

APPENDIX A – DIRECTORATE COMMENTARY

Social Care, Health and Housing (SCHH)

1. The Directorate General Fund outturn position is an overspend of £1.843M.

Month: December 2016	Year to date				Year				
	Budget	Actual	Proposed (use of) / contribution to Earmarked reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed (use of) / contribution to 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	186	553	(356)	11	247	731	484	(474)	10
Procurement and Customer Services	1,069	1,135	-	66	1,426	1,541	115	-	115
Housing Solutions (GF)	2,731	2,568	-	(163)	3,642	3,457	(185)	-	(185)
Care and Support	9,461	9,799	(94)	244	12,615	13,106	491	(115)	376
OPPD - Care Management	21,665	23,868	(146)	2,057	28,866	31,312	2,446	(196)	2,250
LD Care Management & MH Packages	16,036	16,035	-	(1)	21,376	21,512	136	-	136
Head of Integrated Services + Other IS	710	572	-	(138)	946	848	(98)	-	(98)
Commissioning	6,662	7,121	-	459	8,883	9,250	367	-	367
Resources	(6,525)	(7,708)	(105)	(1,288)	(8,701)	(9,649)	(948)	(180)	(1,128)
Total Social Care and Health	51,995	53,943	(701)	1,247	69,300	72,108	2,808	(965)	1,843

2. The Adult Social Care service (Care & Support, OPPD, Learning Disabilities/Mental Health and Integrated Services) is forecast to overspend by £2.664M (excluding customer contributions).
3. 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 £4.1M has been built into the budget to reflect the impact of both an ageing population and the additional costs associated with the transition of younger people with disabilities into Adult Social Care. There are, however, significant efficiency targets for this area totalling just short of £4.2M.
4. Within the Older People 65+ external package budgets, there are projected overspends on residential and nursing placements of £1.561M offset by additional customer income which is forecast to exceed the budget by £1.115M. There is a projected overspend on non-residential packages of £1.789M (this includes new extra care contract costs at Priory View and Greenfields). For non-residential services there is a projected overachievement of customer income of £0.527M. This leaves Older People package expenditure projecting a net £1.708M overspend compared to budget. This is after allowing for the recovery of backdated funding of £0.500M regarding long standing disputes regarding health and other local authority funding. Additional placement costs of £0.196M relating to the Greenacre re-provision are being funded from the Integrated Approaches reserve.
5. The Directorate continues to track the impact of former self funders who exert pressure on residential and nursing placements budgets. Seventeen have required Council support during 2016/17 compared to seven that required support for the same period in 2015/16. The full year cost is estimated to be £0.527M.
6. Within Learning Disabilities, additional budget of £1.4M has been provided to cover the impact of transitions in 2016/17 which includes the full year effect of 2015/16 new customers and the part year effect of 2016/17 new customers. The budget has also been

increased to reflect carer breakdown costs for mid life customers estimated at £0.7M.

Efficiency targets for this service area amount to £1.1M. There is a projected overspend on packages of £0.090M. There is also a risk (of £0.363M) associated with transitions from Children's Services not reflected in the outturn forecast for 2016/17.

7. There remain risks relating to the funding of customers being reviewed under the Winterbourne View national programme.
8. To support the pressure around temporary accommodation and the usage of Bed & Breakfast (B&B) accommodation, the Council agreed to invest £2.5M in purchasing temporary accommodation. To December 2016 eight purchases have been completed. Approval has been requested for a further £1.2M of funding from the HRA to purchase additional properties in this financial year. In addition, lower cost "leasing" options are being progressed to provide further bed spaces for temporary accommodation.
9. The service is also using private self contained accommodation on a nightly let basis where the net cost is significantly lower than B&B accommodation but still costly. The Council are utilising an additional 13 "satellite" properties and five Aragon properties as temporary accommodation, as well as specific supported accommodation in Houghton Regis and Leighton Buzzard. The previous peak of January 2016, when there were 99 households in temporary accommodation, has been exceeded in December 2016 at 110 (an increase from 108 at the end of November). The increase is due to the number of households approaching the Council for housing advice in December (82), many of whom are approaching as homeless and many with complex needs.
10. The Commissioning Service is projecting an overspend of £0.367M. The key variances are overspends within various contracts partly offset by Contracts and Commissioning Teams' employment costs.
11. The Resources division is showing a projected underspend of £1.128M the majority of which relates to a projected over achievement of customer contributions.

Better Care Fund (BCF)

12. The overall funding for 2016/17 is set out below: There has been a mandated increase in the Bedfordshire Clinical Commissioning Group (BCCG) contribution compared to last year.

13.

Funding Stream	2016/17 Plan £M
BCCG	15.276
CBC Disabled Facility Grant	1.315
CBC Additional Contribution	3.417
Under spend from 2015/16	0.586
TOTAL	20.534

14. The focus for 2016/17 will be on Out of Hospital Care, Prevention and on Protecting Social Services.

15. The BCCG funding stream includes funding paid over to CBC of £4.038M.

16. HRA is subject to a separate report.

Children's Services

17. The Directorate outturn position for 2016/17 is a £0.312M underspend.

Month: December 2016	Year to date				Year				
	Budget	Actual	Proposed (use of) / contribution to Earmarked reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed (use of) / contribution to Earmarked reserves	Forecast Variance after use of earmarked reserves
Director	£000	£000	£000	£000	£000	£000	£000	£000	£000
Children's Services									
Director of Children's Services	753	735	(8)	(26)	1,012	1,004	(8)	(10)	(18)
Children's Services Operations	16,835	16,243	(5)	(597)	22,306	21,666	(640)	(9)	(649)
LAC Placement Costs	6,724	7,475	(71)	680	8,973	9,663	690	(95)	595
Commissioning & Partnerships	2,591	2,303	(17)	(305)	3,637	3,467	(170)	(23)	(193)
Partnerships	389	465	(87)	(11)	555	671	116	(116)	-
Education Services	1,310	1,403	(209)	(116)	1,516	1,747	231	(278)	(47)
Total Children's Services (ex Schools / Overheads)	28,602	28,624	(397)	(375)	37,999	38,218	219	(531)	(312)
DSG + ESG Contribution to Central Support	(1,017)	(1,021)	-	(4)	(1,356)	(1,356)	-	-	-
Total Children's Services (excluding Schools)	27,585	27,603	(397)	(379)	36,643	36,862	219	(531)	(312)

18. Mitigating action and one off compensatory savings have been identified and achieved to cover the underlying overspend which relates to three main areas in Children's Services Operations and Commissioning and Partnerships:

- £0.663M Independent Fostering & Adoptions (IFA's) and In-House Fostering where

the budget only allowed for 58 IFA's and there are currently 65 (non Unaccompanied Asylum Seeking Children (UASC)).

- £0.288M Children with Disabilities, and is due to an additional five out of area placements made since the budget build took place for 2016/17. Out of area placements are made as a last resort when a high level of short break provisions can no longer meet the need and safeguard the child and/or their family.
- £0.201M pressure on the Youth Offending Service budget in Commissioning and Partnerships, mostly due to the increase in Remand Costs, which have significantly increased this year (£0.214M compared with £0.109M last year). This assumes no more remands in 2016/17.

19. One off compensatory savings and part year efficiencies achieved (full year effect is included in the 2017/18 MTFP), mitigate the overspend areas and include:

- £0.176M reduction in the number of residential care home payments, leaving care placements and salary savings.
- £0.379M in Fostering & Adoption from a reduction in the number of allowances being paid, salary savings and increased Inter-agency income.
- £0.334M Intake & Family Support and Early Intervention & Prevention from salary savings and discretionary spend budgets.
- £0.224M in Commissioning and Partnerships mainly from increased income generation through the Academy of Social Work and Early Intervention including from a decrease in the number of subsidised courses and qualifications, increased learner contributions, increases in the number of learners, staffing restructuring and alignments and changes to terms and conditions. This includes £0.089M in Youth Support Services to offset Remand costs including holding staff vacancies and reducing the full time equivalent of posts, reduction in commissioning Not in Education Employment or Training training given the DfE changes to tracking guidelines for those older than 18 years.

20. The tables below reflect the increased number of Looked After Children (LAC) and non care placements.

	Dec 2015		Dec 2016		% change	Average £ per child/mnth
Number of LAC :		253		241	(4.7%)	
In House Foster Placements	114		109		(4.4%)	1,423
Independent Foster Placements	77		65		(15.6%)	3,404
Residential Homes & Schools	10		6		(40%)	17,445
St Christopher's (Clophill & Bunyan Road)	7		7		n/c	11,635
St Christopher's (Stewartby)	1		1		n/c	13,750
Semi - Independent Living (aged 16 & 17)	11		12		9.1%	3,072
Placed for Adoption/ with Parents	24		26		8.3%	0
Children with Disabilities (CWD Maythorn and Residential School)	6		9		50%	9,334 - 20,957
Young Offenders serving custodial sentences /Temp Accom / Youth Offending	3		4		33.3%	0
Parent & Baby Units	0		2		n/a	15,080

Unaccompanied Asylum Seeking Children:		41		60	46.3%	
In House Foster Placements	5		10		100%	1,327
Independent Foster Placements	13		7		(46.2%)	3,250
Semi Independent Living (aged 16 & 17)	23		43		87%	1,487
Total Number of LAC:		294		301	2.4%	

	Dec 2015	Dec 2016	% change
Non care placements :			
Special Guardianship Orders	131	139	6.1%
Residential Orders	41	41	n/c
Adoption Allowances	46	49	6.5%
Other information:			
Child Protection Plan	194	172	-11.3%
Children in Need	1331	1350	1.4%
Number of Referrals (YTD)	1792	1354	-24.4%

	Movement YTD Inc. UASC
LAC (29 th April 302)	-1
In House Placements (April 123)	-4
Independent Foster Placements (April 79)	-7
Semi Independent Living (April 38)	+17
Special Guardianship Orders (April 132)	+7

21. There are currently 24fte agency staff across Children's Services Operations covering 22fte vacant posts and 1.8 agency Social Workers mitigating for the Additional Years Supported Employment's in the Intake & Assessment and Family Support teams due to leavers and secondments in the teams.

Community Services

22. The full year outturn position for Community Services is an overspend of £0.236M.

Month: December 2016	Year to date				Year				
Director	Budget	Actual	Proposed (use of) / contribution to Earmarked reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed (use of) / contribution to Earmarked reserves	Forecast Variance after use of earmarked reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community Services									
Community Services Director	245	189	-	(56)	327	187	(140)	-	(140)
Highways Transportation	13,201	13,692	(173)	318	17,874	19,467	1,593	(212)	1,381
Environmental Services - Waste	14,484	13,903	(76)	(657)	19,117	19,072	(45)	(577)	(622)
Environmental Services - Other	3,632	3,319	(262)	(575)	4,966	5,002	36	(373)	(337)
Assets (including Working Smarter)	3,276	3,397	(373)	(252)	4,368	4,780	412	(458)	(46)
Total Community Services	34,838	34,500	(884)	(1,222)	46,652	48,508	1,856	(1,620)	236

Community Services Director

23. Community Services Director is forecasting an underspend of £0.140M with the majority of this relating to staffing. The staffing budget includes budget relating to the restructure which will be transferred to the appropriate service once this has been concluded.

Highways Transportation

24. Highways and Transportation is forecasting an overall overspend of £1.381M. This is explained further in paragraphs 25 – 29.
25. AD Highways & Transportation is forecasting an on budget position. The year to date is also showing on budget.
26. Educational Transport are forecasting an overspend of £1.034M, this is mostly due to increase in Special Education Needs costs where the number of routes have increased from 120 in 2015/16 to 210 this year and the overall costs per route have also increased. Extended Rights to travel are also showing £0.290M expenditure over and above the £0.167M government grant received.
27. Highways Contracts are forecasting a £0.091M underspend.

The year to date figures are showing a £0.496M underspend. It is expected third party spend will be on budget as winter maintenance works continues.

28. Passenger Transport Services – forecasting an overspend of £0.438M of which £0.139M relates to the contract hire of vehicles as the Council owned vehicles are not suitable. Staffing costs are forecasting an overspend of £0.327M due to delays in recruitment. Additional income from vehicle hire of £0.032M has slightly offset the above overspends.
29. Transport strategy is now being reported in the highways contract figures and the remainder of the service has moved to the Regeneration and Business Support Directorate.

Environmental Services

30. Environmental Services is forecasting an overall underspend of £0.959M. This is explained further in paragraphs 31 – 37.
31. Libraries – forecasting a £0.204M underspend. There is a staffing underspend of £0.324M due to a combination of staff vacancies due to the restructure of hours within the library service which has meant that vacant positions are not currently being recruited. There is forecast a £0.097M reduction in income against both Leighton Buzzard Theatre (£0.053M) due to lower ticket sales and bar receipts, and the library service and fines (£0.044M).
32. Emergency Planning – is forecasting a £0.029M underspend . There is a £0.074M staffing underspend due to long term sickness and vacancies offset by income of £0.040M no longer being received.
33. Public Protection – is forecasting a £0.205M overspend is due to overspends on staffing costs due to a delayed restructure; this is now underway.
34. Community Safety – is forecasting an £0.093M underspend, this is due to salary costs in respect of vacancies.
35. Waste Service is forecasting a £0.622M underspend, which is a £0.090M underspend on staff costs, due to vacancies, reduced hours and the net cost of secondment of staff. There has been lower indexation of £0.426M than budgeted on collection costs and a £0.158M underspend on Household Waste Recycling Centres due to the temporary closure of Ampthill and Leighton Buzzard. These are partially offset by underachievement of recycle income of £0.122M due to contamination and contract disputes.
36. Leisure & Active Lifestyles – is forecasting an on budget position.
37. Parking – is forecasting a £0.216M underspend, this is due to additional income of £0.169M and an underspend on salaries. These have been partially offset by overspends on costs at Flitwick car park.
38. **Assets** are forecasting to be £0.046M under budget.

Regeneration and Business Support

39. The full year projected outturn position for 2016/17 is a £0.064M underspend.

Month: December 2016	Year to date				Year				
Director	Budget	Actual	Proposed (use of) / contribution to Earmarked reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed (use of) / contribution to Earmarked reserves	Forecast Variance after use of earmarked reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Regeneration and Business									
Director	650	506	-	(144)	867	761	(106)	-	(106)
Business & Investment	510	456	(4)	(58)	881	1,032	151	(21)	130
Planning	3,156	2,616	(132)	(672)	4,161	4,238	77	(165)	(88)
Programme Delivery	-	-	-	-	-	-	-	-	-
Total Regeneration and Business	4,316	3,578	(136)	(874)	5,909	6,031	122	(186)	(64)

40. The Director's group is forecasting underspend of £0.106M which relates to staff salaries due to vacancies. This has been partially offset by an overspend within Professional services of £0.060M due to costs for assessment and analysis work.

41. Business and Investment is forecasting an overspend of £0.130M. Of this £0.173M relates to staffing costs which are forecast to exceed budget once vacancies have been filled. The staffing budget is being managed across the whole Directorate, there are staffing underspends in other areas and the Directorate management team are working together to ensure that in total the staffing costs do not exceed the budget.

A restructure is planned and once this has been completed the staffing budgets for the whole Directorate will be adjusted accordingly.

42. The Development Infrastructure Division now includes areas of transport strategy is forecasting an underspend of £0.087M. The underspend is a result of the following, additional income of £0.269M due to higher levels of planning applications, underspends against staffing of £0.490M which is the net result of vacancies across the division (there are currently 12 vacant positions) some of which have been covered through agency. These underspends are offset by overspends on Professional services of £0.503M part of which is due to £0.200M spend on Local plan being met from underspends within the Directorate rather than drawing on the earmarked reserve.

The one-off pieces of work include Transport modelling (£0.046M), Houghton Regis work (£0.050M), Parking Strategy (£0.046M) Cornerstone work (£0.060M) and CBC match funds to the Sustainable transport grant (£0.025M). Legal costs are overspending by £0.104M due to the costs of counsel representation in a number of cases and £0.070M for private contractors due to drainage and flood risk costs.

Public Health

43. 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 2015/16.

Month: December 2016	Year to date				Year				
Director	Budget	Actual	Proposed (use of) / contribution to Earmarked reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed (use of) / contribution to Earmarked reserves	Forecast Variance after use of earmarked reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Public Health									
Director of Public Health	(9,045)	(9,222)	-	(177)	(12,060)	(12,294)	(234)	234	-
Assistant Director of Public Health	9,071	9,151	-	80	12,095	12,415	320	(320)	-
Total Public Health (Excl overheads)	26	(71)	-	(97)	35	121	86	(86)	-
Contribution to Central Support	-	-	-	-	-	-	-	-	-
Total Public Health	26	(71)	-	(97)	35	121	86	(86)	-

Chief Executive

44. The Chief Executive Team is forecasting an overspend of £0.498M

Month: December 2016	Year to date				Year				
Director	Budget	Actual	Proposed (use of) / contribution to Earmarked reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed (use of) / contribution to Earmarked reserves	Forecast Variance after use of earmarked reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Chief Executive's									
Chief Executive	229	224	-	(5)	306	306	-	-	-
Communications	841	867	-	26	1,121	1,119	(2)	-	(2)
IT	4,534	4,841	-	307	6,045	6,545	500	-	500
Total Chief Executive's	5,604	5,932	-	328	7,472	7,970	498	-	498

45. The forecast In the Chief Executive's team is an overspend of £0.498M which relates to IT. This is mainly due to contract and software expenses, recruitment of contract staff and the purchase of professional services increasing to meet the demands of the Council's Digital Transformation programme. There is a currently further risk in the IT revenue forecast which is still being quantified. Work is ongoing reviewing the software and support contracts to identify how much of the costs incurred to date relate to future years (paid in advance). Until this is complete there is uncertainty as to how much of the current spend relates to 2016/17.

Resources

46. The Resources Directorate is forecasting an underspend of £0.248M.

Month: December 2016	Year to date				Year				
Director	Budget	Actual	Proposed (use of) / contribution to Earmarked reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed (use of) / contribution to Earmarked reserves	Forecast Variance after use of earmarked reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Resources									
Finance	3,622	3,482	-	(140)	5,172	5,085	(87)	-	(87)
Housing Benefit Subsidy	(448)	(448)	-	-	(597)	(597)	-	-	-
ICS Director	85	144	(63)	(4)	113	144	31	(62)	(31)
Legal Services	1,520	1,421	-	(99)	2,026	1,895	(131)	-	(131)
Governance	1,766	1,870	(54)	50	2,413	2,338	(75)	85	10
People	1,926	1,828	(33)	(131)	2,568	2,596	28	(37)	(9)
Total Resources	8,471	8,297	(150)	(324)	11,695	11,461	(234)	(14)	(248)

47. Finance are underspent by £0.087M mainly as a result of higher than previously forecast Housing Benefit Admin Subsidy (-£0.128M); the reduction in this funding from Department for Works and Pensions was lower than expected for 2016/17. This impact of this has been reduced in part by higher than previously forecasted agency costs. This is as a result of a drive to improve performance following high staff turnover (£0.099M) in Revenues & Benefits. There are also smaller savings in other areas of Finance amounting to £0.058M.
48. There is an unachievable efficiency within the former Director ICS cost centre relating to merging of common functions (£0.100M). This has been mitigated by savings from Director of ICS post (£0.135M).
49. Within Governance - Coroner Services there is an overspend of £0.108M as a result of increase of mortuary fees charged from Luton & Dunstable Hospital and increase in costs resulting from the transfer in of coroner's officers from Bedfordshire Police, these pressures are CBC's share of the total additional costs.
50. There is an overspend in Governance - Registration Services due to CBC share of one off dilapidation charges relating to exiting the Pilgrim Centre (£0.027M) and revision of income forecast as a result of fewer than previously expected ceremonies (£0.015M).
51. Local Land Charge (LLC) provision for legal costs which was not required in full (-£0.070M) and savings against the Members' budget (-£0.057M) which partly offsets the overspends in Governance.
52. There are underspends in the Legal Services Budget of £0.131M.

Corporate Costs

Corporate Costs

53. Overall Corporate Costs is forecasting to be £0.743M underspent after movements to and from reserves. The £5.210M contribution to reserves relates to the New Homes Bonus and also the Redundancy reserves mentioned in the main report.

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	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate Costs									
Debt Management	10,235	9,710	-	(525)	13,646	12,946	(700)	-	(700)
Premature Retirement Costs	1,990	1,991	-	1	2,756	2,756	-	-	-
Corporate Public Health Recharges	(473)	(454)	-	19	(631)	(631)	-	-	-
Corporate HRA Recharges	(90)	(90)	-	-	(120)	(120)	-	-	-
Efficiencies	(60)	(92)	-	(32)	130	87	(43)	-	(43)
Contingency and Reserves*	(5,210)	(8,714)	3,504	-	(4,297)	(9,478)	(5,181)	5,181	-
Total Corporate Costs	6,392	2,351	3,504	(537)	11,484	5,560	(5,924)	5,181	(743)

54. The Corporate Costs underspend of £0.7M is due to lower than budgeted interest payments and also Minimum Revenue Provision following lower spend on 2015/16 Capital Programme than budgeted.