

SUBJECT:	Budget Management Report for the period as at 30th September 2009
REPORT AUTHOR:	Finance Manager on behalf of Director of Social Care, Health and Housing
PURPOSE:	To provide information on the budget position at 30 th September 2009 to enable decisions to be taken on resource allocation and service delivery.
RECOMMENDATIONS:	<p>The Service Management Team/Portfolio Holder/Executive is recommended to:</p> <ul style="list-style-type: none"> a) Note the latest budget projections for the year and the associated service implications. b) Agree to any management actions proposed at paragraphs 2.2 (d) and 3.4 (d) and determine whether any other changes to service provision need to be made in the light of these. c) Note budget virements since last report.

1.0 Introduction

1.1 The report sets out the financial position to 30th September 2009 and the latest forecast position at year end. Table A shows the net revenue position, Table B the forecast revenue movements since last month and Table C the capital position.

2.0 Executive Summary Revenue

2.1 The full year forecast position is £4.8m over budget, with variances over £100k detailed at paragraphs 4.1 to 4.7. The full year forecast incorporates anticipated savings of £500k based on those items flagged green in the recovery plan. The projected forecast overspend relates to the Directorate's adult social care budget which includes a combination of legacy pressures including unachieved inherited efficiency savings, undercosted establishment, and continuing overspend on mental health services care packages due to insufficient budgets allocation – the table below analyses the current position.

	<u>Inherited legacy pressures</u>	<u>Pressures from budget build</u>	<u>TOTAL</u>
	£000	£000	£000
Learning disabilities pay – direct services	680	220	900
Mental Health packages	240	100	340
Unachieved efficiency targets	391	0	391

Appendix B

Older People - direct payments	161	639	800
Additional efficiencies	0	557	557
Undercostings on pay			
- Extra care sheltered housing	0	310	310
- Sheltered employment	0	110	110
	1,472	1,936	3,408
Current year operational pressures (balance)			1419
Total Forecast overspend			4,827

In addition, in-year contract management issues have created pressure in the adult social care budget in relation to additional spot purchasing of residential and home care for older people. The management team has produced an action/recovery plan to address the forecast overspend which is appended to this report.

A nil variance is forecast in respect of expenditure against Housing budgets – for both the Housing Revenue Account (HRA - the local authority's housing stock) and the Housing General Fund (homelessness, private sector housing stock, disabled facilities grants). There is also a healthy HRA reserve of £4m available to offset any potential overspends within the HRA revenue budgets. The overspend projected in housing management will be met from the HRA reserve.

Forecast changes from previous month

The change in forecast, between August and September report is a decrease of £126k which is mainly due to improved forecasting and an increase in income levels in particular on BUPA client's contribution where clients have been financially assessed this month and included in the forecast.

Year-to-date

The year-to-date position overall is an overspend of £1m versus a full year forecast variance of £4.8m. For adult social care, the year-to-date overspend is £1.6m which indicates a higher full year overspend, however, the largest year-to-date variance of £1.3m – BLPT (Beds and Luton Partnership Trust) - reflects the payment on account to the four care providers. For Business and Performance, the year-to-date underspend of £131k relates to the departmental training budget.

The HRA year-to-date underspend of £295k is the result of various items which have yet to be posted or accrued for. These include £1.8m of depreciation charges which should be accrued for. In addition approximately £1.4m of capital expenditure has been incorrectly posted to revenue. It is anticipated that this will be corrected in time for period 7 budget monitoring report.

Additionally, there are a number of risks and opportunities not incorporated in the 2009/10 forecast:

Risks

There are four risks that are not currently possible to quantify:

- On the 1st April 2009 Councils took responsibility for the commissioning of learning disabilities services including re-provision of services from BLPT (February 2008). Discussions are taking place with the provider to establish the 2009/10 contribution.
- Funding of ex long stay patients of Fairfield and Bromham Hospitals and continuing health care customers.
- Contracts Compliance – there are some contractual disputes with both domiciliary and residential care providers which may have a financial impact requiring a settlement.
- There is currently no identified budget manager for Substance Misuse packages within the Directorate. This area was overspent in 2008/09.

There are also additional service costs (minor works, equipment and Disabled Facilities Grants) associated with the clearance of the Occupational Therapy (O.T) waiting list. These are not reported in the forecast as yet.

Discussions are taking place on the Council's commitment to the pooled mental health budget for 2009/10.

Forecasts for shared services' expenditure and income are largely forecast on budget – some final agreements were higher than the budgeted amount and subject to changes in usage which have not yet been taken account of and will impact on the forecast outturn.

Opportunities

The Directorate is carrying out an investigation to improve the financial assessment business process. The clearance of the current backlog may well provide additional income. Officers are taking action to ensure income from all sources including other Local Authorities is accounted for within the budget.

The Home from Hospital/IMC service is currently forecast on budget, however, in 2008/09 there was a significant underspend which is not currently reported in the forecast. Further discussions are to take place with the provider to establish the 2009/10 contribution.

Discussions are taking place on the Council's commitment to the pooled mental health budget for 2009/10.

In 2008/09 grant funding was applied to some areas of on-going commitment which have now reverted to base budget funding.

(c) Key Service Implications

Management actions to reduce the projected overspend will mean that the Directorate will:

Not be able to meet the social care needs of residents who meet assessment criteria;

Receive increases in complaints and potential legal challenge to funding decisions;

Not be able to deliver on the Personalisation agenda for social care;

Limit user choice by maximising and /or extending block contract usage;

Potentially suffer from deterioration in relationships with key partners.

(d) Key Management Actions

In addition to management action outlined in section 2b (ii) the following are actions and key lines of enquiry also being pursued during the next reporting period for Social Care, Health and Housing though the financial impact of these is not certain at this stage.

- The weekly Adult Social Care panel will continue to approve care packages – Heads of Service
- A breakdown of purchasing by each team and service area is to be established so as to confirm actual commitment and spend – AD Adult Social Care and Finance
- To consider and approve recruitment to posts only where service delivery and performance would be compromised. This is required in the first instance to achieve the 5% managed vacancy factor saving already incorporated in the budget, and also to meet the budget shortfall – Director's approval required
- To maintain current levels of spend and ensure that previous years' underspends on service are maintained wherever possible – Heads of Service
- To identify and quantify the impact of cross-boundary transactions with other Local Authorities especially with Learning Disability direct services clients – Heads of Service and Finance
- To maximise the use of all block and cost and volume contracted services (for residential and domiciliary care in particular for older people) and in house services (especially for adults with a learning disability) and ensure, through robust contract compliance, that the best rates are achieved and contract remedy is used where service refusal is unreasonable and results in additional costs – All Managers
- To clear the backlog in financial assessments and reduce delays in undertaking financial assessments – AD Business and Performance

- To review the forecast reported for Learning Disabilities assessment and commissioning and seek service justification of the additional budget required for transitions – Head of Service and Finance
- To identify expenditure which could be legitimately charged to specific grants – ADs and Finance

2.2 Forecast movement to previous month

Table B below summarises the movement in forecast between months. The August forecast outturn was £51.6m – this has reduced to £51.4m – changes in the forecast outturn are summarised below.

(a) Underspends/Reduced Forecast

£130k – Older People Day Care – this reflects dowery income previously omitted from the forecast.

£218k – Older People Assessment and Care – this reflects a reduced forecast for Direct Payments and external home care

£159k – LD & MH Management – the reduced forecast reflects the revised forecast on salaries and professional services which was undertaken for the first time.

£90k – BUPA Block Contract – this reflects increase in client contribution income as more financial assessments are completed.

(b) Overspends/Increased Forecast

£89k – the increased forecast reflects increase in agency costs as part of improved forecasting taking place this month on Physical and Sensory Impairment.

£150k – the forecast has been updated to reflect current staff structure on LD Direct Management. There is no budget provision for this.

£98k – forecast increased due to increased activity on Equipment Pooled Budget.

£182k – Supporting People – the increased forecast reflects the element of the ABG now added to the forecast expenditure

£157k – Business System – this reflects the forecast expenditure on the Social Care Business Support SLA with Bedford previously omitted from the forecast.

3.0 Executive Summary Capital

3.1 Capital spending is forecast to be £5.1m below the Capital Programme budget of £18.2m for the year and this is largely due to delays as a result of unitary. Good progress has been made in relation to the identification of project managers this month including forecasting in SAP.

3.2 In total £8.3 million has been identified as slippage from 2008/09 and is awaiting Executive approval. This includes the Learning Disability Campus Closure scheme -

£6.1m – for which Central Bedfordshire is acting as the agent for Bedford Borough and Luton Borough. Further funding is expected in this financial year. The report on the Capital Programme Review to the October Executive will provide further update on scheme progress.

3.3 Slippage over £250k

In total £3.1m has been identified as slippage majority of which is on Adult Social Care both legacy and current schemes. The Budget Manager has resubmitted revised business case with modifications to the original schemes as part of the Medium Term Financial Strategy. A request to carry-forward 2008/09 Campus Closure capital grant of £1.5m has been approved by the Department of Health and is now reflected in the slippage figure.

Forecast over/underspends over £100k

(a) Underspends

£5.2m across a range of social care and general fund housing schemes – this is partly due to delays with schemes not going ahead and modifications to the original schemes.

(b) Overspends

an overspend of £367k is projected on Disabled Facilities Grants. Due to the statutory nature of this service, it will not be possible to avoid this overspend, however, the Head of Service is considering other funding possibilities, which could include a reduction in the expenditure on Discretionary Grants.

(c) Key Service Implications

In the case of externally funded projects, there is a risk that funding is time-limited and will need to be returned to the originator if not used.

(d) Key Management actions

To approve the use of new year capital grant items – Mental Health Supported Capital Expenditure and Social Care IT infrastructure. Project lead officer has now been identified.

To note that external financing of all schemes could also be subject to volatility and that this too will form part of capital monitoring.

- (i) To note that a Project Initiation Document (PID) needs to be completed for all Executive approved slippage schemes.
- (ii) The Head of Service to identify additional funding to fully support the forecast outturn on DFG
- (iii) DMM to consider whether the legacy schemes accord with the service objectives and priorities of the new authority.

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4.0 Detailed Revenue Analysis by Operational Group

4.1 Table A – Revenue Actuals to date and Forecast Year End position

The year-to-date position is an overspend of £1m against a full year forecast overspend of £4.8m. Further analysis of this is provided in Table A below.

TABLE A	A	B	C	D	E	F	G	H	I	J	K	L
SOCIAL CARE, HEALTH AND HOUSING REVENUE BUDGET 2009/10	Annual Budget	Profiled Budget	Actual spend	Year-to-date Variance	Forecast	Use Of Existing Earmarked Reserves	Revised Forecast	Forecast Variance	Proposed Transfer To reserves	Variance After Proposed Tfrs (H)+(I)	Proposed Provisions	Variance After Proposed Provisions (J)+(K)
<i>Net Expenditure</i>	£000	£000	£000	(A) - (B) £000	£000	£000	£000	(E) - (A) £000	£000	£000	£000	£000
Director	232,607	116,304	163,910	47,606	246,388		246,388	13,781		13,781		13,781
Housing Services (HRA) Total	5	2	(294,747)	(294,749)	12,018	(12,013)	5	0		0		0
Housing Management (GF) Total	2,043,122	1,021,562	1,049,821	28,259	2,043,122	0	2,043,122	0		0		0
Adult Social Care Total	36,892,218	18,446,113	20,000,676	1,554,563	40,760,072	0	40,760,072	3,867,854		3,867,854		3,867,854
Commissioning Total	6,214,215	3,107,108	2,931,130	(175,978)	6,954,496	0	6,954,496	740,281		740,281		740,281
Bus System & Market Strategy Total	1,268,973	634,487	503,138	(131,349)	1,474,356	0	1,474,356	205,383		205,383		205,383
GRAND TOTAL	46,651,140	23,325,576	24,353,928	1,028,353	51,490,452	(12,013)	51,478,439	4,827,299	0	4,827,299	0	4,827,299

4.2 Table B - Movement on Forecast Year End Position (to previous month)

TABLE B

	Sept Forecast	Aug Forecast	Forecast Movement
<i>Net Expenditure</i>	£000	£000	£000
Director	246,388	233,238	13,150
Housing Services (HRA) Total	5	5	0
Housing Management (GF) Total	2,043,122	2,032,207	10,915
Adult Social Care Total	40,760,072	41,325,533	-565,461
Commissioning Total	6,954,496	6,753,871	200,625
Bus System & Mkt Strategy Total	1,474,356	1,259,018	215,338
GRAND TOTAL	51,478,439	51,603,872	-125,433

4.3 Detailed Commentary on Director

The year to date actual spend is £48k overspend, which is largely due to recruitment of agency staff and salaries - £32k. The remainder overspend is due to redundancy costs which will be funded from the transition budget and adjusted accordingly for the October budget monitoring. The forecast net expenditure for the year is £14k over budget.

4.4 Detailed Commentary on Assistant Director Housing

Housing Revenue Account

Head of Housing Services – the year-to-date is an overspend of £1.8m but this reflects the fact that no accrual has been done for the depreciation charge relating to HRA.

Asset Management – the year-to-date is an overspend of £1.4m but this is mostly due to misposting of capital expenditure due to SAP procurement problems. The full year forecast is on budget but further work is required to confirm the exact amount to be transferred to capital. Once this exercise is complete the forecast will be more reliable.

(a) Variances over £100k

None

(b) Service Implications

None

(c) Management Actions

There are no management actions. Finance action is, however, required to ensure that rents are fully reconciled between the rent system (Simdell) and SAP and that expenditure is appropriately recoded as capital and revenue housing subsidy payments.

Housing General Fund

Prevention, Options and Inclusion – the year to date is an overspend of £136k. This is primarily due to the fact that prepayments to Aragon Housing Association have not been accounted for. However, there remains a risk that demand for Homelessness accommodation could increase suddenly if unemployment rises significantly. This has yet to materialise.

Private Sector Housing Options – on the revenue side there is an underspend on salaries but recruitment is underway. Additional staffing resources may be required to cover the increase in demand for Disabled Facilities Grant, although it is likely that this extra cost will be suitable for capitalisation.

(a) Variances over £100k

No full year variances are reported here

(b) Service Implications

None

(c) Management Actions

To closely monitor the position on homelessness – use of the hostel, temporary accommodation, bed and breakfast and HRA stock to quantify the financial impact in the current and future years.

To monitor and report on the position on DFG applications.

4.5 Detailed Commentary on Assistant Director Adult Social Care

(a) Variances over £100k

Underspends

Although there is a projected £162k underspend in the Emergency Duty Team, a reduction of £34k from previous month due to increased overtime allowances, this is a shared service across Bedford Borough and Luton and further work is required to understand how much of this underspend can be apportioned to Central Bedfordshire. This will be reviewed by the AD for Social Care.

Head of Adult Social Care - £645k net underspend, a reduction of £85k from last month which is due to reduced agency and salary costs mainly on SOVA. Overall the underspend represents the 2009/10 growth budget of £1.2 m for adult social care transitions and demographic growth which is now forecast to be spent within Learning Disabilities Assessment and Commissioning and Older People Assessment and Commissioning. This underspend is reduced by a significant overspend in relation to an unachievable income target of £557k introduced to balance the 2009/10 budget.

Enablement – this is showing a £484k net underspend, which is due to over-statement of budget that needs to be vired across to Older People Day Care.

Overspends

There are a number of overspends within parts of the budget due to how the budget was initially established but also a number of legacy overspends which continue to affect the 2009/10 forecast.

Older People and Physical Disability Management - £200k overspend— non-achievement of legacy efficiency targets of £317k re day care and increases in successful applications for continuing health care funding. These efficiencies were originally allocated to learning disabilities in the Beds CC budget but have now been allocated to older people to identify alternative efficiencies. There is currently no plan to achieve this. This area also includes the Assistive Technology budget which needs renegotiating on behalf of Central Bedfordshire.

Older People Assessment and Care Management – £1.9m overspend. This is a decrease of £0.3m on the previous month's projected overspend as a result of a corrective measures included in the Recovery Plan.

£133k – Occupational Therapy – the forecast overspend relates to use of agency staff. There is also a legacy income budget of £87k relating to health funding for OTs which was discontinued during 2008/09.

£168k – Physical and Sensory Impairment – the forecast overspend is due to increase in package costs.

LD and MH Management - £158k overspend, a decrease of £159k from previous month as a result of updated forecast on salaries and professional

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services. There is a possibility that the budget in this area is overstated and a virement will be required. This area includes, in addition to the Service Manager's budget, the budget for external packages for mental health clients. A significant overspend is forecast – the forecast is consistent with last year's expenditure on Central Beds clients.

£1.1m Learning Disabilities Assessment and Commissioning - the forecast overspend includes the full year effect of 2008/09 year transition commitments, use of Bedfordshire and Luton Partnership Trust (BLPT) re-provision block contract voids, notified new transition commitments and Continuing Health Care funding for 2009/10. The anticipated new spend in this area associated with children transferring to adult services – "Transitions" - was included as growth of £1m in the base budget. This budget has not yet been vired from the Head of Adult Social Care where it is reported as a significant underspend.

£1m overspend on Learning Disabilities Direct Services, an increase of £150k on the previous month's projected overspend – the establishment costing for this area omitted significant numbers of posts; therefore the pay budget is underfunded by circa £980k. It should be noted there was a significant overspend in LD Direct Services in 2008/09.

Sheltered Employment - £109k shortfall on the Ludun workshop and Workstep sheltered employment schemes – the shortfall reflects the omission of the payroll cost of Sheltered Placement scheme participants. An increase of £8k from August due to improved forecasting and data cleansing.

(b) Service Implications

See Executive summary Para 2.1

(c) Management Actions

To consider and approve recruitment to posts only where service delivery and performance would be compromised. This is required in the first instance to achieve the 5% managed vacancy factor saving already incorporated in the budget, and also to meet the budget shortfall.

To maintain current levels of spend and ensure that previous years' underspends on service are maintained including those which require re-negotiation on behalf of central Beds.

To identify and quantify the impact of cross-boundary transactions with Bedford Borough Council re Learning Disability direct services clients.

To maximise the use of block contracted services (for residential and domiciliary care in particular for older people) and ensure, through robust contract compliance, that the best rates are achieved and contract remedy is used where service refusal is unreasonable and results in additional costs.

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To review the forecast reported for Learning Disabilities assessment and commissioning and seek service justification of the additional budget required for transitions.

To review mental health packages services and spend to establish their relevance and cost-effectiveness.

To reach agreement with partners on funding arrangements for Central Bedfordshire including the Mental Health Pooled budget, the Learning Disabilities pooled budget, the Assistive Technology contract, C.A.R.T funding with NHS Bedfordshire.

4.6 Detailed Commentary on Assistant Director Commissioning

(a) Variances over £100k

£270k BUPA block contract, a reduction of £91k from previous month due to improve financial assessment on client contribution. The overall overspend on BUPA is due to underachievement of income associated with the block contract due to levels of voids; forecasts are prepared based on the Contract Manager's occupancy database (not Swift Financials) – financial assessment data is not updated here – further work is need to obtain actual weekly financial assessment.

£152k overspend on Contracts, majority of which is down to increased activity (discharge/end of life policies within health services means more people are being helped to remain in their own home) on the Equipment pooled budget. There has also been a noticeable increase in the procurement of specialist equipment and a significant increase in repairs. These are being addressed through a number of measures now being implemented to try and bring the spend down or within budget including a review of authorisation limits, pin restrictions and a panel that reviews all specialist orders.

Supporting People - £168k overspend, an increase of £182k from August forecast which now includes the ABG element of the grant expenditure to fund the day to day management of the Supporting People Programme. There is an SLA in place with Bedford Borough Council taking the lead on this.

£125k overspend on Personalisation which is due to reduction in ABG grant plus unplanned expenditure for Alzheimer's day event (no budget provision for this) including increased grant expenditure on carer's contracts.

(b) Service Implications

The level of unavailable voids in the BUPA block contract impacts on Older People's Assessment and Commissioning in that it necessitates additional spot contracts.

(c) Management Actions

To resolve access to beds with BUPA via independent review of BUPA's decisions to refuse new cases.

To reconcile BUPA and Swift occupancy details to check that all clients' financially assessed income is included in the forecast and to check the treatment of self-funders.

To ensure that all funding agreements with health re shared posts are identified and finalised so that income forecasts can be updated.

To ensure that pooled budget and shared contract agreements are finalised and appropriate mechanisms for invoicing are put in place.

To follow up on the recommendations of the report on the Learning Disabilities health transfer to ensure that there is a robust framework for reporting on scheme, provider and client costs, activity and income.

4.7 Detailed Commentary on Assistant Director Business and Performance

(a) Variances over £100k

Business Systems – overspend of £199k due to an inherited efficiency saving of £74k relating to the proposed merger of the Financial Assessment team and the Welfare Rights team. This is not forecast to be achieved. In addition, the forecast movement between September and August, has seen an increase of £157k which is due to the forecast for the Social Care Business Support SLA with Bedford Borough omitted from the august forecast and the expenditure forecast for the income attainment exercise.

(b) Service Implications

None

(c) Management Actions

To clear the backlog in financial assessments and reduce delays in undertaking financial assessments.

5.0 Revenue Virement Requests

Whilst there have been, and will continue to be a number of budget changes termed "technical adjustments" - no virements have been actioned during April to September. In

future months, any material virements between Head of Service areas will be reported should they occur.

There are a number of virements pending which require Executive approval on the basis that they include pay budgets. These are appended to the final report.

6.0 Key Risks and Cost Drivers

The monthly Performance Board for Social Care, Health and Housing has established key risk factors to be reported on a monthly basis.

Key Risk Area	2009/10 budget £000s	2009/10 forecast £000s	Variance £000s	Commentary
Repairs and Maintenance Expenditure (HRA)			0	Further work required to establish true forecast as detailed in main report – HRA reserve to fund any overspend
Disabled Facilities Grant/Private Sector Improvements				Head of service is working on joining up former District reporting systems to give combined finance/activity summary
Learning Disabilities care packages expenditure				£x.xm forecast overspend on res care, £x.xm forecast overspend on direct payments, £x.xm forecast underspend on other care package lines
BUPA occupancy/cost of voids				* Not able to report as client data cleanse being undertaken
Domiciliary Blocks				Forecast position across all adult social external blocks and spots. For 65+ broadly on budget and equivalent to 2008/09 outturn but based on shift from home care to direct payments, there

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				should be a sizeable underspend. For Phys Dis underspend of £k forecast.
Physical Disabilities care packages expenditure				Direct payments forecast overspend = £k – user nos + 3 on April 09, + 76 on Dec 08
Older People care packages expenditure				£.m forecast overspend on direct payments – volumes Dec 08 –164 users, Sept 09 xxx users £m forecast overspend on res care spots – opening clients Apr 09 234, Sept 09 clients xxx , £m forecast overspend on respite care blocks and spots
OT Assessments	Not available	Not available		Further analysis pending – assessment data not on Swift, financial impact not quantified
PCT Funding	Not available – under discussion	Not available		Estimated contribution due from Bedfordshire PCT for old Section 28A, pre-CHC funding – ongoing discussions as to split of LD Commissioning transfer for 2009/10

7.0 Achieving Efficiency Savings

A number of efficiency savings are built into the 2009/10 base budget and are detailed in the budget monitoring appendices. The major efficiency is a 5% managed vacancy factor which will be tracked in relation to the projected outturn against budget for pay including agency.

The Care Services Efficiency Delivery agency (C.S.E.D) is currently undertaking a review of business processes within Central Beds with a view to identifying opportunities for efficiencies.

8.0 Reserves Position

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Reserves will be reported once closure of all legacy authorities' accounts has been finalised. There will be an earmarked reserve for the HRA but minimal earmarked reserves for social care and health and general fund housing.

9.0 Carry forward Requests

There are none requested.

10.0 Detailed Capital Analysis

10.1 Table C – Capital Actuals to date and Forecast Year End position

TABLE C

Service Area	Original Budget 2009/10 Gross Exp £000s	Unapproved Slippage from 2008/09 Gross Exp £000s	Other Budget Adjustments 2009/10 Gross Exp £000s	Current Budget Unapproved 2009/10 Gross Exp £000s	Actual to Date Gross Exp £000s	Forecast Outturn 2009/10 Gross Expenditure £000s	Slippage 2010/11 £000s	(Under)/Overspend 2009/10 £000s
HRA	5,686	-79	0	5,607	782	5,686	0	79
Social Care and Housing General Fund	4,225	8,226	158	12,609	1,888	7,401	3,091	(5,208)
Total	9,911	8,147	158	18,216	2,670	13,087	3,091	(5,129)

10.2 Detailed Commentary on Capital

The full year forecast is an underspend of £5.1m of which £3.1m has been identified as slippage into 2010/11.

(a) Variances over £50k

An overspend of £205k is forecast on DFGs but this will be funded in part by additional capital grant .

(b) Service Implications

In the case of externally funded projects, there is a risk that funding is time-limited and will need to be returned to the originator if not used. For one such scheme – Campus Closure – there is a reputational risk to the authority of not delivering this scheme on behalf of its partners.

(c) Management Actions

To identify responsible officers for capital monitoring where not already identified specifically social care IT infrastructure

To approve the use of new year capital grant items – Mental Health Supported Capital Expenditure and Social Care IT infrastructure as required

To note that external financing of all schemes could also be subject to volatility and that this too will form part of capital monitoring.

To note that a Project Initiation Document needs to be completed for all Executive approved slippage schemes.

The Head of Service to identify additional funding to fully support the forecast outturn on DFG.

DMM to consider whether the legacy schemes accord with the service objectives and priorities of the new authority via the Capital Programme Review.

(d) Virements approved by Corporate Asset Management Group (CAMG)

No capital virements have been approved.

11.0 Workforce Data

The workforce data for Social Care, Health and Housing is reproduced below :

12.0 Aged Debt Analysis

13.0 Payments Indicator

In future reports, the time taken to pay suppliers by Assistant Director areas of responsibility will be included.

14.0 List of Appendices

Table A – Corporate Budget Monitoring

Table B - Capital Budget Monitoring – detailed scheme analysis

Table C – Efficiencies

Table A – Corporate Budget Monitoring

Details of planned action	Expected Full Yr Savings £000	Savings to date £000	Status (RAG)	Comment
Weekly social care panels to continue to approve all new/revised placements	0	0	Green	All panels operating strictly in accordance with eligibility criteria
To review care package/purchasing forecasts to ensure that all forecasts and expenditure are robust and supported by activity /trends	900	650	Green	On-going review & challenge by service and finance
To consider and approve recruitment to posts only where service delivery and performance would be otherwise compromised	150	0	Green	No post recruited to unless approved by the Director
To identify and quantify the impact of cross-boundary transactions with other local authorities	To be determined		Amber	Financial analysis to be completed by service & finance & agreed with other authorities
To review the implications of block contract issues and potential remedy	30	0	TBA	Maximise use of block contract volumes/prices, seek best spot prices.
Maximise use of block contracted services including in-house services	0	0	TBA	
Clear the backlog in financial assessments and improve business process	135	0	Amber	Significant work has taken place to identify the backlog & suggest improvements to business process.
Identify eligible base budget expenditure to be funded from grants	100	0	Green	It is likely that some project work & associated costs would meet grant conditions
TOTAL	1,315	650		