, backdated package
<b>Commissioning</b>					
Home to School Transport Equalisation reserve	116	0	116	116	Equalisation reserve to adjust for the varying number of school days in different financial years

Fund Description	Balance at 1 April 2019	2019/20		Year End Forecast 2019/20	Notes
		Movements in 2019/20	Balance at September 2019		
	£'000	£'000	£'000	£'000	
Disabled Facilities	7	0	7	7	Funding for grants for disabled children for adaptations to family homes.
<b>Community &amp; Safety</b>					
Youth Offending Team (YOT) Remand (Equalisation Reserve)	10	0	10	10	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
<b>Education</b>					
Cambridgeshire Culture/Art Collection	153	0	153	153	Providing cultural experiences for children and young people in Cams
<b>subtotal</b>	<b>486</b>	<b>0</b>	<b>486</b>	<b>486</b>	
<b>TOTAL REVENUE RESERVE</b>	<b>-4,262</b>	<b>4,756</b>	<b>494</b>	<b>-2,084</b>	
<b><u>Capital Reserves</u></b>					
Devolved Formula Capital	1,983	0	1,983	1,983	Devolved Formula Capital Grant is a three year rolling program managed by Cambridgeshire Schools.
Basic Need	27,531	0	27,531	27,531	The Basic Need allocation received in 2018/19 is fully committed against the approved capital plan. Remaining balance is 2019/20 & 2020/2021 funding in advance
Other Children Capital Reserves	5	0	5	5	£5k Universal Infant Free School Meal Grant c/fwd.
Other Adult Capital Reserves	-56	0	-56	-56	Adult Social Care Grant to fund 2019/20 capital programme spend.
<b>TOTAL CAPITAL RESERVE</b>	<b>29,463</b>	<b>0</b>	<b>29,463</b>	<b>29,463</b>	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.