

WELLBEING DIRECTORATE
2015-16 Budget Summary
December 2015 – Month 8

1.0 OVERVIEW: The Directorate's net controllable Revenue budget for 2015/16 is **£61,146m**. The budget has been increased to reflect the inclusion of the £1.3m of growth monies approved for the Children & Families Service but this was retained centrally. The current total projected net expenditure is **£64.614m** and therefore the Directorate is presently forecasting a budget pressure of **£3.5m** (6%). This is a slightly worse than last month.

Service	Revised Budget	Outturn	Current Variance	Last Month	Change	%
	£'000	£'000	£'000	£'000	£'000	
Children & Families	27,392	29,895	2,504	2,349	155	9%
Adult Social Care	34,458	35,063	604	604	0	2%
Public Health	-586	-218	368	439	-71	-63%
Central Management	219	210	-9	-1	-7	-4%
Schools (DSG)	-337	-337	0	0	0	0%
TOTAL	61,146	64,614	3,468	3,391	77	5.7%

1.1 ACTION PLAN UPDATE:

Adult Social Care – The projected outturn above for this service assumes that **£910k** of planned savings will still be realised, this is **£600k** less than the original total savings target of **£1.4m** that was developed earlier this year to deal with the budget pressure, meaning **£600k** of additional savings have been achieved or are on track to being achieved since the Action Plan was formulated.

All of the remaining proposals are now fully underway but some, those with the highest value, are dependant on funding from the Health Authorities. So it is still far from certain that all of these initiatives will be achieved in full. A detailed review of each saving initiative is planned for next month when more should be known about the number of cases and level of funding that will be received.

The service is still committed to ensuring that all steps are taken to get as close to break even as possible.

Children & Families –indicative savings of **£0.75m** are still assumed in the above forecast.

2.0 CHILDREN, YOUNG PEOPLE & FAMILIES SERVICE

2.1 These services are now grouped into 3 distinct areas.

- a) Services previously provided by the council prior to being transferred to the Trust,
- b) Services now being provided by the Trust, and

Appendix C

- c) Other Children & Families Services (including the Cambridge Education Contract and Services to Schools)

With the addition of the growth funds, the underlying budget pressure is now **£3.3m** but this is reduced by **£0.75m** savings expected to be made by the Trust this year.

The reasons for the budget pressure remain as follows:

- a) Looked after Children (**£0.7m**) and
- b) Staffing (**£1.8m**) budgets.

CHILDREN, YOUNG PEOPLE & FAMILIES SERVICES					
SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Other Children & Families Services	5,725	5,874	149	192	-43
Children, Young People and Families Services	9,566	11,921	2,355	2,157	198
Children's Services Trust	12,100	12,100	0	0	0
Total	27,392	29,895	2,504	2,349	155

3.0 ADULT SOCIAL CARE

- 3.1 This service has an underlying budget pressure of **£1.53m**, slightly lower than last month as more planned savings are achieved. However, the service is still planning to deliver further savings of **£918k** which, if delivered, will reduce the year end outturn to **£0.6m**. The latest best case projected position is shown below:

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Adult Social Care					
Safeguarding and Governance	241	213	-28	-21	-7
Management & Business Support	819	-678	-1,497	-1,363	-134
Access & Long Term I & S	2,632	2,836	203	212	-8
Re-ablement & Directly Provided	3,906	3,808	-99	-90	-8
Mental Health	4,171	4,029	-141	-145	3
Commissioning Budgets	17,218	19,695	2,477	2,361	117
Commissioning & Contracts	5,471	5,160	-312	-348	37
Total	34,458	35,063	604	604	0

3.2 Action Plans

Of the **£2.7m** savings planned for this year the service has delivered just over only **£1.3m** resulting in slippage of **£1.4m**. The latest RAG analysis for the service is shown in the table below.

Appendix C

SAVINGS	Original Savings	Achieved/Projected	Slippage	RAG
Transformation: LD Change Programme	1,000	671	329	Amber
Transformation : Review of MH Day Services, High Cost Packages & Supported Living	100	100	0	Green
Service Reform: Review and reform of Extra Care; Internal Day & Residential Services	350	50	300	Red
Prevention & Early intervention: Community & Voluntary Sector Commissioning & Telecare	275	0	275	Green
Transformation: Reform of social care 1 - Promoting Independence	500	357	143	Amber
Transformation - Reform of Social Care 2 - Front Door, Assessment, Brokerage and Reviewing	300	0	300	Red
Increased Fees and charges	189	141	48	Green
GRAND TOTAL	2,714	1,319	1,395	

Therefore additional recovery plans of **£1.4m** have been created of which **£0.5m** has already been achieved leaving a balance still to be found of **£0.9m**. The latest RAG status for these savings is shown below.

RECOVERY ACTION PLANS				
Savings Area	Description	Actions Plan	Savings Achieved	Savings Outstanding
Service Reform	Review and reform of Extra Care; Internal Day & Residential Services	300	-27.3	272.7
Prevention & Early intervention	Community & Voluntary Sector Commissioning & Telecare	200	-52.6	147.4
Transformation	Reform of social care 1 - Promoting Independence	600	-129.4	470.6
Transformation	Reform of Social Care 2 - Front Door, Assessment, Brokerage	100	-100.0	0
Increased Income	Increased fees and charges	189	-161.0	28
TOTAL		1,389	-470.3	918.7

4.0 PUBLIC HEALTH

This service is now reporting a budget pressure of **£368k** this is an improvement of **£71k** following the latest projection on the Sexual Health contract. The underlying budget pressure is due to the 7% (**£437k**) in year reduction in the level of funding received for the 2015-16 Public Health Grant.

The Service has been unable to get providers to reduce their contract commitments to accommodate this loss of funding.

Customer and Community Services:

**Revised Budget £17.944m, Forecast Outturn £17.430m underspend £514k
(2.9% of the budget)**

Customer and Community Services: Departmental Summary

Department	Rev'd Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Customer Services, IT & Information Governance	279	239	(40)	(14.3%)	10
Learning & Community Services	2,764	2,605	(159)	(5.7%)	(121)
Wellbeing & Community Services	3,336	3,213	(123)	(3.7%)	(68)
Public Protection	1,219	1,279	60	4.9%	0
Planning & Building Control	642	411	(231)	(35.9%)	(15)
Strategic Management	366	411	45	12.3%	10
Commissioning & Procurement	569	503	(66)	(11.6%)	0
Legal Services	461	361	(100)	(21.7%)	0
Transactional Services	8,308	8,408	100	1.2%	0
TOTAL	17,944	17,430	(514)	(2.9%)	(184)

Directorate Summary for the 2015/16 year to date

At this point in time, the Customer and Community Services Directorate is forecasting an underspend position of £514k, largely due to staffing vacancies and planning income offset by the income shortfall from CCTV/Careline.

Service: Customer Services, IT and Information GovernanceExplanation of variation from budget:

The £40k projected underspend is from staffing vacancies and lower blue badge costs offset by projected overspend for Local Welfare Provision.

Progress against the 2015-16 Savings targets:

On target.

Service: Learning and Community Services

Explanation of variation from budget:

This service is now projecting an underspend of £159k arising from staffing vacancies, unrealised accrual (actual cost lower than estimated cost), additional grant monies, slower apprentice take up and projected underspends on services and supplies.

Explanation of variation from month on month of greater than £50k:

Unrealised accrual (actual cost lower than estimated cost), additional grant monies, slower apprentice take up and projected underspends on services and supplies

Progress against the 2015-16 Savings targets:

Services are working to implement their savings targets.

Service: Wellbeing and Community Services

Explanation of variation from budget:

A £123k underspend is now projected which is a £86k underspend in leisure arising from a business rates revaluation (SCL contract) and staffing vacancies, a £29k underspend in Parks & Open Spaces (staffing vacancy and lower utility costs) and a £87k underspend in Young Peoples' service arising from staffing vacancies, offset by a projected £79k overspend in the cemeteries and crematorium service arising from a recent legal challenge, mercury abatement fees whilst the new crematorium works are being completed, additional pension contributions and redundancy costs.

Explanation of variation from month on month of greater than £50k:

Staffing vacancies and lower utility costs.

Progress against the 2015-16 Savings targets:

Services are working to implement their savings targets.

Service: Public Protection

Explanation of variation from budget:

The £60k overspend is the updated projected £50k shortfall in the budgeted income to support the CCTV/Careline services (business plan now prepared and in action), £40k pressure from a retained post originally earmarked for deletion in the recent restructure and £30k underspend in the Domestic Abuse service.

Impact of any emerging pressures in 2015-16 into future budgets:

Funding of the CCTV/Careline service.

Identification of any income pressures:

See above.

Progress against the 2015-16 Savings targets:

Services are working to implement their savings targets.

Service: Planning & Building Control

Explanation of variation from budget:

The projected £231k underspend is from additional planning applications and advice, a salary underspend, underspending on consultant/project work and New Burdens grant funding.

Progress against the 2015-16 Savings targets:

Services are working to implement their savings targets.

Service: Strategic Management

Explanation of variation from budget:

It is expected that the majority of the savings targets will be achieved but an overspend of £45k is a pragmatic forecast at the present time, including some preliminary costs associated with the digital outcome workshops.

Service: Commissioning And Procurement Team

Explanation of variation from budget:

An underspend of £66k from staffing vacancies is projected for period 9 mainly due to recruitment difficulties.

Service: Legal Services

Explanation of variation from budget:

An underspend of £100k from staffing vacancies is projected for period 9 mainly due to recruitment difficulties.

Service: Transactional Services

Explanation of variation from budget:

The current forecast is for an overspend of £100k 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.

Impact of any emerging pressures in 2015-16 into future budgets:

Staffing and later phasing of inbuilt savings target.

Progress against the 2015-16 Savings targets:

See above.

**Regeneration, Housing and Resources Directorate:
Revised Budget £26.148m, Forecast Outturn £26.162m, projected variance
of £14k.**

Overview: P9 – December 2015

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %	Change in month £k
Strategic Management	(39)	41	80	179.5%	60
Corporate Resources	2,104	2,124	20	0.9%	45
Housing and Environment	14,111	14,238	127	0.9%	(70)
AIR (Estates Regeneration)	9,972	9,759	(213)	(2.1%)	(44)
Total Regeneration, Housing and Resources	26,148	26,162	14	0.09%	(9)

Directorate summary for the 2015-16 year to date

At this point in time the Regeneration, Housing and Resources Directorate is forecasting a small overspend of £14k, pending the successful delivery of the 2015/16 savings targets.

Service: Strategic Management

Explanation of variation from budget:

At the present time, an overspend of £80k is forecast reflecting the pressure of achieving this year's savings of £589k.

Explanation of variation from month on month of greater than £50k:

Savings targets.

Impact of any emerging pressures in 2015-16 into future budgets:

If the savings are not achieved, this will emerge as a pressure in future years.

Service: Corporate ResourceExplanation of variation from budget:

The projected outturn is for a £20k overspend – overspend on the internal audit contract and additional ICT costs (Agresso) offset by vacancy savings.

Service: Housing and EnvironmentExplanation of variation from budget:

£140k 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 £62k funding pressure in the Home Improvements section due to changes in funding sources, including a reduction in the capital programme funding and therefore the number of projects that staff can work on.

These costs are offset by staffing vacancies and an updated estimate of the profit share from the Amey contract

Explanation of variation from month on month of greater than £50k:

Revised profit share from the Amey contract.

Impact of any emerging pressures in 2015-16 into future budgets:

Homelessness.

Service: AIR (Estates and Regeneration)

Service	Budget	Forecast Outturn	Variance	Variance / %
Property Services Facilities & Corporate Landlord Highways Engineering Asset Management Transport	£514,870	£499,870	(£15,000)	(2.9%)
	£2,679,414	£2,392,414	(£287,000)	(10.7%)
	£3,181,020	£3,101,020	(80,000)	(2.5%)
	(£12,970)	(£130,970)	(£118,000)	(909%)
	£3,609,850	£3,896,850	£287,000	7.9%
Total	£9,972,184	£9,759,184	(£213,000)	(2.1%)

Explanation of variation from budget:

Property Service

A projected underspend of £15k is now forecast after a thorough review of the demands and contractual commitments for this year.

Facilities & Corporate Landlords

An underspend of £287k is currently forecast (this includes business rates rebate for SMP and staffing vacancies offset by backdated service charges for LMP) based upon a review of utility and other premises costs and community centres, plus additional accommodation recharges to the HRA for increased occupation of LMP.

Highways Engineering

There is a projected £80k underspend at the present time due to staffing vacancies and underspend on maintenance; 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 a £128k saving from the ending of joint arrangements, bus station income, capitalisation of salaries and income from the recent acquisition of strategic assets, offset by £10k legal fees for Plymouth Road.

Transport Services

The projected £287k budget pressure is due to 'historic' income targets that have not been adjusted to reflect changes in the car parks, the loss of income from the CCTV cars, an unmet savings target in community transport, loss of income from Amazon relocating and backdate business rates offset by additional income 'released' by prompter and more effective collection methods and underspend in concessionary fares. Amongst actions being undertaken to address this pressure are the possible redeployment of one or both CCTV cars to another service as well as a review of the capitalisation of salaries to ensure that we fully recognise the work of the transport team(s) on capital projects.

Impact of any emerging pressures in 2015-16 into future budgets:

Car Parks.

Identification of any income pressures:

Car parks.

Progress against the 2015-16 Savings targets:

The Highways and Transformation project has various workstreams in progress to address the current and future savings targets.

**Regeneration, Housing and Resources: Housing Revenue Account:
Revised Budget (£0.917m), Forecast Outturn (£1.417m).**

Resources, Housing and Regeneration: Housing Revenue Account Summary

HRA	Rev'd Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Expenditure	36,163	35,663	(500)	(1.4%)	0
Income	(37,080)	(37,080)	0	0%	0
Total	(917)	(1,417)	(500)	(54.5%)	0

Service: Housing Revenue Account

Explanation of variation from budget:

For period 9, a £500k underspend is projected due to lower anticipated expenditure on repairs and maintenance.

On the capital programme, there are currently forecast underspends of £1.62m on the Decent Homes and Planned Maintenance elements of the HRA capital programme, £5.94m on the Affordable Homes programme, £0.7m on the Britwell regeneration project, and £0.19m on Environmental Improvements.