

WELLBEING DIRECTORATE

OVERVIEW: The Directorate's net controllable Revenue budget for 2015/16 is now **£59.870m**. This is £1.2m less than last month following the removal of the growth bid funding for the Children, Young People and Families (CYP&F) Service. The current total projected net expenditure is **£66.438m** and therefore the Directorate is presently forecasting an underlying overspend of **£6.6m** (11%). This is an increase of **£1.2m** on the previous month and is summarised in the table below:

Service	Budget	Outturn	Variance	Last	Chg	%
Children Young People & Families	20,485	24,944	4,459	3,290	1,170	22%
Adult Social Care	34,384	36,229	1,845	1,819	26	5%
Education (Non Schools)	5,689	5,969	280	272	8	5%
Public Health	-400	-400	0	0	0	0%
Central Management	49	33	-15	-22	6	-32%
Schools (DSG)	-337	-337	0	0	0	0%
TOTAL	59,870	66,438	6,568	5,358	1,210	11.0%

ACTION PLAN UPDATE: Following last month's budget monitoring report, CMT requested that all overspending budgets should submit action plans showing how the budget can be brought back to break even. This has been communicated to Service Directors and an Action Plan has been received from the Adult Social Care (ASC) Service (details in paragraph 3.0 below). These proposals total **£1.2m** in savings and are included below. There are several other proposals yet to be costed that are not included. It must be noted however that a number of these proposals are still not fully developed however the service is committed to ensuring that all steps are taken to get as close to break even as possible.

Although an action plan has not been received from CYP&F, there has been some modelling which considers the financial impact of some actions that could be taken to reduce expenditure. When the savings outlined in these plans are applied and if the growth funds monies are released to the Service budgets, the updated summary position would be as follows:

Service	Budget	Outturn	Variance	Last	Chg	%
Children Young People & Families	21,778	23,840	2,336	3,290	-954	9%
Adult Social Care	34,384	35,002	618	1,819	-1,201	2%
Education (Non Schools)	5,689	5,969	280	272	8	5%
Public Health	-400	-400	0	0	0	0%
Central Management	49	33	-15	-22	6	-32%
Schools (DSG)	-337	-337	0	0	0	0%
TOTAL	61,163	64,107	3,219	5,358	-2,139	4.8%

Children, Young People & Families

The budget pressure in this service area has risen by **£1.2m** to **£4.5m** (22%). This is the effect of removing the funds allocated for growth in the 15-16 budget build. These growth monies were agreed subject to a business being presented and agreed by CMT. Although business cases have been presented, CMT have requested significant changes and further explanations. CMT have also made

very clear that these funds have not been formally agreed for inclusion in the Service budget, hence the budget adjustment.

The underlying budget position apart from the budget adjustment shows a largely unchanged position from last month with substantial budget pressures on LAC (£1.7m) and staffing (£2.6m). This is shown in more detail in the table below:-:

Service	Budget	Forecast	Variance	Last Month	Change
Asylum Seekers	86	86	0	0	0
Children Looked After	7,053	8,764	1,711	1,261	450
Commissioning & Social Work	6,466	9,057	2,592	1,781	811
Learning Disabilities and Difficulties	2,018	1,907	-111	-112	1
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	667	826	160	166	-6
Family Placement Service	2,512	2,769	257	257	0
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-63	-86
Total	20,485	24,944	4,459	3,290	1,170

Action Plans

The service has **not** submitted an Action Plan as requested by CMT. However, modelling work showing the financial impact of several savings scenarios have been completed by Finance but these are purely academic because, based on the information reaching Finance, they are not supported by any detailed delivery mechanism and remain purely in the planning stage. This modelling suggests that if the service carried out the actions detailed in the table below, there would be in year savings of approximately £1.1m.

Details		£'k
1	63 children moved over 21 months, to achieve upper quartile % LAC children with Slough BC Foster Carers	-352
2	Agency SW's replaced with permanent staff over a one year period	-548
3	Reduce average cost of placements over 1 year for all external placements	-110
4	Over 14 months, make 1 other (non Social Worker) post permanent to achieve 90% permanent staff to 10% Agency	-94
TOTAL		-1,104

The council would expect the new Trust to carry out these actions.

If the financial effect of the actions above and if the growth bid funds are approved and added to the service budget then revised financial position of the this service would be as follows:

Service	Budget	Forecast	Variance	Last Month	Change
Asylum Seekers	86	86	0	0	0
Children Looked After	7,503	8,302	799	1,261	-462
Commissioning & Social Work	7,309	8,415	1,107	1,781	-674
Learning Disabilities and Difficulties	2,018	1,907	-111	-112	0
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	667	826	160	166	-6
Family Placement Service	2,512	2,769	257	257	0
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-63	-86
Total	21,778	23,840	2,062	3,290	-1,227

Children Looked After

With the budget adjustment of nearly £0.5m adversely affecting this service area the budget pressure is now £1.7m. This is mainly due to delay in meeting achieving the savings of **£908k** and the effect of an increase in LAC numbers since the budget forecast was agreed. This includes the pressure of £180k LAC 16-18 Expenses remain from last year.

Staffing Budgets

Budget reductions totalling over **£0.8m** has worsened this forecast to £2.6m. This is mostly because the service has continued to use Agency staff at last year's levels despite the fact that the one off funding to allow this is not available in 2015-16. This includes the pressures on Legal Fees of **£283k** that is largely unchanged from last year.

Early Help

Following the latest audit and report, it has been confirmed that the Troubled Families programme have earned £116k in payment by results (PBR) funding, this plus savings from vacancies accrued to date means there is a total underspend in this area of **£149k**. The next PBR claim is due in January 2016 and a further assessment of any additional income which may be received will be made at that time.

Adult Social Care

This service has an underlying budget pressure of **£1.8m**. This is largely unchanged from last month. This is due to slippage on the savings agreed for this year.

Savings	Agreed £'k	Slippage £'k
Learning Disability Change Programme	1,000	361
Review of Day Services, High Cost Packages & Supported Living	100	50
Extra Care; Internal Day & Residential Services	350	300
Reform of Social Care 2 – Promoting Independence	189	48
Community & Voluntary Sector Commissioning & Telecare	275	275
Reform of Social Care 1 - Front Door, Assessment & Brokerage	300	300
Reform of Social Care 2 – Promoting Independence	500	500
Total	2,714	1,834

The underlying summary forecast for the service is shown below:

Service	Budget	Forecast	Variance	Last Month	Change
Safeguarding and Governance	241	240	0	2	-2
Management & Business Support	778	-676	-1,455	-187	-1,267
Access & Long Term Intervention & Support	2,645	2,914	269	254	16
Re-ablement & Directly Provided Services	4,981	5,392	411	-294	705
Mental Health	3,936	3,941	6	-24	29
Commissioning Budgets	17,922	20,296	2,374	1,851	523
Commissioning & Contracts	3,882	4,121	239	217	22
Total	34,384	36,229	1,845	1,819	26

The service has submitted an initial action plan that is designed to introduce measures to either accelerate the achievement of existing savings in the current year or new shorter term additional measures to limit the impact on the budget of not fully achieving the saving targets agreed. These measures so far total £1.1m but there are many other ideas that are still to be costed.

Listed below is the revised savings Plan that has yet to be fully costed and RAG rated and challenged for financial robustness in the forecasting.

Number	Desc	Item	Original Agreed Saving Level 15.16	Achieved or forecast to achieve and showing in budget Aug 15	Further plans to achieve by March 16	Slippage	Comments
1	Transformation	LD Change Programme	1,000,000			0	
1.1	Move from residential to supported living			639,000			
1.2	Increase CHC Income and various other plans				321,250		
1.3	Review of care packages and DP	that remained stable and where there is possibility to change to DP or other more preventative support plan then do so. Enham Trust have agreed to help us with the Domiciliary care cases and the plan is to have all the reviews/re-assessments				40,000	
2	Transformation	Review of MH Day Services, High Cost Packages & Supported Living	100,000	50,000	50,000	0	
3	Service Reform	Review and reform of Extra Care; Internal Day & Residential Services	350,000	50,000	tbc	tbc	
4	Prevention & Early intervention	Community & Vol Sector Commissioning & Telecare	275,000	0	275,000	0	
5	Transformation	Reform of social care 1 - Promoting Independence	500,000	0		tbc	The saving in this area needs to be more because of the increase in activity and costs during last year that has carried on to this year
5.1	Increase CHC Income older people and physaical disability	Hire a CHC specialist (must be medically trained). To review the CHC and Funded Nursing Care potential of the adult social care cases. To prioritise these for review under the Care Act to consider their eligiblty for CHC/ FNC				696,187	Investment of £25k required to undertake this role
5.2	Review of equipment - and recovery processes	Review existing contract; Equipment recovery processes and possible pharmacy equipment model				10,000	
5.3	Extend RRR service	to reduce residential placements. Pathway and service re-design: amalgamate the ARC service and the RRR to improve outcomes predominately for people discharged from the acute trust. We will build on previous successes in reducing residential. And to review impact for CMHTE				62,000	
5.4	On line channel shift	assessment and review project to allow clients and trusted assessors to use self-service tools. Current business case c£85k FYE, add this to the budget profiling				83,000	
5.5	Review of DP clients - OP/PD	client underspend and monitoring of this. Repeat a similar exercise as per 2014/15 run by IH, but extend this to LTIS and PD				40,000	
5.6	Review of care packages	that remained stable and where there is possibility to change to DP or other more preventative support plan then do so. And Incentivise Domiciliary care providers – to review domiciliary care plans sooner than the statutory 12 months to identify support plans that are too great for the clients needs (responsibility of the domiciliary care provider to carryout this work). Domiciliary care forum				tbc	
5.7	Prevention using Domiciliary care providers	development of a focus on wellbeing and prevention support planning at regular 3 monthly intervals				tbc	

5.8	Frequent Flyers	reduce frequency of care leading to lower costs - Similar to the NHS work, analyse whether we have a similar boomeranging group of clients that are being ineffectually case managed and apply the 3 tier conversation model.							
5.9	Apply care fund calculator to all ASC cases	should lead to lower costs; Explore with IEAS; analyse all spot placements; negotiate with providers						tbc	
5.11	Personal Advisor	maybe some as yet unidentified savings.						tbc	
5.12	OP supported living	Link to 2016/ 17 ECH and other supported living accommodation (both rental and owner occupancies) outline business case required						tbc	
5.13	Management of demand	innovation pilots related to 3 tier conversation model and hub working. Limited in year saving. TBC November 2015.						tbc	
6	Transformation	Reform of Social Care 2 - Front Door, Assessment, Brokerage and Reviewing	300,000	0	300,000	300,000			This will not take place until 2016.17 as reform 1 needs to take place first
6.1	review current staffing vacancies and the use of contract staff							tbc	
7	Increased Income	Increased fees and charges							
7.1	Review other income generation options		189,000	141,000	tbc	48,000			Slippage due to delay in commencing with new charge levels. But reviewing other options
Total			2,714,000	880,000	1,877,437	348,000			

If these savings are added to the current underlying forecast then the summary would be as follows:

Service	Budget	Forecast	Variance	Last Month	Change
Safeguarding and Governance	241	240	0	2	-2
Management & Business Support	778	-676	-1,455	-187	-1,267
Access & Long Term Intervention & Support	2,645	2,914	269	254	16
Re-ablement & Directly Provided Services	4,981	5,392	411	-294	705
Mental Health	3,936	3,941	6	-24	29
Commissioning Budgets	17,922	19,069	1,147	1,851	-704
Commissioning & Contracts	3,882	4,121	239	217	22
Total	34,384	35,002	618	1,819	-1,201

There are many other ideas that are still to be costed. These initiatives are shown below and further work will be done on these in the coming weeks to see if and how much could be saved. The FYE effect of these will also be considered in relation to the MTFs (OOB) work.

Ref	DETAIL	Service Area	Saving 2015/16	Investment 2015/16	Lead
7	Extended RRR to reduce residential placements. Pathway and service re-design: amalgamate the ARC service and the RRR to improve outcomes predominately for people discharged from the acute trust. We will build on previous successes in reducing residential	CMHTE	TBC	0	VC
8	Income Generation/Review - Changes to equipment charging - tracking the delivery of these charges		TBC	0	CB
9	Review of packages that remained stable and where there is possibility to change to DP or other more preventative	Short Term	TBC	0	SB
		Long Term	TBC	0	
		CMHTE	TBC	0	

	support plan then do so.	Phys Disability	TBC	0	
10	Speed Up Review, Reduce Hours - Incentivise Domiciliary care providers – to review domiciliary care plans sooner than the statutory 12 months to identify support plans that are too great for the clients needs (responsibility of the domiciliary care provider to carryout this work). Domiciliary care forum	ALL	TBC	0	CB
11	Prevention using Domiciliary care providers - development of a focus on wellbeing and prevention support planning at regular 3 monthly intervals		TBC		
12	Frequent Flyers – reduce frequency of care leading to lower costs - Similar to the NHS work, analyse whether we have a similar boomeranging group of clients that are being ineffectually case managed and apply the 3 tier conversation model.	STIS/ LTIS	TBC	0	SL
13	Apply the care fund calculator - to other ASC cases – should lead to lower costs; Explore with IEAS; analyse all spot placements; negotiate with providers	Older People	TBC	0	SB
		CMHTE	TBC		
		LD	TBC		
		PD	TBC		
14	Personal Advisor – maybe some as yet unidentified savings.	SBi to explore this area	TBC	0	
15	MH Supported Living - re MH stepdown Pathways	MH	TBC	0	
16	OP Supported Living - Link to 2016/ 17 ECH and other supported living accommodation (both rental and owner occupancies) outline business case required	OP	TBC	0	
17	Staffing budgets - review current staffing vacancies and the use of contract staff	ALL	TBC	0	
18	Management of demand – innovation pilots related to 3 tier conversation model and hub working. Limited in year saving. TBC November 2015.	ALL	TBC	0	

Non Schools

There is a pressure of **£280k** forecast for this service area to reflect the uncertainty of the saving associated with the implementation of the new revised contract with Cambridge Education. This has not yet been signed and therefore the savings are not secure. This is largely unchanged from last month.

Public Health

This service is now reporting a balance position. However the implications of recent announcements nationally that the 2015-16 Public Health Grant will reduce in year by 7% have not been factored into this as the service is still developing a response to the announcement. If the grant is reduced as indicated, this will result in a loss of funding totalling **£384k** and unless expenditure is reduced an equal amount a budget pressure will result.

The Government has launched a consultation exercise in relation to this reduction but this is only looking at options **how** the saving is to be implemented. So it is very likely that this will happen.

The service is looking at how this can be contained but as yet no concrete proposals have been presented.

CUSTOMER AND COMMUNITY SERVICES DIRECTORATE

Department	Revised Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Customer Services, IT & Information Governance	43	24	(19)	(44.2%)	1
Learning & Community Services	2,461	2,406	(55)	(2.2%)	(55)
Wellbeing & Community Services	3,365	3,390	25	0.7	17
Public Protection	1,217	1,357	140	11.5%	40
Planning & Building Control	653	653	0	0%	0
Strategic Management	16	16	0	0%	0
Commissioning & Procurement	1,030	1,005	(25)	(2.4%)	(25)
Transactional Services	8,307	8,357	50	0.6%	0
TOTAL	17,092	17,208	116	0.7%	(22)

Directorate Summary for the 2015/16 year to date

At this point in time, the Customer and Community Services Directorate is forecasting an over spend position of £116k, largely due to CCTV/Careline income shortfall.

Customer Services, IT and Information Governance

The £19k projected underspend is from staffing and supplies and services.

Learning and Community Services

Arising from the implementation of the new structure, there are currently a number of 'new' posts awaiting recruitment which is contributing to the projected underspend of £55k.

Service: Wellbeing and Community Services

A £25k overspend is currently anticipated in the cemeteries and crematorium service arising from a recent legal challenge and mercury abatement fees whilst the new crematorium works are completed.

Public Protection

The £140k overspend is the current projected shortfall in the budgeted income to support the CCTV/Careline services (business plan in preparation) and £40k pressure from a retained post originally earmarked for deletion in the recent restructure.

Corporate Procurement Team

An under spend of £25k from staffing vacancies is projected for period 3 but this may increase due to recruitment difficulties.

Transactional Services

The current forecast is for an over spend of £50k arising from interim staff costs and timing of the phase 2 transactional savings. It should be noted though, that whilst savings from the operation of the contract are scheduled for future years, immediate savings (over £300k per annum from 2014/15) have already been realised from the release of accommodation space at Landmark Place (customer service and IT staff moving to Phoenix House) and the deletion of the AD post for Customer Services and IT.

REGENERATION, HOUSING AND RESOURCES DIRECTORATE

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %	Change in month £k
Strategic Management	(39)	36	75	192.3%	25
Corporate Resources	2,104	2,079	(25)	(1.2%)	(25)
Housing and Environment	14,066	14,649	583	4.1%	333
AIR (Estates Regeneration)	10,222	10,344	122	1.2%	(69)
Total Regeneration, Housing and Resources	26,353	27,108	755	2.9%	264

Directorate summary for the 2015-16 year to date

At this point in time the Regeneration, Housing and Resources Directorate is forecasting an overspend position of £755k, pending the successful delivery of the 2015/16 savings targets.

Strategic Management

At the present time, an over spend of £75k is forecast reflecting the pressure of achieving this year's savings of £589k.

Corporate Resource

The projected outturn is for a £25k under spend – overspend on the internal audit contract and additional ICT costs offset by vacancy savings.

Housing and Environment

£250k of this projected overspend is due to anticipated pressures on the homelessness service arising from the shortage of affordable rented accommodation in Slough; measures are being put in place to secure access to suitable accommodation to reduce B&B occupancy/costs, working with landlords to reduce the switch to private tenants, and learning from best practice in other local authorities.

There is also a £57k funding pressure in the Home Improvements section due to the reduction in funding sources - social service cut backs, reduction in the capital programme funding and therefore the number of projects that staff can work on, and less work from other services.

The Environmental Strategy and Governance Manager has also highlighted £200k pressures from Waste Management costs and the £76k internal rent payment to Asset Management for Chalvey Depot.

AIR (Estates and Regeneration)

Service	Budget	Forecast	Variance	Variance
	£k	Outturn		/ %
		£k	£k	
Property Services	515	547	32	6.2%
Facilities & Corporate Landlord	3,066	3,047	(19)	(0.6%)
Highways Engineering	3,044	3,044	0	0%
Asset Management	(13)	(127)	(114)	879%
Transport	3,610	3,833	223	6.2%
Total	10,222	10,344	122	1.2%

Property Service

A projected overspend of £32k is forecast based upon anticipated demand for repairs to corporate buildings.

Facilities & Corporate Landlords

A small underspend of £19k is currently forecast (including business rates rebate for SMP) but this may change when the responsibility for managing the various corporate buildings has been fully integrated into Facilities Management in their new role as Corporate Landlord.

Highways Engineering

There are no projected variances at the present time; a recruitment freeze is currently in place pending the outcome of the transformation project.

The service is still awaiting payment of a compensation claim raised against Uxbridge Rail/Network Rail for late completion of street works. The actual fine was issued in 2013/14 and is currently in dispute and subject to legal action. Should the compensation claim fail to be paid, this could create a £200k budget pressure in this year.

Asset Management

The projected underspend comprises £76k recharge for the Chalvey Depot (internal payment from Environmental services) and £38k saving from the ending of joint arrangements.

Transport Services

The projected £223k overspend is due to loss of income from the ground level car parks and backdate business rates – business options paper to be prepared by the Parking Enforcement Manager.

HOUSING REVENUE ACCOUNT

HRA	Revised Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Expenditure	36,163	36,163	0	0%	0
Income	(37,080)	(37,080)	0	0%	0
Total	(917)	(917)	0	0%	0

Housing Revenue Account

For period 3, no significant variances are forecast.

On the capital programme, there are currently no significant variances forecast.