

Service	People and Communities (P&C)
Subject	Finance Monitoring Report – January 2020
Date	14 th February 2020

KEY INDICATORS

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

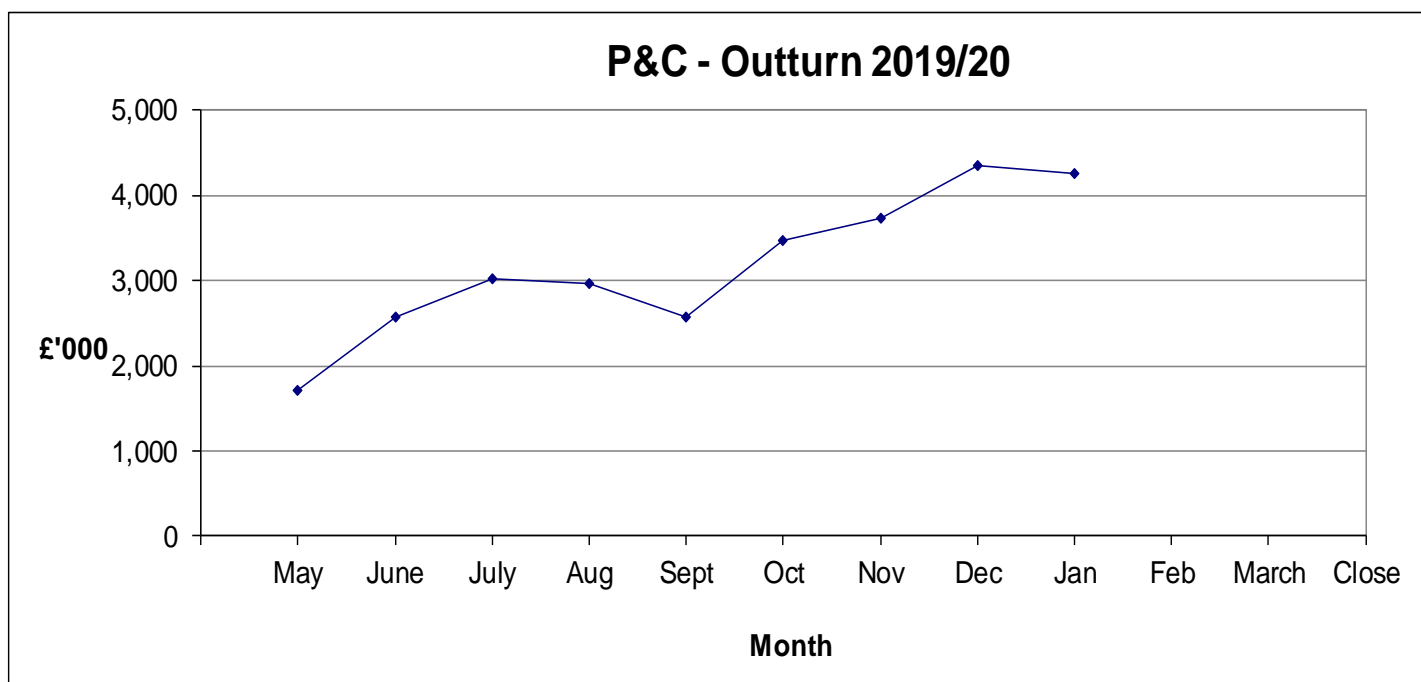
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<i>The following appendices are not included each month as the information does not change as regularly:</i>			
Appx 4	Savings Tracker	Each quarter, the Council's savings tracker is produced to give an update of the position of savings agreed in the business plan.	28-29
Appx 5	Technical Appendix	Twice yearly, this will contain technical financial information for P&C showing: <ul style="list-style-type: none"> • Grant income received • Budget virements into or out of P&C • Service reserves 	

1. Revenue Executive Summary

1.1 Overall Position

People and Communities is forecasting an overspend of £4,247k at the end of January, an decrease of £98k since December.



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 %
2,290	Adults & Safeguarding	148,297	149,433	2,218	1.5%
989	Commissioning	42,084	9,035	1,005	2.4%
-48	Communities & Safety	13,059	9,651	-60	-0.5%
774	Children & Safeguarding	60,043	49,413	624	1.0%
9,340	Education	94,224	68,666	10,960	11.6%
0	Executive Director	873	496	0	0.0%
13,345	Total Expenditure	358,579	286,694	14,747	4.1%
-9,000	Grant Funding	-95,157	-85,604	-10,500	11.0%
4,345	Total	263,422	201,090	4,247	1.6%

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 January 2020 £000	Forecast Outturn Variance £000
7,329	Adults & Safeguarding	148,297	149,433	7,257
394	Adults Commissioning (including Local Assistance Scheme)	16,114	-11,295	433
7,723	Total Expenditure	164,411	138,138	7,690
0	Grant Funding (including Improved Better Care Fund, Winter Pressures Grant etc.)	-15,169	-12,694	0
-5,039	Expected deployment of grant and other funding to meet pressures			-5,039
2,684	Total	149,241	125,444	2,651

1.3.2 Children and Young People Committee

Forecast Variance Outturn (Previous) £000	Directorate	Budget 2019/20 £000	Actual Jan 2020 £000	Forecast Outturn Variance £000
550	Children's Commissioning	25,958	20,102	527
-50	Communities & Safety - Youth Offending Service	2,167	1,154	2
-0	Communities & Safety - Central Integrated Youth Support Services	1,399	778	-0
774	Children & Safeguarding	60,043	49,413	624
9,340	Education	94,224	68,668	10,960
0	Executive Director (Exec D and Central Financing)	873	496	0
10,614	Total Expenditure	184,664	140,611	12,114
-9,000	Grant Funding (including Dedicated Schools Grant etc.)	-77,452	-70,623	-10,500
1,614	Total	107,213	69,988	1,614

1.3.3 Community and Partnerships Committee

Forecast Variance Outturn (Previous) £000	Directorate	Budget 2019/20 £000	Actual Jan 2020 £000	Forecast Outturn Variance £000
-50	Strategic Management - Communities & Safety	15	132	16
0	Safer Communities Partnership	880	1,041	-22
-0	Strengthening Communities	495	433	9
0	Adult Learning and Skills	2,438	1,450	15
0	Trading Standards	694	616	-0
52	Cultural & Community Services	4,971	4,048	-81
2	Total Expenditure	9,493	7,718	-62
0	Grant Funding (including Dedicated Schools Grant etc.)	-2,536	-2,287	0
2	Total	6,956	5,432	-62

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 January 2020, the overall P&C position is an overspend of £4,247k, around 1.6% of budget. This is a decrease of around £98k from December.

The projected overspend is 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 January, Adults services are forecast to overspend by £2,651k, around 1.6% of budget. This is £33k less than reported in December. Within that, budgets relating to care provision are forecasting a £7.4m overspend, mitigated by around £5m 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 forecasting an overspend of £6.6m, unchanged from December. 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. Costs are higher both because of more expensive unit costs and more people receiving care than was expected when budgets were set. 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. Trends suggesting an increase in demand over the Winter period were reported in December and continue to be factored into projections, reflecting similar experiences in the NHS and in other councils.

The Learning Disability Partnership (LDP) is forecast to overspend by £762k, unchanged from December, with the NHS paying a further £227k 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 complex 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.

Adults Commissioning is projected to overspend by £434k, mainly as a result of increased demand on some centrally commissioned preventative and lower-level services, particularly the investment into a large amount of block domiciliary care capacity. In addition, delayed delivery of savings around Housing Related Support is contributing to the overspend.

1.4.2 Children's

Children in Care is anticipating a pressure of c£159k, a reduction of £50k from the previous month. Pressures on Unaccompanied Asylum Seeking Children budgets (£200k) and Supervised Contact (£50k) are offset in part by a forecast underspend across Fostering and the Corporate Parenting Teams. The service is working to mitigate the remaining pressures by reviewing all applicable arrangements in order to attempt to bring these into line with the amount of government funding available.

The Children's Disability Service is forecasting an over spend of £165k. This is mainly due to a change in policy resulting in families having the option to purchase overnight care in the child's home via a Direct Payment (DP). This change was due to take place in April 2020 but for operational reasons has had to be implemented earlier. There have also been some exceptional costs which have had an impact on the budget, such as funding agency care staff to support one young adult in his home and funding two young adults to live in supported accommodation pending access to benefits at 18 years (avoiding more costly residential placements.)

Children in Care Placements is forecasting a year end overspend of £475k, a reduction from previous months as a result of the continued decrease in the number of children in care. As previously reported an additional budget allocation of £350k as approved by General Purposes Committee (GPC) and £500k of additional social care grant has been applied to support this budget.

Significant work is underway to reduce high cost placements, however the placement market is saturated, with Independent Fostering Agency (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 £300k overspend, a reduction of £100k on the previous month due to the reduction in live cases.

The remaining pressure 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.

There are currently (end Dec) 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 an increased overspend of £950k. 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 1st April and 1st January 2020 there was an increase in the number of pupils with EHCPs of 448 (10.5%), compared with 347 (9%) 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 a revised underspend of £500k – 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, 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 there is no guarantee that operators will offer lower rates in future.

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 Special Education Needs (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. Current estimates forecast an in-year pressure of approximately £10.5m as a result of the continuing rise in EHCPs. 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 £370k. 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 £375k. 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 January 2020 the capital programme forecast underspend continues to be zero. The level of slippage and underspend in 2019/20 is currently anticipated to be £11.3m 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 3 is included as appendix 4, with a summary position of:

Committee	Number of Savings	Total Original Savings £000	Total Forecast Savings £000	Total Variance £000
Adults	9	-6,782	-6,624	158
Communities and Partnership (C&P)	2	-60	-60	0
Children and Young People (C&YP)	14	-3,419	-3,389	30
Adults & CYP	1	-583	-282	301
TOTAL	26	-10,844	-10,355	489

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 People and Communities (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 January 2020 for **Children in Care Placements** is shown below:

	BUDGET				ACTUAL (Jan)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Jan 20	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	3.00	£461k	3,133.22	0.00	£36k	152.52
Residential - secure accommodation	1	£376k	52	5,872.95	0	1.82	£614k	6,269.93	0.82	£238k	396.98
Residential schools	19	£2,836k	52	2,804.78	14	15.95	£1,769k	2,054.78	-3.49	-£1,066k	-750.00
Residential homes	33	£6,534k	52	3,704.67	37	38.08	£6,995k	3,984.85	5.08	£461k	280.18
Independent Fostering	240	£11,173k	52	798.42	274	294.78	£12,688k	857.16	54.90	£1,515k	58.74
Supported Accommodation	26	£1,594k	52	1,396.10	23	22.72	£1,735k	1,485.56	-3.56	£141k	89.46
16+	7	£130k	52	351.26	6	6.84	£162k	402.42	-0.28	£32k	51.16
Growth/Replacement	-	£k	-	-	-	-	£113k	-	-	£113k	-
Additional one off budget/actuals	-	£850k	-	-	-	-	-£144k	-	-	-£994k	-
Mitigations required	0	£k	0	0.00	0	0.00	£k	0.00	-	£k	0.00
TOTAL	330	£23,919k			357	383.19	£24,394k		53.46	£475K	
In-house fostering - Basic	205	£2,125k	56	179.01	177	191.66	£1,959k	179.60	-13.34	-£165k	0.59
In-house fostering - Skills	205	£1,946k	52	182.56	180	204.31	£1,916k	200.94	-0.69	-£30k	18.38
Kinship - Basic	40	£425k	56	189.89	36	42.63	£487k	201.84	2.63	£61k	11.95
Kinship - Skills	10	£35k	52	67.42	11	11.23	£46k	72.82	1.23	£10k	5.40
TOTAL	245	£4,531k			213	234.29	£4,407k		-10.71	-£124k	
Adoption Allowances	107	£1,107k	52	198.98	107	107.05	£1,175k	200.76	0.05	£68k	12.15
Special Guardianship Orders	307	£2,339k	52	142.30	283	265.00	£2,079k	141.48	-42	-£260k	-2.80
Child Arrangement Orders	88	£703k	52	153.66	86	87.77	£710k	155.74	-0.23	£6k	2.08
Concurrent Adoption	5	£91k	52	350.00	1	0.78	£7k	210.00	-4.22	-£84k	-140.00
TOTAL	507	£4,240k			477	471.81	£3,970k		0.05	-£270k	
OVERALL TOTAL	1,082	£32,690k			1047	1,089.29	£32,771k		42.80	£82k	

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 January 2020 for **SEN Placements** is shown below:

BUDGET				ACTUAL (Jan 20)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No of placements Jan 20	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	96	98.44	£5,799k	£59k	-6	-3.56	£-418k	£-2k
Hearing Impairment (HI)	3	£117k	£39k	3	3.42	£107k	£31k	0	0.42	£-10k	£-8k
Moderate Learning Difficulty (MLD)	10	£200k	£20k	10	9.39	£401k	£43k	0	-0.61	£201k	£23k
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	£186k	£38k	0	-0.06	£97k	£20k
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	56	47.81	£2,710k	£57k	11	2.81	£697k	£12k
Speech, Language and Communication Needs (SLCN)	3	£138k	£46k	5	5.00	£231k	£46k	2	2.00	£93k	£k
Severe Learning Difficulty (SLD)	5	£445k	£89k	6	6.34	£464k	£73k	1	1.34	£19k	£-16k
Specific Learning Difficulty (SPLD)	4	£138k	£35k	6	5.42	£195k	£36k	2	1.42	£57k	£1k
Visual Impairment (VI)	2	£73k	£36k	2	2.76	£89k	£32k	0	0.76	£16k	£-4k
Growth	-	£k	-	-	-	£-77k	-	-	-	£-77k	-
Recoupment	-	-	-	0	0.00	£k	£k	-	-	£k	£k
TOTAL	181	£9,573k	£53k	190	184.52	£10,173k	£56k	9	3.52	£600k	£3k

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 January 2020 for the **Learning Disability Partnership (LDP)** is shown below:

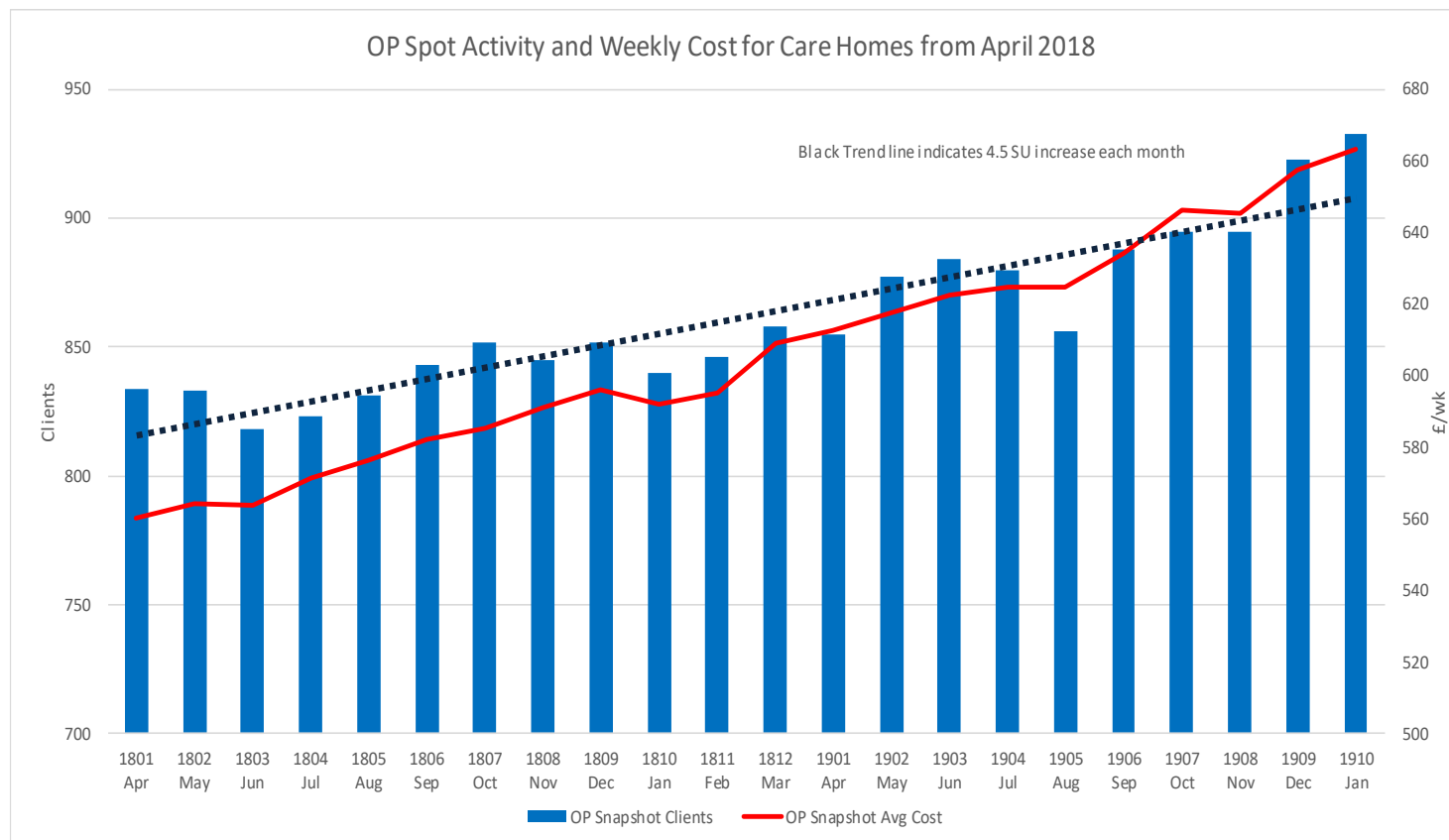
Learning Disability Partnership	BUDGET			ACTUAL (January 20)				Forecast		
Service Type	Expected No. of Care Packages 2019/20	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages T	D o T	Current Average Unit Cost (per week)	D o T	Forecast Actual	D o T	Variance
Accommodation based										
~ Residential	274	£1,510	£21,822k	262	↓	£1,660	↑	£22,912k	↓	£1,089k
~Residential Dementia										
~Nursing	7	£1,586	£430k	7	↔	£1,822	↓	£519k	↓	£90k
~Nursing Dementia										
~Respite			£431k					£756k	↑	£326k
Community based										
~Supported Living	411	£1,202	£26,815k	462	↑	£1,158	↓	£28,168k	↑	£1,352k
~Direct payments	415	£404	£8,572k	414	↑	£411	↔	£8,513k	↑	-£59k
~Live In Care	14	£1,953	£k	15	↑	£1,952	↑	£k		£k
~Day Care	469	£136	£3,459k	467	↑	£171	↑	£4,037k	↑	£577k
~Other Care	175	£68	£758k	55	↓	£43	↓	£812k	↑	£54k
~Homecare	474		£10,491k	343				£8,642k	↓	-£1,849k
Total In Year Expenditure			£72,778k					£74,358k		£1,580k
Care Contributions			-£3,407k					-£4,026k	↑	-£619k
Health Income										
Total In Year Income			-£3,407k					-£4,026k		-£619k
Further savings included within forecast										£k
Forecast total in year care costs										£961k

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 January 2020 for **Older People's (OP)** Services is shown below:

Older People	BUDGET			ACTUAL (January 20)				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	£11,791k	449	↑	£584	↑	£13,856k	↑	£2,065k
~Residential Dementia	432	£586	£13,271k	441	↑	£628	↑	£14,650k	↓	£1,379k
~Nursing	289	£643	£10,234k	274	↓	£684	↑	£10,145k	↓	-£89k
~Nursing Dementia	113	£753	£4,543k	129	↔	£824	↑	£5,759k	↓	£1,216k
~Respite			£1,733k					£1,712k	↑	-£21k
Community based										
~Supported Living	116		£4,043k	110	↔			£4,789k	↑	£747k
~Direct payments	208	£287	£2,921k	199	↑	£309	↑	£2,832k	↑	-£89k
~Live In Care	27	£779	£1,012k	29	↓	£807	↓	£1,150k	↓	£138k
~Day Care	43	£82	£1,447k	25	↓	£102	↓	£835k	↓	-£612k
~Other Care	6	£31	£11k	3	↔	£32	↔	£133k	↓	£122k
~Homecare	1,127	Per Hour £16.43	£11,270k	1,141	↓	Per Hour £16.74	↑	£11,629k	↓	£359k
Total In Year Expenditure			£62,277k					£67,491k		£5,214k
Care Contributions			-£17,732k					-£18,939k	↓	-£1,207k
Health Income			-£86k					-£86k	↔	£k
Total In Year Income			-£17,818k					-£19,026k		-£1,207k
Inflation and uplifts			£87k					£87k	↔	£k
Forecast total in year care costs			£44,545k					£48,552k		£4,007k

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



5.2.3 Key activity data to the end of January 2020 for **Physical Disabilities** (OP) Services is shown below:

Physical Disabilities	BUDGET			ACTUAL (January 20)				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	34	↔	£1,028	↓	£1,716k	↓	£-75k
~ Residential Dementia	1	£620	£32k	1	↓	£750	↑	£39k	↓	£7k
~ Nursing	31	£832	£1,441k	35	↑	£970	↓	£1,655k	↑	£214k
~ Nursing Dementia	1	£792	£41k	1	↔	£792	↔	£41k	↓	£k
~ Respite			£220k					£211k	↑	£-9k
Community based										
~ Supported Living	7	£774	£258k	4	↑	£1,096	↓	£227k	↓	£-31k
~ Direct payments	288	£357	£5,188k	283	↑	£370	↑	£5,088k	↑	£-99k
~ Live In Care	29	£808	£1,359k	32	↔	£820	↑	£1,362k	↑	£3k
~ Day Care	48	£70	£181k	25	↓	£84	↓	£129k	↓	£-52k
~ Other Care	4	£39	£4k	0	↔		↔	£2k	↓	£-1k
~ Homecare	257	Per Hour £16.37	£2,777k	287	↓	Per Hour £16.90	↑	£2,994k	↓	£216k
Total In Year Expenditure			£13,291k					£13,464k		£173k
Care Contributions			-£1,062k					-£1,259k	↓	£-197k
Health Income			-£561k					-£561k	↔	£k
Total In Year Income			-£1,623k					-£1,820k		£-197k
Inflation and Uplifts									↔	£k
Forecast total in year care costs			£11,668k					£11,644k		£-24k

5.2.4 Key activity data to the end of January 2020 for Older People Mental Health (OPMH) Services is shown below:

Older People Mental Health	BUDGET			ACTUAL (January 20)				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	26 ↔		£668 ↔		£927k ↓		£236k
~Residential Dementia	23	£539	£648k	19 ↓		£595 ↓		£694k ↓		£46k
~Nursing	25	£638	£833k	21 ↑		£682 ↓		£790k ↑		-£43k
~Nursing Dementia	80	£736	£3,079k	73 ↓		£847 ↑		£3,064k ↓		-£15k
~Respite	1	£137	£7k	1 ↔		£475 ↔		£5k ↑		-£2k
Community based										
~Supported Living	5	£212	£55k	4 ↓		£484 ↑		£102k ↓		£47k
~Direct payments	7	£434	£149k	5 ↓		£192 ↓		£112k ↓		-£37k
~Live In Care	2	£912	£95k	5 ↓		£1,084 ↑		£265k ↓		£170k
~Day Care	2	£37	£4k	2 ↔		£30 ↔		£3k ↔		-£1k
~Other Care	0	£0	£k	1 ↔		£11 ↔		£28k ↑		£28k
~Homecare	42	Per Hour £16.49	£406k	42 ↔		Per Hour £16.69	↓	£388k ↓		-£18k
Total In Year Expenditure			£5,967k					£6,380k		£413k
Care Contributions			-£851k					-£961k ↓		-£110k
Health Income			£k					£k ↔		£k
Total In Year Income			-£851k					-£961k		-£110k
Inflation Funding to be applied			£184k					£103k		-£81k
Forecast total in year care costs			£5,300k					£5,522k		£222k

5.2.5 Key activity data to end of January 2020 for Adult Mental Health Services is shown below:

Adult Mental Health	BUDGET			ACTUAL (January 20)				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	57 ↔		£776 ↑		£2,122k ↑		£138k
~Residential Dementia	5	£743	£194k	7 ↑		£808 ↑		£253k ↑		£59k
~Nursing	16	£612	£512k	14 ↔		£689 ↔		£521k ↑		£9k
~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	118 ↑		£119 ↑		£832k ↑		-£209k
~Direct payments	9	£355	£167k	14 ↓		£317 ↑		£229k ↓		£62k
~Live In Care	0	£0	£k	2 ↔		£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	61 ↑		£135.35	↑	£610k ↑		£24k
Total In Year Expenditure			£4,533k					£4,689k		£156k
Care Contributions			-£396k					-£375k ↑		£21k
Health Income			-£22k					-£2k		£20k
Total In Year Income			-£418k					-£377k		£41k
Inflation Funding to be applied			£k					£k		
			£134k					£83k		-£51k
Forecast total in year care costs			£4,249k					£4,395k		£146k

APPENDIX 1 – P&C Service Level Financial Information

Forecast Outturn Variance (December) £'000	Service		Budget 2019/20 £'000	Actual January 2020 £'000	Outturn Variance £'000 %	
Adults & Safeguarding Directorate						
-5,108	1	Strategic Management - Adults	-1,328	16,032	-5,010	-377%
0		Transfers of Care	1,836	1,687	0	0%
71		Prevention & Early Intervention	8,774	8,665	68	1%
5		Principal Social Worker, Practice and Safeguarding	1,404	1,219	38	3%
-4		Autism and Adult Support	987	736	-8	-1%
-266	2	Carers	416	83	-316	-76%
<u>Learning Disability Partnership (LD)</u>						
0		Head of Service	5,781	4,583	0	0%
271	3	LD - City, South and East Localities	35,304	30,808	270	1%
594	3	LD - Hunts & Fenland Localities	28,295	24,054	594	2%
56	3	LD - Young Adults	7,924	7,230	57	1%
68	3	In House Provider Services	6,396	5,487	68	1%
-227	3	NHS Contribution to Pooled Budget	-19,109	-19,109	-227	-1%
762	Learning Disability Partnership Total		64,591	53,052	762	1%
<u>Older People (OP) and Physical Disability Services</u>						
384	4	Physical Disabilities	12,338	11,614	384	3%
1,344	5	OP - City & South Locality	20,610	18,982	1,344	7%
1,039	5	OP - East Cambs Locality	6,565	6,365	1,039	16%
1,861	5	OP - Fenland Locality	7,977	8,538	1,861	23%
1,979	5	OP - Hunts Locality	10,921	11,121	1,979	18%
6,607	Older People and Physical Disability Total		58,411	56,621	6,607	11%
<u>Mental Health</u>						
-240		Mental Health Central	1,973	1,558	-240	-12%
67		Adult Mental Health Localities	5,445	4,714	189	3%
396		Older People Mental Health	5,788	5,066	128	2%
223	Mental Health Total		13,205	11,338	77	1%
2,290	Adults & Safeguarding Directorate Total		148,297	149,433	2,218	1%
Commissioning Directorate						
45		Strategic Management –Commissioning	11	229	45	396%
0		Access to Resource & Quality	1,795	1,341	52	3%
-6		Local Assistance Scheme	300	214	-6	-2%
<u>Adults Commissioning</u>						
513	6	Central Commissioning - Adults	11,095	-16,011	546	5%
0		Integrated Community Equipment Service	1,024	1,406	6	0%
-113	7	Mental Health Commissioning	3,696	3,095	-113	-3%
401	Adults Commissioning Total		15,814	-11,509	439	3%

Forecast Outturn Variance (December) £'000	Service	Budget 2019/20 £'000	Actual January 2020 £'000	Outturn Variance £'000 %	
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	<u>Children's Commissioning</u>				
550	⁸ Children in Care Placements	23,919	18,576	475	2%
-0	Commissioning Services	245	184	-0	0%
550	Children's Commissioning Total	24,164	18,760	475	2%

989	Commissioning Directorate Total	42,084	9,035	1,005	2%
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Communities & Safety Directorate

-50	Strategic Management - Communities & Safety	15	132	16	105%
-50	Youth Offending Service	2,167	1,154	2	0%
-0	Central Integrated Youth Support Services	1,399	778	-0	0%
0	Safer Communities Partnership	880	1,041	-22	-3%
-0	Strengthening Communities	495	433	9	2%
0	Adult Learning & Skills	2,438	1,450	15	1%
0	Trading Standards	694	616	-0	0%
-100	Community & Safety Total	8,088	5,603	21	0%

-0	Strategic Management - Cultural & Community Services	163	137	-0	0%
0	Public Library Services	3,442	2,656	-78	-2%
0	Cultural Services	308	183	-7	-2%
0	Archives	455	301	0	0%
-301	⁹ Registration & Citizenship Services	-516	-760	-370	-72%
353	¹⁰ Coroners	1,117	1,530	375	34%
52	Cultural & Community Services Total	4,971	4,048	-81	-2%

-48	Communities & Safety Directorate Total	13,059	9,651	-60	0%
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Children & Safeguarding Directorate

-0	Strategic Management – Children & Safeguarding	3,900	3,335	0	0%
-0	Partnerships and Quality Assurance	2,326	1,836	-0	0%
209	¹¹ Children in Care	15,746	15,309	159	1%
0	Integrated Front Door	1,974	1,923	0	0%
165	¹² Children's Disability Service	6,594	5,351	165	3%
-0	Children's Centre Strategy	29	-6	-0	0%
0	Support to Parents	1,749	615	0	0%
-0	Adoption Allowances	5,772	4,506	-0	0%
400	¹³ Legal Proceedings	1,970	1,713	300	15%

District Delivery Service

0	Safeguarding Hunts and Fenland	3,741	3,208	0	0%
-0	Safeguarding East + South Cambs & Cambridge	6,773	3,870	-0	0%
0	Early Help District Delivery Service – North	5,116	3,813	0	0%
-0	Early Help District Delivery Service – South	4,351	3,940	-0	0%
-0	District Delivery Service Total	19,981	14,831	-0	0%

774	Children & Safeguarding Directorate Total	60,043	49,413	624	1%
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Forecast Outturn Variance (December) £'000	Service	Budget 2019/20 £'000	Actual January 2020 £'000	Outturn Variance £'000 %	
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Education Directorate

-60	Strategic Management - Education	7,069	3,433	-28	0%
0	Early Years' Service	2,122	1,753	-0	0%
0	Schools Curriculum Service	167	-72	-79	-47%
0	Schools Intervention Service	969	715	-53	-5%
-0	Schools Partnership service	537	1,262	-0	0%
-50	Teachers' Pensions & Redundancy	2,910	2,006	-30	-1%

Special Education Need and Disability (SEND)

Specialist Services (0-25 years)

0	¹⁴ SEND Specialist Services	9,647	8,368	-1,100	-11%
3,500	¹⁴ Funding for Special Schools and Units	16,849	16,408	4,300	26%
3,000	¹⁴ High Needs Top Up Funding	17,100	16,121	3,500	20%
500	¹⁴ Special Educational Needs Placements	9,973	9,944	600	6%
2,000	¹⁴ Out of School Tuition	1,519	2,691	3,200	211%
9,000	SEND Specialist Services (0 - 25 years) Total	55,087	53,533	10,500	19%

Infrastructure

-0	0-19 Organisation & Planning	4,076	3,188	-0	0%
0	Early Years Policy, Funding & Operations	94	45	0	0%
0	Education Capital	178	-12,387	0	0%
700	¹⁵ Home to School Transport – Special	9,821	7,351	950	10%
-450	¹⁶ Children in Care Transport	2,005	1,144	-500	-25%
200	¹⁷ Home to School/College Transport – Mainstream	9,189	6,693	200	2%
450	0-19 Place Planning & Organisation Service Total	25,363	6,036	650	3%

9,340	Education Directorate Total	94,224	68,666	10,960	11%
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Executive Director

0	Executive Director	782	578	0	0%
0	Central Financing	91	-81	0	0%
0	Executive Director Total	873	496	0	0%

13,345	Total	358,579	286,694	14,747	4%
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Grant Funding

-9,000	¹⁸ Financing Dedicated Schools Grant (DSG)	-61,469	-59,974	-10,500	-17%
0	Non Baselined Grants	-33,688	-25,630	0	0%
-9,000	Grant Funding Total	-95,157	-85,604	-10,500	11%

4,345	Net Total	263,422	201,090	4,247	2%
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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	%
1) Strategic Management – Adults	-1,328	16,032	-5,010	-377%
<p>Around £3.7m 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>				
2) Carers	416	83	-316	-76%
<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>				
3) Learning Disability Partnership	58,810	48,470	762	1%
<p>An overspend of £990k 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>£762k</u>, the same as in December.</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>				
4) Physical Disabilities	12,338	11,614	384	3%
<p>An overspend of £384k continues to be forecast for Physical Disabilities services. 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	%
5) Older People's Services	46,073	45,006	6,224	14%

An overspend of £6,224k is 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.

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 in the Council funding care placements that were appropriate for higher levels of need at point of discharge through the accelerated discharge process.

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 by around 30% more than anticipated, again concentrated in the second half of the year.

This trend is continuing into 2019/20; there has been a significant increase in demand in recent months, impacting on both current commitment levels and projections for the rest of the financial year. It is estimated that the additional in-year pressure that will be seen by year end as a result of the upwards trend in price and service user numbers in bed-based care is approximately £3.4m.

A deep dive has been carried out into 100 care home placements between 11/11 and 9/12 to understand what is driving the increase in demand. This shows that the increase in bed based placements and spend is due to the net increase in demand being higher than expected. All but 3 people were already receiving care and support but needs had escalated- the average age being 82. One third of referrals resulted from hospital discharge, the remainder from the community. The deep dive confirmed that opportunities had been taken to maintain independence for as long as possible in line with Adults Positive Challenge.

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.

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:

- Providers at risk of failure are provided with some intensive support to maximise the continuity of care that they provide;
- The Reablement service has been greatly expanded and has a role as a provider of last resort for care in people's homes.

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
6) Central Commissioning – Adults	11,095	-16,011	546	5%

An overspend of £546k is forecast on Central Commissioning Adults.

£400k of the forecast overspend 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.

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.

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 £366k, however, this has been mitigated in part with underspends on other contracts.

7) Mental Health Commissioning	3,696	3,095	-113	-3%
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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.

8) Children in Care Placements	23,819	18,576	475	2%
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The revised Children in Care Placements outturn forecast is a £475k overspend. This is following an additional budget allocation of £350k as approved by GPC and the application of £500k of additional social care grant. Overspend is a result of:

Recent activity in relation to gang-related crime which has led to additional costs and high cost secure placements being required [at an average weekly cost of £7000.00 per child].

Additional unaccompanied asylum seekers became Looked After

An increase in the number of Children in Care in external placements [+20%] against a projected reduction.

External Placements Client Group	Budgeted Packages	31 Dec 2019 Packages	31 Jan 2019 Packages	Variance from Budget
Residential Disability – Children	3	3	3	0
Child Homes – Secure Accommodation	1	0	0	-1
Child Homes – Educational	19	14	14	-5
Child Homes – General	33	38	37	+4
Independent Fostering	240	281	274	+34
Supported Accommodation	26	26	23	-3
Supported Living 16+	7	5	6	-1
TOTAL	329	367	357	+28

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<p>Children in Care Placements continued;</p> <p>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.</p> <p>Mitigating factors moving forward include:</p> <p>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.</p> <p>Reconstitution of panels to ensure greater scrutiny and supportive challenge.</p> <p>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 Children's Social Care (CSC) Heads of Service as appropriate, Fostering Leads and Access to Resources.</p> <p>Authorisation processes in place for any escalation in resource requests.</p> <p>Assistant Director authorisation for any residential placement request.</p> <p>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).</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>				

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
9) Registration & Citizenship Services	-516	-760	-370	-72%
Registration & Citizenship Services are forecasting a surplus of £370k. 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.				
10) Coroners	1,117	1,530	375	34%
Coroners is forecasting a pressure of £375k. 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.				
11) Children in Care	15,746	15,309	159	1%
<p>The Children in Care budget is forecasting an over spend of c£159k. This is a reduction of £50k since last month based on the projected spend for the in-house fostering placements service reducing by £50k.</p> <p>The Unaccompanied Asylum Seeker Children (UASC) budget is forecasting a pressure of £200k. This is in the over 18 budget due to the increased number of children turning 18 and acquiring care leaver status. The costs associated with supporting this group of young people are not fully covered by the grant from the Home Office.</p> <p>The Supervised Contact Service is currently forecasting a £50k overspend with underspends of -£50k and -£41k respectively in the Fostering and Multi Systemic Therapy (MST) services.</p> <p><u>Actions being taken:</u></p> <p>For UASC we are continuing to review placements and are moving/have moved 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. To note: We are currently undertaking further analysis of our internal commitment record to confirm the current estimated outturn position. For Supervised Contact we will continue to review/manage all contact until year end.</p>				

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
12) Children's Disability Service	6,594	5,351	165	3%
<p>The Children's Disability Service is forecasting an over spend of £165k.</p> <p>This is mainly due to a change in policy resulting in families having the option to purchase overnight care in the child's home via a Direct Payment (DP). This change was due to take place in April 2020 but for operational reasons we had to bring this offer forward. We have also had some exceptional costs which have had an impact on the budget, such as funding agency care staff to support one young adult in his home and funding two young adults to live in supported accommodation pending access to benefits at 18 years (avoiding more costly residential placements.) Added to this, we have seen an increase in the number of requests for DPs, an increase in the average amount of DPs paid per family (due to increasingly complex needs) and an increase in day time support (as opposed to overnight provisions). The service have also seen an increase in exceptional costs, including court-directed transport costs for parental contact to an out-of-county placement, No Recourse to Public Funds cases, and several one-off payments for specialist equipment in foster carer homes.</p> <p><u>Actions being taken:</u></p> <p>A full review of the short breaks contract and our overnight short breaks offer is being undertaken. We are also investing in a finance team to streamline our monitoring processes, enable more in-depth analysis, address debt recovery and identify savings.</p>				
13) Legal Proceedings	1,970	1,713	300	15%
<p>The Legal Proceedings budget is forecasting a £300k overspend. This is a reduction of £100k on the previous month due to the reduction in live cases and a revised forward forecast to reflect this.</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 Dec) 177 live care proceedings, and whilst we have seen reductions in live proceedings (183 end July), legacy cases and associated costs have caused significant pressure on the legal budget.</p> <p><u>Actions being taken:</u></p> <p>Work is ongoing to manage our care proceedings and Child Protection (CP) Plans and better track the cases through the system to avoid additional costs due to delay.</p>				
14) SEND Specialist Services (0-25 years)	55,087	53,533	10,500	19%
<p>A continuing increase in the number of children and young people with an EHCP is resulting in an ongoing worsening financial position in SEND Specialist Services, with an overspend of £10.5m anticipated on the High Needs Block of the Dedicated Schools Grant (DSG), an increase of £1.5m from the previously reported position.</p> <p>Between 1st April 2019 and 1st January 2020 there was an increase in the number of pupils with EHCPs of 448 (10.5%), compared with 347 (9%) over the same period last year. This increase, along with an increase in complexity of need has resulted in a pressure on all demand-led elements of the service.</p> <p>High Needs Top Up Funding - £3.5m DSG overspend: 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	%
SEND Specialist Services (0-25 years) continued;				
<p>Funding to Special Schools and Units - £4.3m DSG overspend: Additional demand for places at Special Schools and High Needs Units combined with an increase in complexity of need has resulted in a significant pressure on this budget. Average top up paid to special schools is increasing, as is the number of places being commissioned, with the demand such that the majority of our Special Schools are now full.</p> <p>SEN Placements – £0.6m DSG overspend: Where a suitable placement cannot be made in a mainstream school or a Cambridgeshire Special School pupils may be placed in an independent special school, or out-of-county. An increase in such cases has resulted in an overspend of £0.6m on the SEN Placements budget.</p> <p>Out of School Tuition - £3.2m DSG overspend: There has been a continuing increase in the number of children with an EHCP who are awaiting a permanent school placement. Where this happens, pupils are provided with out of school tuition. Due to the increase in demand for specialist placements the anticipated expenditure of Out of School Tuition has increased significantly compared to previous years.</p> <p>SEND Specialist Services - £1.1m DSG Underspend: Wider SEND Specialist services are forecasting a £1.1m underspend. This is due to a combination of factors including staffing vacancies and support to Early Years.</p> <p>Mitigating Actions: A SEND Project Recovery team has been set up to oversee and drive the delivery of the SEND recovery plan to address to current pressure on the High Needs Block.</p>				
15) Home to School Transport – Special	9,821	7,351	950	10%
<p>Home to School Transport – Special is forecasting an £950k overspend for 2019/20. As outlined in note 15 we are continuing to see significant increases in pupils with EHCPs and those attending special schools, leading to a corresponding increase in transport costs. Between 1st April 2019 and 1st January 2020 there was an increase in the number of pupils with EHCPs of 448 (10.5%), compared with 347 (9%) over the same period last year.</p> <p>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.</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 transport 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> <p>An ongoing review of processes in the Social Education Transport and SEND teams with a view to reducing costs</p> <p>An earlier than usual tender process for routes starting in September to try and ensure that best value for money is achieved</p> <p>Implementation of an Independent Travel Training programme to allow more students to travel to school and college independently. Four organisations who responded to a soft market test initiative have been invited to present their suggestions for what such a programme might involve for Cambridgeshire and Peterborough. This will inform the specification for a formal tender process.</p>				

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
16) Children in Care Transport	2,005	1,144	-500	-25%
Children in Care Transport is forecasting a £500k 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.				
17) Home to School Transport – Mainstream	9,189	6,693	200	2%
<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 there is no guarantee that lower prices will be secured in future.</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>				
18) Financing DSG	-61,469	-59,974	-10,500	-17%
<p>Within P&C, spend of £61.5m is funded by the ring fenced Dedicated Schools Grant. Current pressures on Funding to Special Schools and Units (£4.3m), High Needs Top Up Funding (£3.5m), Out of School Tuition (£3.2m), SEN Placements (£0.6m) and SEND Specialist Services (-£1.1m) equate to £10.5m 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	Scheme	Revised Budget for 2019/20	Actual Spend (Jan)	Forecast Spend – Outturn (Jan)	Forecast Variance – Outturn (Jan)	Total Scheme Revised Budget	Total Scheme Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
51,085	Basic Need – Primary	34,420	22,694	32,820	-1,600	273,739	-11,560
64,327	Basic Need – Secondary	51,096	37,772	42,735	-8,360	321,067	-813
100	Basic Need - Early Years	2,173	811	2,173	0	5,718	0
7,357	Adaptations	1,119	913	1,090	-29	13,428	0
6,370	Specialist Provision	4,073	3,053	5,370	1,297	23,128	-53
2,500	Condition & Maintenance	3,623	3,400	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	485	122	485	0	935	0
1,500	Temporary Accommodation	1,500	377	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	1,719	3,308	-1,849	10,630	0
-16,828	Capital Variation	-13,399	0	-2,075	11,324	-61,000	0
2,744	Capitalised Interest	2,744	0	2,744	0	8,798	0
129,267	Total P&C Capital Spending	101,627	75,050	101,627	0	678,594	-12,717

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 (January)	Forecast Spend - Outturn Variance (January)	Variance Last Month (December)	Movement	Breakdown of Variance	
					Under / overspend	Reprogramming / Slippage
£'000	£'000	£'000	£'000	£'000	£'000	£'000
Basic Need – Primary						
Histon Additional Places						
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 (Buxhall Farm) in the Green Belt, the scheme has accelerated and construction is now well underway. While the replacement school is not be required until 2021, commencing work at this point will result in lower construction costs than if the project were delayed.						
Chatteris Additional Primary Places						
4,600	2,500	-2,100	-1,700	-400	0	-2,100
£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. A further £0.5spend adjustment has been made on receipt of contractor revised cashflow.						
Bassingbourn Primary School						
2,666	2,350	-316	-316	0	-225	-91

Savings made on completion of scheme.

Revised Budget for 2019/20	Forecast Spend - Outturn (January)	Forecast Spend - Outturn Variance (January)	Variance Last Month (December)	Movement	Breakdown of Variance	
					Under / overspend	Reprogramming / Slippage
£'000	£'000	£'000	£'000	£'000	£'000	£'000

Godmanchester Bridge (Bearscroft Development)						
355	60	-295	-262	-33	-295	0

Savings made on completion of scheme.

<u>Basic Need - Secondary</u>

Fenland Secondary						
5,000	150	-4,850	-4,700	-150	0	-4,850

None of the applications submitted to the DfE to establish the new secondary as free school were approved. Further delays have occurred as work to determine the final specification for the scheme and the associated project cost are being reconsidered.

Cromwell Community College, Chatteris						
5,500	3,400	-2,100	-1,600	-500	0	-2,100

£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 Primary 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. A further £0.5spend adjustment has been made on receipt of contractor revised cashflow.

Alconbury Weald Secondary & Special						
350	100	-270	-270	0	0	-270

As a result of on-going discussions with the DfE over the timing of the opening of the secondary school, consideration is now being given to proceeding with plans which would enable the Special School to open independent of the secondary school in 2023.

Cambourne Village College						
5,550	4,100	-1,450	0	-1,450	0	-1,450

Reduction due to completion of project on site and release of unspent contingency and risk register allowances. Also, the phase 3b and 3c pre-construction works fees included in contractor contract sum will not be spent now, as it is now likely that a separate new project will be developed in response to an updated demographic assessment. Also, it is not expected any spend on ICT will be incurred this year.
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Northstowe Secondary						
32,000	32,500	500	0	500	0	500

Spend forecast adjusted in line with the latest contractor cashflow forecast.

<u>Specialist provision</u>

Highfields Ely Phase 2						
3,600	5,000	1,400	1,600	-200	0	1,400

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 be completed in May 2020.

Revised Budget for 2019/20	Forecast Spend - Outturn (January)	Forecast Spend - Outturn Variance (January)	Variance Last Month (December)	Movement	Breakdown of Variance	
					Under / overspend	Reprogramming / Slippage
£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Condition & Maintenance</u>						
School Condition, Maintenance & Suitability						
3,123	3,482	359	359	0	952	-593
The forecast overspend of £359k has arisen due to an increase in the number of unplanned emergency and condition 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 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.						
<u>Temporary Accommodation</u>						
1,500	257	-1,243	-1,243	0	-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.						
<u>Cultural and Community Services</u>						
Libraries - Open access & touchdown facilities (hub libraries)						
567	11	-556	-556	-0	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 Committee 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.						
Libraries - Open access & touchdown facilities - further 22 Libraries						
605	0	-605	-605	-0	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 Committee 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.						
Community Hubs – Sawston						
1,603	1,180	-423	0	-423	0	-423
Work is ongoing to complete the new Sawston Community Hub. Spend updated as per the latest Business Case which was presented at Capital Programme Board. A further £65k funding has been requested to complete the project, this will be funded through Prudential Borrowing.						
<u>Other changes across all schemes (<250k)</u>						
-	-	-1,975	-1,890	-85	-1,323	-652
Other changes below £250k make up the remainder of the scheme variances.						
Total P&C variances:		-11,324	-8,584	-2,740	-2,134	-9,190

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 £11.3m of the capital variations budget being utilised.

2019/20					
Service	Capital Programme Variations Budget £000	Forecast Outturn Variance (Jan 20) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Outturn Variance (Jan 20) £000
P&C	-13,399	-11,324	11,324	64.0%	0
Total Spending	-13,399	-11,324	11,324	64.0%	0

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 (Jan 20) £'000	Funding Variance - Outturn (Jan 20) £'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	48,730	48,730	0
11,598	Prudential Borrowing (Repayable)	16,141	16,141	0
129,267	Total Funding	101,627	101,627	0

APPENDIX 4 – Savings Tracker

Savings Tracker 2019-20															
Quarter 3						Forecast Savings 2019-20 £000									
						-10,844	-4,201	-2,272	-1,664	-2,246	-10,355	489			
RAG	Reference	Title	Service	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	Saving complete?	% Variance	Forecast	Commentary
Blue	A/R.6.114	Learning Disabilities - Increasing independence and resilience when meeting the needs of people with learning disabilities	P&C	Adults	-200	-250	-148	-52	-20	-470	-270	No	-135.00		On track to over-achieve
Amber	A/R.6.126	Learning Disabilities - Converting Residential Provision to Supported Living	P&C	Adults	-250	0	0	0	-20	-20	230	No	92.00		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	P&C	Adults	-250	-200	-478	-65	-63	-806	-556	No	-222.40		On track to over-achieve
Green	A/R.6.128	Better Care Fund - Investing to support social care and ease pressures in the health and care system	P&C	Adults	-1,300	-1,300	0	0	0	-1,300	0	No	0.00		On track
Amber	A/R.6.132	Mental Health Social Work PRISM Integration Project	P&C	Adults	-200	-10	-28	0	-27	-75	125	No	62.50		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.
Blue	A/R.6.133	Impact of investment in Occupational Therapists	P&C	Adults	-220	-50	-100	-110	-80	-340	-120	No	-54.55		On track to over-achieve
Green	A/R.6.143	Review of Support Functions in Adults	P&C	Adults	-150	-150	0	0	0	-150	0	No	0.00		On track
Red	A/R.6.174	Review of Supported Housing Commissioning	P&C	Adults	-583	-80	-80	-80	-81	-282	301	No	51.63		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	P&C	Adults & CYP	-3,800	-591	-781	-700	-978	-3,051	749	No	19.71		Evidence of slower than expected delivery in some workstreams, with cases of interventions not having avoided as much cost as expected or as quickly as expected. In particular, a large proportion of the saving was expected to come from the use of Technology Enabled Care – this already contributes millions to savings year on year but delivering above this has proven slower than expected and we expect to see benefits in future years. Over-delivery in Reablement is a positive, and analysis shows further evidence of the impact of 'changing the conversation' work, which has demonstrated demand is being managed. Savings are not 'claimed' against this work without robust evidence that programme interventions are having an impact
Green	A/R.6.177	Savings through contract reviews	P&C	Adults	-412	-412	0	0	0	-412	0	Yes	0.00		Complete
Green	A/R.6.211	Safer Communities Partnership	P&C	C&P	-30	-30	0	0	0	-30	0	Yes	0.00		Complete
Green	A/R.6.212	Strengthening Communities Service	P&C	C&P	-30	-30	0	0	0	-30	0	Yes	0.00		Complete
Green	A/R.6.213	Youth Offending Service - efficiencies from joint commissioning and vacancy review	P&C	C&YP	-40	-40	0	0	0	-40	0	Yes	0.00		Complete
Green	A/R.6.214	Youth Support Services	P&C	C&YP	-40	-40	0	0	0	-40	0	Yes	0.00		Complete

RAG	Reference	Title	Service	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	Saving complete?	% Variance	Forecast Commentary
Green	A/R.6.252	Total Transport - Home to School Transport (Special)	P&C	C&YP	-110	-28	-27	-28	-27	-110	0	Yes	0.00	Complete
Green	A/R.6.253	Children in Care - Mitigating additional external residential placement numbers	P&C	C&YP	-500	-125	-125	-125	-125	-500	0	No	0.00	On track
Green	A/R.6.254	Children in Care - Fee negotiation and review of high cost placements	P&C	C&YP	-200	-50	-50	-50	-50	-200	0	No	0.00	On track
Green	A/R.6.255	Children in Care - Placement composition and reduction in numbers	P&C	C&YP	-1,311	-336	-325	-325	-325	-1,311	0	No	0.00	On track
Green	A/R.6.258	Children's home changes (underutilised)	P&C	C&YP	-350	-350	0	0	0	-350	0	Yes	0.00	Complete
Green	A/R.6.259	Early Years Service	P&C	C&YP	-200	-50	-50	-50	-50	-200	0	Yes	0.00	Complete
Green	A/R.6.260	Reduction of internal funding to school facing traded services	P&C	C&YP	-151	-38	-38	-38	-37	-151	0	No	0.00	On track
Green	A/R.6.261	Schools Intervention Service	P&C	C&YP	-100	-25	-25	-25	-25	-100	0	Yes	0.00	Complete
Black	A/R.6.263	Term time only contracts	P&C	C&YP	-30	0	0	0	0	0	30	No	100.00	Saving unachieved in 2019/20 however mitigating savings have been made elsewhere to offset this
Green	A/R.6.264	Review of Therapy Contracts	P&C	C&YP	-321	0	0	0	-321	-321	0	No	0.00	On track
Green	A/R.7.101	Early Years subscription package	P&C	C&YP	-16	-4	-4	-4	-4	-16	0	No	0.00	On track
Green	A/R.7.103	Attendance and Behaviour Service income	P&C	C&YP	-50	-12	-13	-12	-13	-50	0	Yes	0.00	Complete