

VARIANCES ATTRIBUTABLE TO:

Health & Wellbeing	19/20 Budget (,000)	Service Efficiency	Service Reduction	Additional Income	Service Development	Demand	Unit Cost	Change in Grant	All Other	19/20 Forecast Outturn	Comments
Grant Income	-11,905									-11,905	
Fees & Charges	-32,317			-592						-32,909	Additional client income is anticipated compared to budget.
Parking Income										0	
Other Income										0	
	-44,222	0	0	-592	0	0		0	0	-44,814	
Employees	23,787		-156						86	23,717	Additional management capacity to support the delivery of service developments, alongside the implementation of a review of the community liaison service
Premises	133									133	
Transport	2,954									2,954	
Supplies & Services	7,593									7,593	
Residential 65+	21,223					120	8			21,351	
Nursing 65 +	23,918									23,918	
Residential LD	22,101					82	208			22,391	
Supported Living	23,005						81			23,086	
Direct Payments	20,202									20,202	
Domiciliary Care	14,406									14,406	
Agency Payments - packages of care	10,327					112	206			10,645	This budget supports the purchase of care packages for the following service groups: Learning Disability, Physical & Sensory Disability (PSD) & Mental Health (MH) nursing care £2,991,000; PSD & MH residential £5,932,000; social isolation £798,000 and supported accommodation £606,000.
All Other Agency Payments	10,925									10,925	This budget supports a variety of other care services not covered above, including: MH services, temporary nursing and residential care, and supported housing alongside some other smaller services and contracts.
Agency	0									0	
Other Transfer Payments	911		-153							758	The variance relates to a contract value reduction on voluntary projects.
Controllable Recharges	59									59	
Controllable Support Services	178									178	
All other	0									0	
	181,722	0	-309	0	0	314	503	0	86	182,316	
Net Budget	137,499	0	-309	-592	0	314	503	0	86	137,501	

Appendix 2

<u>Expenditure - before savings</u>	Budget (£000)	Clients (FTE)	Budget unit cost (£ week)	Outturn (£000)	Clients (FTE)	Outturn unit cost (£ per week)	Change in Demand	Change in Unit Cost	Variance attributable to change in Demand (£000)	Variance attributable to change in Unit Cost (£000)	Total Variance (£000)
Residential 65+	21,223	569	713.59	21,351	572	713.86	3	0.27	120	8	128
Nursing 65 +	23,918	586	780.40	23,918	586	780.40	0	0.00	0	0	0
Residential LD	22,101	269	1,568.94	22,391	270	1,583.65	1	14.71	82	208	290
Supported Living	23,005	568	774.64	23,086	568	777.36	0	2.73	0	81	81
Direct Payments	20,202	1,442	267.89	20,202	1,442	267.89	0	0.00	0	0	0
Domiciliary Care	14,406	1,228	224.36	14,406	1,228	224.36	0	0.00	0	0	0
All Other Agency Payments	10,327	278	711.32	10,645	281	725.38	3	14.07	112	206	318
Mix									-116	116	
	135,182	4,940	523.32	135,999	4,947	525.72	7	2.40	197	620	817

The following tables list the MTFP savings as result of Better Lives and other savings projects within Adult Social Care.

<u>Savings</u>	Savings budget (£000)	Change in clients (FTE)	Change in unit cost (£ week)	Outturn (£000)	Clients (FTE)	Outturn unit cost (£ per week)
Residential 65+	-650	-18	0.75	-650	-18	0.76
Nursing 65 +	-800	-20	0.13	-800	-20	0.13
Residential LD	0	0	0.00	0	0	0.00
Supported Living	-635	0	-21.38	-635	0	-21.38
Direct Payments	-900	0	-11.93	-900	0	-11.93
Domiciliary Care	60	12	-1.25	60	12	-1.25
All Other Agency Payments	0	0	0.00	0	0	0.00
Mix						
	-2,925	-26		-2,925	-26	

<u>Expenditure - after savings</u>	Budget (£000)	Clients (FTE)	Budget unit cost (£ week)	Outturn (£000)	Clients (FTE)	Outturn unit cost (£ per week)	Change in Demand	Change in Unit Cost	Variance attributable to change in Demand (£000)	Variance attributable to change in Unit Cost (£000)	Total Variance (£000)
Residential 65+	20,573	551	714.34	20,701	554	714.61	3	0.28	120	8	128
Nursing 65 +	23,118	566	780.53	23,118	566	780.53	0	0.00	0	0	0
Residential LD	22,101	269	1,568.94	22,391	270	1,583.65	1	14.71	82	208	290
Supported Living	22,370	568	753.25	22,451	568	755.98	0	2.73	0	81	81
Direct Payments	19,302	1,442	255.95	19,302	1,442	255.95	0	0.00	0	0	0
Domiciliary Care	14,466	1,240	223.11	14,466	1,240	223.11	0	0.00	0	0	0
All Other Agency Payments	10,327	278	711.32	10,645	281	725.38	3	14.07	112	206	318
Mix									-120	120	
	132,257	4,914	514.68	133,074	4,922	517.10	7	2.42	194	623	817

0.422465549

<u>Client income</u>	Budget (£000)	Clients (FTE)	Budgeted income by client (£ week)	Outturn (£000)	Clients (FTE)	Outturn income by client (£ week)	Change in Demand	Change in income by client	Demand (£000)	Unit Cost (£000)	Total Variance (£000)
Care Homes	- 14,818	1664	- 170	- 15,025	1,671	- 172	7.21	-1.63	-64	-142	-207
Care in the community	- 5,099	3250	- 30	- 5,376	3,250	- 32	0.00	-1.63	0	-277	-277
Mix									35	-35	
	- 19,917	4914	- 78	- 20,401	4,922	- 79	7.21	-1.77	-29	-454	-484

In the above tables, the line MIX is an adjustment necessary to avoid errors made by adding averages together

Overall Variance Analysis Q1 - Children's Social Care

	19/20 Budget (,000)	Service Efficiency	Service Reduction	Additional Income	Service Development	Demand	Unit Cost	Change in Grant	All Other	19/20 Forecast Outturn	Comments
Government Grant Income	(597)									(597)	
Other Income	(728)									(728)	
Total Income	(1,325)	0	0	0	0	0	0	0	0	(1,325)	
Employees	27,311								1,100	28,411	There is a potential risk of an overspend of £1.1m on staffing costs arising from the cost of agency staff across Children's Social Care. The work completed to date on improving the quality of the service provided by the statutory social work teams has led to a high number of staffing changes. This has led to the proportion of agency staff across the workforce increasing from approximately 20% to 30%. Significant efforts to recruit permanent social work staff have previously not resulted in the right calibre of candidates coming forward in the required numbers.
Premises	1,850									1,850	
Transport	484									484	
Legal Costs	3,120							(360)		2,760	Underspend on legal costs due to reduction in number of court proceedings forecast
Other Supplies & Services	2,779									2,779	
In House Foster Care and Connected Carers	2,642					105	0			2,747	
External Placements - Residential	10,918					(766)	780			10,931	These budgets fund placements for children looked after. Variances against placement budgets are analysed in more detail in the attached cost/volume summary. To date, the forecast number of placements is lower than budgeted for however unit costs are higher against some types of placements.
Residential Block Contract	937					(309)	258			886	
Ext Placements - Fostering	9,221					(319)	185			9,087	
Secure Accommodation	264					266	177			707	
Parent & Child placements	769					(605)	117			281	
All Other Agency Payments	6,639									6,639	
Semi Independent living Placements	2,015					(172)	132			1,975	
Other Transfer Payments	7,162									7,162	Analysed in more detail on attached summary
Controllable Recharges	918									918	
Controllable Support Services	5									5	
All other									(587)	(587)	Work to continue to decrease the number and duration of all 'high-cost' placements where it is safe to do so
Total Expenditure	77,034	0	0	0	0	(2,161)	1,649	0	513	77,035	
Net Budget	75,710	0	0	0	0	(2,161)	1,649	0	513	75,710	

Placement Forecast for Q1 2019-20 - Placements for Looked After Children

Monitoring of Placement Costs 2019-20

	Budget 2019-20			Period 3		Analysis of Variance by Cost and Volume					Children Budgeted	Children Forecast	Budgeted Annual Unit Cost	Forecast Annual Unit Cost	
	Budgeted Volume (Nights)	Budgeted Unit Cost per Night £	Budget 19/20	Forecast Volume (Nights)	Forecast Unit Cost per Night £	Forecast £	Difference in Unit Cost £	Variance Due to Cost £	Difference in Volume (Nights)	Variance Due to Volume £					Total Variance £
In House Foster Care and Connected Carers	60,590	43.61	2,642,330	62,993	43.61	2,747,128	0.00	0	2,403	104,795	104,795	166	173	15,918	15,918
External Placements - Residential	20,924	521.78	10,917,731	19,456	561.85	10,931,321	40.07	779,602	(1,468)	(765,973)	13,629	57	53	190,450	205,075
Residential Block Contract	2,190	427.85	937,000	1,467	603.83	885,971	175.98	258,207	(723)	(309,336)	(51,129)	6	4	156,165	220,398
Ext Placements - Fostering	70,371	131.03	9,220,712	67,939	133.75	9,086,931	2.72	184,794	(2,432)	(318,665)	(133,871)	193	186	47,826	48,819
Secure	365	724.26	264,355	732	966.15	707,225	241.89	177,063	367	265,803	442,866	1	2	264,355	352,645
Semi Independent living	10,830	186.05	2,014,917	9,904	199.39	1,974,735	13.34	132,119	(926)	(172,282)	(40,163)	30	27	67,908	72,777
Parent & Child placements	3,404	226.00	769,394	725	387.40	280,868	161.40	117,015	(2,679)	(605,454)	(488,439)	9	2	82,490	141,403
	168,674		26,766,439	163,216		26,614,179		1,648,800		(1,801,111)	(152,311)	462	447		
FTE Looked After Children in Forecast	462			447											
In House Residential	13											13	9		
Placed with Parents	27											27	23		
Placed for Adoption	13											13	17		
Other Local Authority Fostering												-	5		
Concurrent Planning	6											6	2		
Health Placement Provision	4											4	4		
Total FTE	525											525	507		

Notes from cost/volume analysis

Residential Care - volume of placements is lower than budgeted however unit costs are higher than budgeted which is leading to a broadly breakeven position. The forecast is for 53 children to be in residential care over the year

External Fostering - Unit costs are higher than budgeted for but currently placement numbers are lower. If unit costs remain high then the budget will be under pressure as numbers increase. Forecast is for 186 children to be in placement across the year.

Semi-Independence - Unit costs are higher than budgeted for and placement numbers are lower than budgeted. Forecast is for the equivalent of 27 children to be in placement for the year.

Parent & Child - budgeted unit costs are an average of different types of placement (residential/fostering/semi-independent) and current unit costs are higher than budget - indicates that more residential placements rather than fostering. Placements are directed by the Court and tend to be short term.

Secure Accommodation - forecast currently based on two placements continuing for the full year.

In House Foster Care - Currently forecast to deliver more placements than budgeted for.