

APPENDIX A – DIRECTORATE COMMENTARY

Social Care, Heath and Housing (SCHH)

1. The directorate General Fund projected outturn position is an overspend of £0.465M after the use of reserves (£1.190M for November) and also after a £0.759M technical budget adjustment (movement of the Care Act budget into SCHH).

Month: December 2015	Year to date				Year				
Director	Budget	Actual	Use of Reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed use of Earmarked reserves	Forecast Variance after use of earmarked reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Social Care Health and Housing									
Director of Social Care, Health, Housing	148	356	(197)	11	197	464	267	(241)	26
Housing Solutions (GF)	899	1,264	(181)	184	1,198	1,633	435	(269)	166
Care and Support	8,685	8,862	(60)	117	11,579	12,091	512	(327)	185
OPPD - Care Management	21,688	23,375	(592)	1,096	28,905	31,134	2,229	(760)	1,469
LD Care Management & MH Packages	14,576	14,578	(23)	(21)	19,431	19,906	475	(30)	445
Head of Integrated Services + Other IS	674	555	-	(119)	898	830	(68)	-	(68)
Commissioning	7,774	7,597	119	(58)	10,366	10,037	(329)	171	(158)
Resources	(5,945)	(6,995)	(190)	(1,240)	(7,927)	(9,260)	(1,333)	(267)	(1,600)
Total Social Care and Health	48,499	49,592	(1,124)	(31)	64,647	66,835	2,188	(1,723)	465

2. The Adult Social Care service (Care & Support, OPPD, Learning Disabilities/Mental Health and Integrated Services) is showing an over spend of £2.03M after the use of reserves and the budget adjustment but excluding customer contributions.

This division has to absorb the risk of increasing Older People, Physical and Learning Disability package volumes and costs. People are living longer and the costs of dementia are on the increase. Demographic pressure of £1.8M has been built into the budget to reflect this, however, efficiency targets for this area total just short of £2.6M. The budget was also increased between years by £1.0M to reflect the outturn overspend for this area in 2014/15 of £3.3M.
3. Within the Older People 65+ package budgets, there are projected over spends on residential and nursing placements of £1.4M offset by additional customer income of £0.8M. There is also an overspend on non-residential packages of care of £0.8M partially offset by additional customer income of £0.4M.
4. Within Learning Disabilities, there is a projected over spend on packages of £0.825M. There remain risks relating to the funding of customers being assessed under the Clinical Treatment review in a response to the Winterbourne View national programme. The forecast currently assumes costs for seven customers at £0.429M with a full year cost of £0.606M.
5. The budget has also been increased to reflect carer breakdown costs for mid life customers estimated at £0.4M, to offset the permanent overspend on non-fleet transport contracts of £0.08M and the short term pressure due to the lack of in area respite care of £0.256M. Additional budget of £0.848M has also been provided to address Ordinary Residence costs for customers originally from other authorities who have become resident in Central Bedfordshire. Changes introduced through the Care Act have a led to reduced pressure in this area. Efficiency targets for this service area amount to £0.8M.

6. Residential Homes for Older People are reporting an overspend of £0.358M. The workforce within the homes is subject to a phased assimilation process to bring all care staff onto CBC grade and terms and conditions. There is a reduction in Income from other local authorities making use of vacant beds.
7. The Commissioning service is projecting an underspend of £0.158M.
8. The Resources division is showing a projected underspend of £1.6M the majority of which relates to a projected over achievement of customer contributions and partly offsets the overspends in Care Management.
9. A Recovery Plan has been agreed to address the current year forecast over spend and specific areas of action and associated financial benefits are included in the current forecast position. This has had the effect of reducing the projected overspend at the start of the year although other pressures, mainly within Learning Disabilities, have increased the underlying position.
10. Thus far the impact of legislative changes arising from the Care Act has not resulted in additional significant pressures on the budget position. The Care Act Grant of £1.2M is largely committed, however, so any additional assessment or support costs will have to be met from within existing resources.
11. The Better Care Fund (BCF) has been established and the S75 and financial reporting arrangements are in place.

There are already reported risks to this new Pooled Budget relating to performance targets for non-elective admissions into hospital. The cost of CBC services included within the BCF is being reviewed to identify any potential surpluses. Any over or underspends within CBC's current revenue budgets for services positioned within the BCF are excluded from the forecast as they will now have a direct impact on the pooled fund.

12. HRA is subject to a separate report.

Children's Services

13. The Children's Service net expenditure budget for 2015/16 is £36.7M. The full year projected outturn position for 2015/16 as at 31st December 2015 is £1.42M over budget after £1.58M use of reserves set aside at the end of the 2014/15 Financial year.

Month: December 2015	Year to date				Year				
Director	Budget	Actual	Use of Reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed use of Earmarked reserves	Forecast Variance after use of earmarked reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Children's Services									
Director of Children's Services	294	410	(143)	(27)	392	583	191	(191)	-
Children's Services Operations	16,979	17,998	(269)	750	22,364	23,719	1,355	(360)	995
LAC Placement Costs	6,930	7,892	(321)	641	9,444	10,732	1,288	(425)	863
Commissioning & Partnerships	2,687	2,429	(83)	(341)	3,821	3,753	(68)	(110)	(178)
Partnerships	535	594	(47)	12	593	655	62	(62)	-
Education Services	1,290	1,530	(198)	42	1,476	1,920	444	(264)	180
Total Children's Services (ex Schools / Overheads)	28,715	30,853	(1,061)	1,077	38,090	41,362	3,272	(1,412)	1,860
DSG + ESG Contribution to Central Support	(1,017)	(1,160)	-	(143)	(1,356)	(1,547)	(191)	-	(191)
Other School Budgets	-	(60)	(125)	(185)	-	(80)	(80)	(167)	(247)
Total Children's Services (excluding Schools)	27,698	29,633	(1,186)	749	36,734	39,735	3,001	(1,579)	1,422

14. Overspends in the Operations Directorate (£1.857M) include Looked After Children (LAC) Placement Costs (£863K), Intake & Family Support (£358K), Fostering & Adoption (£347K) and Children in Care & Care Leavers (£513K), offset by savings in Early Intervention and Prevention (£254K) and Children with Disabilities (£62K).

The main overspends can be grouped as follows :

- £940K the use of agency staff mitigating the Assisted Years Supported Employment (AYSE) programme, vacant posts, maternity and sickness absences across the directorate offset where possible by holding vacant posts
 - £206K Leaving Care
 - £228K Secure Accommodation
 - £164K Allowances including Adoption and Residential Orders (now Child Arrangement Orders)
 - £86K Inter agency adoption costs
 - £345K Residential Care Home Payments
 - £140K In-House Fostering
 - £87K St Christopher's contract
15. These have been offset by savings identified in contracts, and reducing funding to the Family Meeting Service and Childcare Panels in Early Intervention and Prevention.
16. The tables below reflect the increased number of Looked After Children (LAC) and non care placements.

	December 2014		December 2015		% inc / (dec)
Number of LAC (excluding UASC) :		241		253	5%
In House Foster Placements	99		114		15%
Independent Foster Placements	84		77		(8%)
Residential Homes & Schools	23		10		(22%)
St Christopher's			7		
Stewartby			1		
Semi - Independent Living	11		11		n/c
Placed for Adoption/ with Parents	21		24		14%
Children with Disabilities (CWD)			6		
Secure & Temporary Accommodation, Young Offenders & NHS	3		3		n/c
Mother & Baby Units					
Unaccompanied Asylum Seeking Children:		14		41	292%
In House Foster Placements	1		5		500%
Independent Foster Placements	3		13		433%
Semi Independent Living	10		23		230%
Total Number of LAC:		255		294	9%

	December 2014	December 2015	% inc / (dec)
Non care placements :			
Special Guardianship Orders	106	131	23%
Child Arrangement Orders (Residential Orders)	45	41	(9%)
Adoption Allowances		46	
Other information:			
Child Protection Plan	174	194	11.5%
Children in Need	1385	1331	(3.9%)
Number of Referrals (YTD)	1767	1792	1.4%

	Movement YTD
LAC (April 274)	+20
In House Placements inc. UASC (April 106)	+13
Independent Foster Placements (April 88)	+2
Special Guardianship Orders (April 116)	+15

17. The tables below reflects the use of agency staff covering substantive posts across Children's Services Operations.

All Staff	Budgeted FTE	Actual FTE	No. of Perm	Vacant	No. of Agency	% of Agency	% change month
Children in Care & Care Leavers	47	47	39	4	4	8%	n/c
Family Support	55.6	57.6	37.8	7.9	11.9	20%	n/c
Intake & Assessment	57.1	60.1	40.7	5.4	14	23%	+4%
Children With Disabilities (CWD)	56.3	60.1	45.8	10.5	3.8	6%	n/c
Quality Assurance	22.8	24.3	17.0	1.3	6.1	25%	-1%
Fostering & Adoption	39	38.5	34.4	2.6	1.5	4%	-4%
Early Intervention and Prevention	72	74	62.8	10.2	1	1%	n/c
Total	349.8	361.7	277.4	42.0	42.9	12%	+1%

Social Workers	Budgeted FTE	Actual FTE	No. of Perm	Vacant	No. of Agency	% of Agency
Children in Care & Care Leavers	22	22	21	0	1	4%
Family Support	32	35	24.6	3.5	6.9	20%
Intake & Assessment	17	18	13	2	3	17%
CWD	9.1	9.9	8.8	0.2	0.8	8%
Quality Assurance						
Fostering & Adoption	14.8	14.8	14.8	0	0	n/a
Early Intervention and Prevention	4	5	3.3	1.7	0	n/a
Total	98.9	104.7	85.6	7.4	11.7	11%

18. Of the 42.9 Agency Staff covering vacant posts, maternity and sickness absences, 4 fte are mitigating for the AYSE's in and the Intake & Assessment and Family Support teams.

19. Children in Care and Care Leavers

The full year forecast for this area is £513K over budget (£498K November) due to:

- £233K in Court & Permanence Team mainly due to the use of agency staff covering social worker vacancies (£215K) in the earlier part of the financial year. Agency costs are reducing significantly; quarter one £191K, quarter two £146K, and quarter three £60K. Expected cost for quarter four £6K, for one fte for January only. Support work and interpreting costs (£16K) also contributed to the overspend. The current agency forecast is based on the assumption that all agency staff will have left on or before 31st January 2016. If this is not the case there is the risk that agency costs may rise further.
- £152K LAC 13+ Agency staff (£84K) covering for vacant social worker, personal adviser and team manager posts in the early part of the financial year. Agency costs were quarter one £82K, quarter two £51K, and quarter three £34K. The forecast for quarter four £9K is for one fte for three months January to March. There are also overspends in Client expenses including transport, meals and clothing (£48K), and for support and interpreting expenses (£20K).
- £58K Asylum 18+ budgets for the cost of Asylum seekers over and above the income due to be received from the Home Office. There are six (an increase of one since August) all rights exhausted asylum seekers whose accommodation and living expenses cost on average £838 per week. The budgeted expenditure for this area is £48K.
- £96K LAC External Providers, mainly due to external legal costs (£50K) for hairstrand DNA and physiological assessments, all expert assessments are now approved by the AD at the Resource Panel and therefore legal costs are expected to reduce from November 2015 to March 2016. High Level Family Support (£12K) covering independent visiting and advocacy services and therapeutic services (£30K) largely relating to a contract with Cambridgeshire County Council for one child's therapeutic services.
- £28K CAMHS (Mental Health contract) forecast to be £28K higher than budgeted, this is currently under review and invoices have not yet been paid.
- Offset by savings due to a consultant social worker post being left vacant throughout 2015/16 in LAC Service Team (£54K).

20. LAC Placement Costs

- The full year forecast for the placement costs of the 294 LAC (including 41 UASC) is £863K over budget (£710K November) after the use of £404K for the introduction of the foster fee scheme, £9K for Maythorn works carried forward from 2014/15 and £12K use of Corporate redundancy reserve for Maythorn.

21. The forecast overspend is mainly due to;

- £140K In - House Fostering, there are 116 young people and 5 Unaccompanied Asylum Seeking Children (UASC).
- £345K Residential Care Home Payments.
- £206K Leaving Care budgets: There are now 14 young people receiving accommodation/supported living packages and costs range from £9 to £154 per day, the average forecast cost is £16,110. There are 22 LAC UASC's in Semi Independent at an average cost of £1,107 per young person per month. We receive £95 per day for under 16's and £71 per day for 16/17 year olds.
- £228K Secure Accommodation: there are currently two secure placements at an average cost of £36,750 per month forecast to remain until January 31st 2016. One young person has been moved out of Secure Accommodation 4-5 weeks earlier than anticipated.
- £86K St Christopher's contract, overspend due to reduced income from Bedford Borough Council, revision to the Service Level Agreement from October 2015 and the omission of pension and waking nights payments from the original contract.
- £7K Stewartby contract due to additional support costs for one young person.

Offset by:

- £87K saving in Independent Fostering Allowances. The saving are due to a reduction in the number of contracted days for five young people and an increase for one, a new mother and baby placement, and changes to weekly rates and/or foster carers for a further 6 young people.
- £37K savings in Maythorn which offset overspends in other CWD budgets.
- £28K savings in Mother & Baby Units

22. Intake & Family Support

The full year forecast for this area is £358k over budget (£406K November) after the use of the Tackling Safety and Vulnerability Corporate reserve (£51K) to fund a Child Sexual Exploitation post and Corporate redundancy reserve (£25K) in the Family Intervention Service team. The overspend is due to the use of Agency staff in the following areas:

- £19K Dunstable and Biggleswade Family Support: the overspend is due to agency costs as more vacancies were covered by agency staff mainly in the earlier part of the financial year. Agency costs were £256K quarter one £213K quarter two, and £251K quarter three. Forecast agency costs for quarter four £202K are based on approx. eleven agency staff, ending the financial year with 9.9 and one for ASYE cover in March.

- Professional services and taxi costs have risen due to more Public Law Outline and court cases in the team, two stage 2 complaints and pre-court assessments have been allocated to commissioned external social workers for completion
- £301K Intake & Assessment: six agency staff covering vacancies, one covering a maternity leave and one for ASYE. There are currently two vacant posts. Quarterly costs have fallen from those in quarter one (£245K), quarter two (£164K) and quarter three (£99K) to a forecast cost of £111K for an average of 6 vacant posts in quarter four, ending the financial year with 4.8 in March.
- £91K Access and referral Hub: five agency staff covering vacancies and two vacant posts. Quarterly agency costs have fallen from £94K quarter one, £72K quarter two, £61K quarter three to a forecast £57K in quarter four for an average of 4fte, ending the financial year with two in March.

This is offset by savings in Safeguarding External Providers, Young Peoples Support team and discretionary payments.

23. Fostering & Adoption

The full year forecast for this area is £347K (£367K November) over budget due to:

- £88K 42 Residential Orders (now Child Arrangement Orders): average cost for December £685.
- £86K Inter-agency adoption: There are five inter-agency placements for 10 children. These costs range from £27K for a single placement and £43K for a sibling group. No further costs were previously anticipated this financial year due to the introduction of a new grant to cover costs of all new inter agency placements, however the grant only covers hard to place children and an eight week old child was recently placed who was not covered by the grant at a cost to CBC of £13.5K.
- £76K Adoption Allowances cost ranges from £375 - £879 per month (average £643) forecast to increase from 43 currently to 45 by the end of the financial year.
- £45K Fostering Recruitment and Training mostly due to agency staff covering vacant Resource Manager post and a social worker on maternity leave as well as overspends in subscriptions and discretionary awards. Quarter one agency costs £27K, quarter two £22K, quarter three £7K, forecast quarter four £7K for one fte January to March.
- £12K Special Guardianship Orders (SGO's) there are now 132 SGO's an increase of 14 since April 2015 at an average cost for December of £695. A pressure of £661K was funded in 2015-16 to cover the increase number of SGO's.

- £39K Adoption & Permanence including a one off payment for adoption support, psychological assessment of a child and commissioned prospective adopter assessments.

24. Early Intervention and Prevention

Following the identification of savings, the full year forecast is £254K under budget (no change since November) after £262K use of reserves set aside at the end of the 2014/15 financial year for Supporting Families (£126K grant income), Children's Centres (£116K), supporting disadvantaged children (£18K grant income) and Early Years Dedicated Schools Grant (£2K grant income).

Savings have been identified to mitigate against the overall directorate overspend as follows:

- £45K Reduction to the Counselling Contract.
- £45K Reduction of the Speech and Language Therapy contract by 25%.
- £25K Member of staff retiring in August 2015 position not being filled.
- £28K Non recruitment to ASYE post in Early Help Assessments.
- £16K Maternity leave of three members of staff not being back filled.
- £45K Family Services Manager and Outreach Development Officer posts to be left vacant.
- £29K reduction in available funding for Family Meeting Service and Childcare Panels.
- £20K reduction for Family Group Meeting Co-ordinators.
- £11K reduction for the Domestic Abuse Freedom Programme and associated crèches.

Offset by increases in printing, stationary, car mileage budgets.

Community Services

25. The full year projected outturn position for 2015/16 as at 31st December is £1.279M under budget after the use of earmarked reserves of £1.335M for one-off specific projects. The figures now includes £7.287M budget for Educational Transport which has transferred from Children's Services.

Month: December 2015	Year to date				Year				
Director	Budget	Actual	Use of Reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed use of Earmarked reserves	Forecast Variance after use of earmarked reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community Services									
Community Services Director	297	259	-	(38)	396	396	-	-	-
Highways Transportation	13,951	13,091	(38)	(898)	18,852	18,359	(493)	(38)	(531)
Environmental Services - Waste	14,014	13,959	(233)	(288)	18,592	18,650	58	(542)	(484)
Environmental Services - Other	4,459	4,675	(422)	(206)	6,040	6,568	528	(755)	(227)
Assets	3,559	3,263	-	(296)	4,745	4,708	(37)	-	(37)
Total Community Services	36,280	35,247	(693)	(1,726)	48,625	48,681	56	(1,335)	(1,279)

26.

- Highways and Transport is forecasting an underspend of £531K. Educational Transport are forecasting an underspend of £23K, this is due to additional income of £38K from concessionary fares and replacement passes partially offset by an additional £17K for transport contracts based on the number of children and routes applicable for the year.
- AD Highways & transportation are forecasting an overspend of £22K, due to additional expenditure on professional services for the review of Transport policies.
- Highways Contracts are forecasting an underspend of £67K, this is broken down as follows:
 - Additional income of £107K mainly for Bonds and Temporary Traffic Regulation Orders.
 - Reduced income of £148K for Street works
 - An underspend of £207K on Highways Work mainly due to Busway Maintenance and Fixed Cost Services.
 - Additional expenditure of £21K for tree surveys, path removal and farmers clearance work.
 - Overspend of £81K on staff related costs of which £43K is on agency staff for the Highways contract and NRSWA positions, £54K on Traffic Management salaries all of which has been offset by £16K of additional salary capitalisations.
- Passenger Transport is forecasting an over spend of £235K, this is broken down as follows:
 - Overspend of £193K on Agency Staff of which relates to Fleet, Oakbank and Transport Management, £43K on bus contracts and £96K on Fleet contract hire. There has also been additional expenditure of £75K on repairs and maintenance on Bus shelters

- Underspend of £33K on Professional Services, £45K on vehicle repairs and Fuel costs and additional income of £94K offset the overspends.
- Transport Strategy is forecasting an underspend of £698K, this is mainly due to an increase in income of £1,022K, which has been partly offset by additional costs of passenger transport and parking strategy work.
- This forecast includes the use of £38K of reserves.

27. Environmental Services are forecasting an overall under spend of £711K.

- Libraries are forecasting an under spend of £44K, this is mainly due to an underspend on salaries of £83K, which has been offset by an over spend in the Hub Services whilst Library and theatre income have under achieved.
- Emergency Planning are forecasting an underspend of £52K, this is mainly due to underspends of £54K on salaries and £35K in advertising & publicity which are partly offset by £50K underachievement of Bedfordshire Local Resilience Forum income.
- Public Protection is forecasting an underspend of £58K which is due to Licensing & food safety income overachieving.
- Community Safety is forecasting a salary underspend of £54K.
- Waste is showing an underspend of £484K. There is a £434K underspend on Household Waste Recycling Centres due to new contract and closure of Biggleswade and Ampthill, a £57K saving for street sweeping, a £212K saving on waste collection costs. These are offset by underachieving of recyclate income of £80K, additional costs of £30K due to new Code of Practice sampling of recyclables, £40K campaign for food/recycling and £15K for grounds maintenance additional work in the South.
- Leisure Services are showing an overspend of £203K, this is broken down as follows:
- Income is on target however there has been a reduction of income from LiTC, the Forestry Commission and the National Lottery Heritage Fund which are offset by additional income from Technogym, Physical Activity Sessions and Section 106 income.
- Underspends of £159K against Highways work for Southern Chalk site of £57K and building repairs for leisure centres at Houghton Regis and Saxon in Biggleswade.

- Overspends of £144K, which include £46K on grounds maintenance on football grounds, Bushey Close track and Whipsnade Green , Buildings re LitC (Leisure Service provider) re loss of income & Rushmere Park Lobby (£82K) and Salaries due to less capitalisation of salaries (£16K). There has been additional expenditure due to legal costs and tiling at Sandy Leisure Centre.
- Parking underspent of £222K due to overachievement of income of £80K, a salaries underspend of £55K and rates underspend of £75K.

Regeneration and Business Support

28. Regeneration and Business Support's forecast outturn is an underspend of £57K.

Month: December 2015	Year to date				Year				
Director	Budget	Actual	Use of Reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed use of Earmarked reserves	Forecast Variance after use of earmarked reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Regeneration and Business Support									
Director	348	348	-	-	463	473	10	-	10
Business Support & Skills	507	217	(16)	(306)	935	945	10	(84)	(74)
Planning	2,551	2,243	(48)	(356)	3,417	3,493	76	(69)	7
Programme Delivery	-	-	-	-	-	-	-	-	-
Total Regeneration and Business Support	3,406	2,808	(64)	(662)	4,815	4,911	96	(153)	(57)

29. Business and Investment has forecast an overall under spend of £74K.

- Group Manager is forecasting an underspend of £10K. This as a result of a net underspend of £47K on salaries due to vacancies, agency spend and staff recharges for capitalisation and European funding. There has also been small underspend of £10K against training and printing.
- Business and Employment – Economic is forecasting an overall underspend of £55K, this is due to underspend of £21K against a Food Enterprise contribution, a £76K underspend against professional services, which have been partially offset by an overspend of £40K against private contractors.
- There have been small underspends against of £4K in investment and £7K in Adult skills.

30. The Planning Division has projected an overall overspend of £7K.

- AD Planning are forecasting an over spend of £435K, £394K of this relates to consultancy to carry out work on development strategy & enabling delivery team. There are also overspends of £27K on agency staff and £16K on Legal services.

- Development Planning & Strategic Housing is forecasting an underspend of £168K on salaries.
- Development Management is forecasting an underspend of £62K, due to overachieving of £81K in planning and section 106 income. Staff related costs are overspending by a total of £37K as a result of covering staff vacancies, training and mileage and allowance costs. There are other small underspends totalling £18K within the area which contribute to the overall underspend.
- Building Control is forecasting an underspend of £146K, due to overachieving of £10K on income, salaries underspending by £34K as a result of staff vacancies and reduced hours. Other local authority underspends on drainage of £87K and reactive works underspend on street repairs of £24K. These have been partially offset by an overspend on subscriptions of £8K.
- Minerals & Waste are forecasting an underspend of £54K, due to over achievement of £70K which has been partially offset by an overspend on consultancy of £20K in relation to the extra income.

Public Health

31. Public Health's forecast outturn is to achieve a balanced budget after proposed use of reserves. The Public Health grant is currently ringfenced so any under/overspend results in a movement against the carried forward reserve from 2014/15.

Month: December 2015	Year to date				Year				
Director	Budget	Actual	Use of Reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed use of Earmarked reserves	Forecast Variance after use of earmarked reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Public Health									
Director of Public Health	(8,566)	(7,538)	-	1,028	(11,421)	(10,675)	746	(746)	-
Assistant Director of Public Health	8,569	7,749	-	(820)	11,425	11,143	(282)	282	-
Total Public Health (Excl overheads)	3	211	-	208	4	468	464	(464)	-
Contribution to Central Support	-	-	-	-	-	-	-	-	-
Total Public Health	3	211	-	208	4	468	464	(464)	-

Improvement and Corporate Services (ICS)

32. The Directorate is currently forecasting an underspend of £343K, of which £198K is mainly a result of expected higher than budgeted HRA recharges (income to ICS).

Month: December 2015	Year to date				Year				
Director	Budget	Actual	Use of Reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed use of Earmarked reserves	Forecast Variance after use of earmarked reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Improvement and Corporate Services									
Improvement and Corporate Services Leadership	186	297	(115)	(4)	248	436	188	(189)	(1)
Communications and Insight	630	644	-	14	840	839	(1)	-	(1)
Customer Services	1,381	1,410	-	29	1,841	1,934	93	-	93
Programme and Performance	274	261	-	(13)	365	349	(16)	-	(16)
Policy & strategy	148	146	-	(2)	197	195	(2)	-	(2)
Customer & Community Insight	-	-	-	-	-	-	-	-	-
Procurement	(241)	(396)	-	(155)	(321)	(544)	(223)	-	(223)
People	1,913	1,725	(19)	(207)	2,551	2,523	(28)	(43)	(71)
Information Technology	4,337	4,530	(8)	185	5,783	6,241	458	(8)	450
Legal & Democratic Services	3,180	2,438	(78)	(820)	4,440	3,860	(580)	8	(572)
Total Improvement and Corporate Services	11,808	11,055	(220)	(973)	15,944	15,833	(111)	(232)	(343)

33. Customer Services are overspent by £93K mainly as a result of unachievable element of Customer First Voice Recognition efficiency of £148K.
34. People are under budget by £71K due to an unbudgeted pressure of £63K on training for Project 3D offset by higher than budgeted recharges to HRA £109K and favourable variance within the Disclosure Baring Service £25K.
35. Procurement is underspent by £223K as a result of an additional Comensura Rebate.
36. Information Technology (IT) is overspent by £0.437M, mainly due to higher than budgeted costs for Software Support Contracts.
37. Legal Services are underspent by £0.325M as a result of staff vacancies and reduction in expenditure mainly due to lower than budgeted spend on Children Services cases. Democratic Services also has an underspend £0.228M mainly as a result of release of Legal Land Charges provision.

Corporate Resources and Costs

38. The full year budget of £15.7M is made up of:

- Corporate Resources £4.7M
- Corporate Costs £10.98M

The forecast outturn is an underspend of £332K.

Month: December 2015	Year to date				Year				
Director	Budget	Actual	Use of Reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed use of Earmarked reserves	Forecast Variance after use of earmarked reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate Resources									
Chief Executive	227	222	-	(5)	302	302	-	-	-
Finance	3,435	3,326	-	(109)	4,994	4,529	(465)	353	(112)
Housing Benefit Subsidy	(410)	(410)	-	-	(547)	(547)	-	-	-
Total Corporate Resources	3,252	3,138	-	(114)	4,749	4,284	(465)	353	(112)
Corporate Costs									
Debt Management	9,852	10,005	(510)	(357)	13,136	13,334	198	(680)	(482)
Premature Retirement Costs	2,141	2,072	54	(15)	2,855	2,801	(54)	54	-
Corporate Public Health Recharges	(473)	(454)	-	19	(631)	(631)	-	-	-
Corporate HRA Recharges	(68)	(90)	-	(22)	(90)	(120)	(30)	-	(30)
Efficiencies	107	(87)	-	(194)	(187)	105	292	-	292
Contingency and Reserves*	(5,213)	(6,736)	1,525	2	(4,108)	(6,610)	(2,502)	2,502	-
Total Corporate Costs	6,346	4,710	1,069	(567)	10,975	8,879	(2,096)	1,876	(220)
Total Corporate	9,598	7,848	1,069	(681)	15,724	13,163	(2,561)	2,229	(332)

Corporate Resources

39. Within Finance there is a £140K additional contribution to overheads from the Housing Revenue Account (HRA) following increased levels of support provided to the service. External Audit costs are expected to be £44K lower than budgeted as a result of a reduction in Grant work required. There is also a net pressure of £95K for Insurance Services due to fewer schools buying into the service than budgeted and net savings of £23K in other areas of Finance.

Corporate Costs

40. Within Debt Management there are lower than budgeted Interest Payable costs expected (£700K). This is as a result of there being no change to short term interest rates and revisions to cash flow forecasts for 2015/16. There is also a pressure on Minimum Revenue Provision (MRP) as a result of the finalisation of the external audit in respect of 2014/15. It has been calculated in respect of completed capital schemes and the resulting charge in the current year is £218K higher than budget.
41. There is a pressure resulting from the Customer First Phase 2 (CF2) efficiency of £329K being forecast as unachievable in year. This is partly due to CF2 not progressing in 2015/16 as a result of system development to meet the Care Act requirements.