

MONITORING REPORT FROM DIRECTOR OF CHILDREN'S SERVICES

DATE: 22 Oct 2009

1. PURPOSE

To update members on activity within the Children's Services Directorate during the period to 30 September 2009.

2. BACKGROUND

The Children's Services Directorate budget is projected to overspend by £1.309m: details attached. This represents a predicted increase of £40k on the £1.269m reported last month. The approved estimate has increased by £200k since August from £17,050k to £17,250k. This relates to a supplementary budget approval for preparatory work on Building Schools for the Future.

3. SPECIFIC AREAS FOR ATTENTION

LA funded Children's Services

3.1 The reported increase of £40k is largely due to a rise in direct payments to service users. Direct payments are made to families to avoid bringing children into care which would be much more expensive and disruptive. There are now 36 service users receiving direct payments. Numbers vary from month to month: in March 2009 there were only 26.

3.2 Further work is in hand on refining the costs of employing agency social workers (reported last month as £330k over). An alternative employment package for direct employees has now been developed. This will form the basis of negotiation with individual agency staff with the intention of moving them to direct employee contracts. A recruitment evening for new social work recruits was held in September which will help to reduce dependency on agency staff. Preliminary findings from the external review of Safeguarding have been orally reported: as expected there are concerns about existing workloads. The final report has been promised by the consultant on 26th October.

3.3 There is a £25k reduction in disabled children in care placements as one service user has transferred to adult services but this is offset by increases elsewhere. Fostering, for example has increased from £212k last month to £226k this month. The number of children being fostered has increased by one to 68 (compared to only 47 this time last year). There are several potentially high-cost placements regarding children who are yet to be subject to decisions made by the courts.

3.4 Last month a predicted overspend of £110k was reported arising from failure to meet turnover savings in Education and Childcare. Action is being taken to prepare some of the Education and Childcare Services to be offered on a purchased basis. Headteachers and Chairs of Governors were briefed on these developments during September. Last month I reported that three members of the Education and Childcare staff were progressing through accreditation this term in order to begin marketing their services as School Improvement Partners. Subsequently, one of the applicants has been rejected by the National College for School Leadership. We are actively contesting this decision on the grounds that it is unreasonable.

3.5 The predicted overspend of £91k on Children's Commissioning reported last month (arising from the cost of speech and language therapy provision for pupils with Statements of Special Educational Need) may need to be considered for a supplementary budget approval as there is no opportunity for virement.

DSG funded Children's Services

3.6 The DSG funded expected outturn has increased by a further £10k to £615k over budget due to an increase in maternity commitments. As reported last month most of the overspend is due to the high cost of out-Borough placements. Discussions are being held with headteachers to plan a strategic approach to reducing the number of young people being placed outside the Borough because of behaviour difficulties. In partnership with the school governors, action is also being taken to clarify the

range of children who will be able to receive effective provision at new Holyport Manor School (which is being rebuilt as "Manor Green" on the Cox Green site). The intention is that the new school will be able to cater for a broader range of children, thus reducing some of the demand for new out-Borough placements. A new funding formula is being developed.

MONITORING REPORT FROM DIRECTORS OF ADULT AND COMMUNITY SERVICES

DATE: 22nd October 2009

PURPOSE

To update members on activity within the Adult and Community Services Directorates during the period to 30th September 2009.

BACKGROUND

The Adult and Community Services Directorate budget is projected to be underspent by £384k. This is £29k less than the £413k reported last month. Most of the underspend relates to the impact of demographic changes and estimates of future demand for care services. To date forecast demographic growth has not materialised and therefore it is recommended that a sum of £250k is transferred to economic contingency reserve.

SPECIFIC AREAS FOR ATTENTION

Revenue Budget

The bottom line shows little change from last month. However, within external homecare services a contracting issue with a block provider has led to a pressure resulting in less of an underspend than previously projected. This issue has now been mainly resolved.

Although Direct Payments is overspending due to increased demand this is to be expected as users choose to arrange their own care. Part of the strategy for adult social care transformation is to increase the numbers on Direct Payments. This should be seen in the context of a decrease in demand for and underspend in external home care. This will be closely monitored and budgets adjusted accordingly at end of year as it assumed the trend will continue and accelerate with implementation of personal budgets.

There is currently a projected underspend on Supporting People of £45k. Consideration is currently being given to using this to installing more security installations for vulnerable people in conjunction with the police.

MONITORING REPORT FROM DIRECTOR OF ENVIRONMENTAL SERVICES

DATE: 22nd October 2009

PURPOSE

To update members on activity within the Environmental Services Directorate during the period to September 2009.

BACKGROUND

There is no change in the key issues identified in this month's Budget Monitoring Report:

- Effect of an empty property due to Economic climate
- Increase in Licensing Income

SPECIFIC AREAS FOR ATTENTION

Revenue

1. The budget pressure of £30k shown on the statement represents the residual costs following the successful transfer of the lease of an empty property
2. Licensing Income is remaining steady and above the target despite the economic climate with a current estimated surplus of £50k.
3. Overall the Directorate is a projected £20k under target and is continuing to monitor staff vacancies to help manage any unforeseen budget pressures as well as, carefully monitoring income levels.

KEY ACHIEVEMENTS

Windsor Parking & Transport Project, within the Local Transport Plan – 2 key projects delivered, which include:

Completion of Alma Road Car Park extension - creating a further 30 spaces. Potential additional income of approximately £20k will be reflected in future statements.

New Travel Information signs have been installed on the Windsor & Eton Relief road to ease future congestion

Phase 2 of the Recycle Bank scheme was successfully launched on 7th September 2009 to promote further Recycling Projects.

MONITORING REPORT FOR RESOURCES DIRECTORATE

DATE: 22nd October 2009

PURPOSE

To update members on activity within the Resource's Directorate during the period to September 2009.

BACKGROUND

The Resources Directorate reports an overspend against approved estimate of £114k, an increase of £55k on that previously reported.

The approved estimate has increased since August from £11,662k to £11,862 in relation to the economic contingency fund transfer for the Housing Benefits team, which was a result of additional staffing requirements due to the economic climate.

SPECIFIC AREAS FOR ATTENTION

Revenue

- Housing Benefits have received a budget increase of £200k from the economic contingency fund. This increase was as a result of a review of the staffing requirements, undertaken in light of the increased workload due to the current economic climate.
- The Customer Service Centre is currently reporting an overspend of £34k. It has been necessary to retain the services of Agency staff to meet the increased demand from Customers, which has been a result of the increased number of benefit enquiries due to the current economic climate, resulting in additional expenditure of £25k. In addition severance costs of £9k were incurred whilst dealing with staffing performance issues in April and May.

There is an increased volume of customer queries as a result of the economic downturn. There are a number of areas affected by the current climate and a bid will be made to meet these costs from the Economic Contingency reserve in due course.

- Local Land Charges are currently reporting an overspend of £80k. The continued impact of the downturn in the housing market means that it is anticipated that the budgeted income levels will not be achieved.
- Human Resources have managed to fully mitigate the previously reported overspend. They have achieved this through a review of the corporate training programme and have identified savings with regards to non-essential training and a staff vacancy within the Corporate Training Team.

MONITORING REPORT FOR POLICY, PERFORMANCE & PLANNING

DATE: 22nd October 2009

PURPOSE

To update members on activity within Policy, Performance and Planning during the period to September 2009.

BACKGROUND

There is a projected overspend of £60k (last month: £23k underspend) in Policy, Performance and Planning.

The approved estimate has decreased slightly since August, from £6,708k to £6,705k.

Part of this movement is the result of £75k additional budget, applied to Corporate Management in relation to legal and consultancy costs incurred as part of the Windsor Fire Service review. Also following the identification of underspends within the Corporate Performance and Development Team in previous months, some of the budget has been used to offset previously identified overspends, and £78k was transferred to the economic contingency reserve.

SPECIFIC AREAS FOR ATTENTION

Revenue

There are currently no further over or underspends to report within Policy and Performance and it is anticipated that this area will come in within budget at the end of the year'.

Planning services are reporting an overspend. Managers report that the marketing strategy is reaping rewards with five new partners signed since July, increasing income from this stream. Work continues within the service to align resource with income and work load.

REVENUE BUDGET MONITORING STATEMENT

SUMMARY	2009/10		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Children's Services			
Individual Schools Budget	67,156	67,581	0
Central Schools Budget	8,161	7,896	615
Dedicated Schools Grant	(75,697)	(75,873)	(615)
Education & Childcare Services	588	1,044	110
Children's Services Commissioning	2,999	3,012	91
Families & Young People	3,951	4,095	(30)
Safeguarding & Specialist Services	8,230	8,267	1,047
Strategy & Management	1,278	1,228	90
Total Children's Services	16,666	17,250	1,308
Adult & Community Services			
Adult Social Care	30,276	30,036	(51)
Specific Government Grants	0	0	0
Housing	1,052	1,050	(45)
Leisure Services	2,080	2,120	0
Libraries, Information, Heritage & Arts	2,937	2,937	(15)
Adult Management	254	211	(23)
Total Adult & Community Services	36,599	36,354	(134)
Environmental Services			
Highways & Engineering	4,815	4,809	0
Streetcare & Operations	4,111	4,268	0
Public Protection & Sustainability	10,061	10,169	(50)
Asset Management	(796)	(796)	30
Parking Services	(2,603)	(2,505)	0
Corporate Management	256	256	0
Total Environmental Services	15,844	16,201	(20)
Resources			
Strategic Director of Resources	151	179	0
Finance	3,662	3,882	0
Customer Service Centre	1,248	1,248	34
Legal Services	933	933	80
Business Improvement	3,016	3,048	0
Procurement	405	466	0
Human Resources	2,079	2,106	0
Total Resources	11,494	11,862	114
Policy, Performance & Planning			
Chief Executive Office	719	1,020	0
Policy and Performance	3,359	3,261	0
Planning Services	2,401	2,424	60
Total Policy, Performance & Planning	6,479	6,705	60
TOTAL EXPENDITURE	87,082	88,372	1,328
Contribution (from)/to LPSA/PPG Reserve	0	(792)	0
Pay Budget Reduction	0	0	(390)
Reduced Contribution to Insurance Reserve	0	(200)	0
Transfer to Contingency Reserves	0	914	0
Appropriation (from) LSC Reserve	0	(416)	0
Contribution from Development Fund	0	(61)	0
Corporate Initiatives	(376)	(176)	0
Levies-			
Environment Agency	130	130	0
Capital Financing inc Interest Receipts	5,411	5,411	6
NET REQUIREMENTS	92,247	93,182	944
Less - Special Expenses	(1,102)	(1,102)	0
Transfers (from)/to Area Based Grants		(10)	
Transfer (from)/ to balances	0	(925)	(944)
GROSS COUNCIL TAX REQUIREMENT	91,145	91,145	0
Working Balances	4,618	5,551	4,626
Transfers on balances carried forward from 2008-9	0	(349)	0
Other transfers (from)/to balances	0	(576)	(944)
	<u>4,618</u>	<u>4,626</u>	<u>3,682</u>

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2009/10		Variance- Manager's Projection	Notes
	Budget	Approved Estimate		
	£000	£000	£000	
DSG FUNDED CHILDREN'S SERVICES				
INDIVIDUAL SCHOOLS BUDGET				
Expenditure	85,380	90,347	0	
Income	(18,224)	(22,766)	0	
Net	67,156	67,581	0	
CENTRAL SCHOOLS BUDGET				
Expenditure	12,831	12,628	615	1-6
Income	(4,670)	(4,732)	0	
Net	8,161	7,896	615	
DEDICATED SCHOOLS GRANT				
Expenditure	0	0	0	
Income	(75,697)	(75,873)	(615)	7
Net	(75,697)	(75,873)	(615)	
TOTAL DSG FUNDED CHILDREN'S SERVICES	(380)	(396)	0	
LA FUNDED CHILDREN'S SERVICES				
EDUCATION & CHILDCARE SERVICES				
Expenditure	3,645	4,249	110	21
Income	(3,057)	(3,205)	0	
Net	588	1,044	110	
CHILDREN'S SERVICES COMMISSIONING				
Expenditure	3,247	3,286	91	8,9,21
Income	(248)	(274)	0	
Net	2,999	3,012	91	
FAMILIES & YOUNG PEOPLE				
Expenditure	5,636	5,591	(60)	10
Income	(1,685)	(1,496)	30	11
Net	3,951	4,095	(30)	
SAFEGUARDING & SPECIALIST SERVICES				
Expenditure	8,983	9,031	1,037	12-15, 17-20
Income	(753)	(764)	10	16
Net	8,230	8,267	1,047	
STRATEGY & MANAGEMENT				
Expenditure	1,330	1,280	90	21
Income	(52)	(52)	0	
Net	1,278	1,228	90	
TOTAL LA FUNDED CHILDRENS SERVICES	17,046	17,646	1,308	
TOTAL DIRECTLY MANAGED COSTS	16,666	17,250	1,308	

CHILDREN'S SERVICES

Note	Explanation
1	<p><u>School and Governor support</u> Approved Estimate: £154k Variation: £23k (£23k) First reported at Cabinet: Sep 09 The cost of licenses and corporate health charges have increased with no associated budget increase. The projected overspend remains unchanged from last month. Action: by Head of Commissioning</p>
2	<p><u>Admissions</u> Approved Estimate: £183k Variation: -£18k (-£18k) First reported at Cabinet: Sep 09 Staff vacancies in the admissions team during the summer term are likely to lead to a small underspend at the end of the year. The size of this underspend is unchanged from last month. Action: by Head of Commissioning</p>
3	<p><u>School specific contingency</u> Approved Estimate: £370k Variation: -£20k (-£20k) First reported at Cabinet: Sep 09 The Schools Specific Contingency includes notional budgets for for suspended teachers fund and panel allocations where schools face unexpected and unavoidable financial pressures. Claims against these budgets have been less than expected. Action: by Head of Education and Childcare</p>
4	<p><u>Schools Maternity Insurance cover</u> Approved Estimate: £109 K Variation: £100k (£90k) First reported at Cabinet: July 09 The DSG funds an insurance scheme to cover the additional costs to schools of staff who are on maternity leave. The projected overspend of £100k has increased by £10k on last month and is based on a pro rata estimate of claims to in the first half of the year. Outturn is directly related to the number of teachers on maternity leave in any one year, and in past years the budget has been underspent. Action: by Head of Education and Childcare</p>
5	<p><u>SEN Out of Borough special school placements</u> Approved Estimate: £4,964k Variation: £550k (£550k) First reported at Cabinet: Sep 09 There have been a number of unforeseen heavy demands on this budget in the form either of new pupils or existing pupils requiring new placements at a much higher cost than their previous placements. The budget was redetermined for 2009-10 in the light of the overspend in 2008-09 according to the number and cost of known children. Since then, five new children have been placed, one at a cost of nearly £200k per annum. Action: by Head of Commissioning</p>
6	<p><u>Traveller service</u> Approved Estimate: £96k Variation: -£20k (-£20k) First reported at Cabinet: Sep 09 The employee costs of the traveller service are lower than the historic budget which reflected the delivery of the service through a joint arrangement with other Berks LAs. This joint arrangement has now ceased and RBWM are delivering the service more efficiently. The size of this underspend is unchanged from last month. Action: by Head of Education and Childcare</p>

CHILDREN'S SERVICES

Note	Explanation
7	<p><u>Dedicated Schools Grant</u> Approved Estimate: £75,873 K Variation: £615k (£605k) First reported at Cabinet: July 09 The overspend against the DSG reported in notes 1-6 above will be offset against the DSG allocation next financial year. Action: by Director of Children's Services</p>
8	<p><u>Home to School Transport</u> Approved Estimate: £2,012 K Variation: £0k First reported at Cabinet: July 09 As reported last month, inflation savings on minibus and taxi contracts and bus passes of £48k have been taken and the budget reduced accordingly. In addition to this, the process for retendering taxi and minibus contracts for mainly SEN pupils over the next three years has been completed and is expected to produce a £200k reduction in the annual cost of the contracts. The new contracts start in Sep 2009, so the part-year effect in the current financial year is calculated to be £139k and the budget has been reduced further. Costs may be further affected by unforeseen volume changes during the year particularly in relation to transport for SEN pupils. Action: by Head of Commissioning</p>
9	<p><u>Speech and language therapy</u> Approved Estimate: £307 K Variation: £63k (£63k) First reported at Cabinet: Aug 09 Despite joint commissioning, a drop-in service in Children's Centres and use of speech and language therapy assistants, the number of children who have provision of speech and language therapy on their statements of special educational needs is increasing faster than anticipated. The anticipated overspend has not changed from last month. Action: by Head of Commissioning</p>
10	<p><u>Youth Service Expenditure</u> Approved estimate: £2,693k Variation: -£60k (-£60k) First reported at Cabinet: Sep 09 The projected underspend is attributed to staffing vacancies during the first half of the year. Recruitment to all but one of the posts has been successful, although staff are not necessarily in post yet. The projected underspend is unchanged from last month. Action: Head of Families and Young People</p>
11	<p><u>Youth Service Income</u> Approved estimate: - £376k Variation: £30k First reported at Cabinet: Sep 09 The projected underachievement of income is due to vacancies in front line posts which, if filled, would have been recharged to Youth Centre Management Committees from their income from lettings. Action: Head of Families and Young People</p>

CHILDREN'S SERVICES

Note	Explanation
12	<p><u>Special Guardianship payments</u> Approved Estimate: £201 K Variation: £98k (£89k) First reported at Cabinet: June 09 Special Guardianship Orders are granted by the court to provide permanency for the child and are used in cases where adoption is not appropriate (eg for an older child). Young people are entitled to ongoing support sometimes until age 24. Guardianship payments cost on average £12k per child pa, compared with £34k for an independent fostering agency and they provide a quicker response than in house fostering. 11 children are currently subject to Guardianship orders, compared with just 2 for all of last year. Residence orders, enabling children to reside with relatives etc on a more temporary basis, remain relatively constant around 27-30. Latest projections suggest a small underspend against this budget. Taken together the net projected overspend is now £98k, an increase of £9k on last month.</p> <p>Action: by Head of Safeguarding</p>
13	<p><u>Temporary Accommodation</u> Approved Estimate: £8k Variation: £39k (£39k) First reported at Cabinet: Sep 09 The projected overspend relates to 2 families being supported in temporary bed and breakfast accommodation, whose circumstances do not fit the criteria for Housing funding. The consequence of not supporting these children in this way would be to risk taking them into care at much higher cost.</p> <p>Action: by Head of Safeguarding</p>
14	<p><u>Family placement costs - adoption</u> Approved Estimate: £108 K Variation: -£21k (-£22k) First reported at Cabinet: June 09 The number of children for whom adoption payments are made remains relatively constant (currently 17). Payment amounts depend on the family's financial circumstances and relative needs of the child. Forecast costs for the year based on this number of children and an average weekly rate per child of £87 per week suggests there will be an underspend of £21k. Since 1 April 2008 11 children have been placed for adoption, of whom two do not get allowances.</p> <p>Action: by Head of Safeguarding</p>
15	<p><u>Internal foster placements - expenditure</u> Approved Estimate: £854 K Variation: £226k (£212k) First reported at Cabinet: July 09 The national picture in relation to children in care is one of overall increasing numbers. There is some evidence to suggest that the increase in numbers began with the onset of the economic recession, where added financial stress can lead to family breakdown and domestic violence. The increase in numbers has put this budget under significant pressure. The projected overspend has increased by £14k since last month.</p> <p>Action: by Head of Safeguarding</p>

CHILDREN'S SERVICES

Note	Explanation
16	<p><u>Internal foster placements - income</u> Approved Estimate: - £117 K Variation: £10k (£10k) First reported at Cabinet: July 09 RBWM charges other LAs for their children who are placed in RBWM foster homes or for adoption. Numbers of such children are small, but latest estimates suggest that with increasing numbers of RBWM children placed in foster care, there is now less capacity for OLA children to be placed within the Borough. This is now reflected in a predicted underachievement of budget income. Action: by Head of Safeguarding</p>
17	<p><u>External foster placements - expenditure</u> Approved Estimate: £156 K Variation: £57k (£57k) First reported at Cabinet: July 09 The increase in overall numbers of foster children means that there are now fewer foster carers within the Borough still able to accept children. As a result, the children of three families have had to be placed with foster care agencies at a much higher cost per annum (£30k - £40k) than internal foster care. Last year we had 3 children placed with agencies, this year we currently have 8. An assumption has been made that the commitment will be for the full year, but that may change. We are in the process of recruiting more foster carers now that the recruitment officer post has been filled but it takes several months to assess and train new foster carers. The projected overspend remains unchanged from last month. Action: by Head of Safeguarding</p>
18	<p><u>Residential placements</u> Approved Estimate: £1,720 K Variation: £269k (£294k) First reported at Cabinet: July 09 The 2008-09 £200k overspend on looked after and disabled children in residential care looks likely to be repeated in 2009-10. The additional cost of 3 new looked after children since April has been partially offset by others who left their placement in 08-09 or transferred to adult care. There is an additional disabled child who started in April and there is pressure on the budget from the full year financial affect of others who were placed part way through 08-09. Approximately £60k of the projected overspend relates to higher payments for individual children compared with last year. The average full cost of children in residential care is between £3,000 and £4,000 per annum of which around 54% is funded by the LA safeguarding budget, and the rest from PCT contributions and Dedicated Schools Grant. The projected overspend has decreased from £294k to £269k in this month, due to the part year effect of one service user transferring to adult care. Action: by Head of Safeguarding</p>
19	<p><u>Direct Payments</u> Approved Estimate: £99 K Variation: £40k First reported at Cabinet: Oct 09 Direct payments averaging £65 per week are made to parents and guardians to enable them to put in place local and tailored arrangements for care and respite. Current known commitments suggest this will budget will be overspent by around £40k, similar to last year. 43 service users have received a direct payment in the current year, (either a lump sum or a regular weekly payment), of whom 36 are still current. The number of service users varies from month to month. In March 2009, 26 families received direct payments. Action: by Head of Safeguarding</p>

CHILDREN'S SERVICES

Note	Explanation
20	<p><u>Social worker staffing</u> Approved Estimate: £2,474 K Variation: £330k (£330k) First reported at Cabinet: Aug 09 Safeguarding services are currently carrying around 15 vacant social worker posts. 13 are being filled by agency social workers at higher cost in order to provide a safe level of service to children currently in the care of social workers. Each agency worker costs the Borough over £20k more than a direct employee. The need to fill vacancies with temporary staff is not just expensive but also makes it difficult to meet the over £300k vacancy factor budget reduction assumed in the staffing budget. As a result of a recruitment drive, at least four (possibly six) contracts will be offered thus significantly reducing our dependency on agency staff. In addition, a new employment package for children's social workers has been developed to encourage agency staff to become direct employees of the Royal Borough. The projected overspend remains the same as last month. Action: by Head of Safeguarding</p>
21	<p><u>Managed Vacancy Factor</u> Approved estimate: -£855k Variation: £228k (£228k) First reported at Cabinet: Aug 09 Part of the Children's Services budget includes a managed vacancy factor of £835k. Low turnover in a number of areas across the Directorate has meant that it will be difficult to meet the MVF target in the current financial year. The projected pressure due to MVF is currently £228k but this is likely to change as staff move during the rest of the year. Action: Director of Children's Services</p>

ADULT & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2009/10		Variance- Manager's Projection	Notes
	Budget	Approved Estimate		
	£000	£000	£000	
ADULT SOCIAL CARE				
Expenditure	42,589	42,741	(205)	1,3,6,7,8,9,14
Income	(12,313)	(12,705)	154	2,4,5,10
Net	30,276	30,036	(51)	
HOUSING				
Expenditure	3,016	3,330	(45)	11
Income	(1,964)	(2,280)	0	
Net	1,052	1,050	(45)	
LEISURE SERVICES including:- Parks, Cemeteries & Leisure Centres				
Expenditure	9,784	9,824	0	
Income	(7,704)	(7,704)	0	
Net	2,080	2,120	0	
LIBRARY INFORMATION HERITAGE & ARTS				
Expenditure	3,141	3,141	(15)	19
Income	(204)	(204)	0	
Net	2,937	2,937	(15)	
ADULT MANAGEMENT				
Expenditure	254	211	(23)	14
Income	0	0	0	
Net	254	211	(23)	
TOTAL DIRECTLY MANAGED COSTS	36,599	36,354	(134)	

ADULT & COMMUNITY SERVICES

Note	Explanation
1	<p><u>External Homecare - Externally Purchased Hours - Expenditure</u> Approved estimate: £2,981k Variation:-£159k (-£253k) First reported at Cabinet: Jun 09 £253k underspend last month due to budget allocation not required. Since the last report there has been problems with a block contract resulting with extra reliance on more expensive spot beds. Work is well unerway to resolve the problem so the block beds should come back on line shortly. Action: To monitor demand to ensure overall budget remains in balance. Efficiencies for in-house service include increased productivity - Head of Adult Services</p>
2	<p><u>External Homecare - Externally Purchased Hours - Income</u> Approved estimate: -£875k Variation:£11k (£36k) First reported at Cabinet: Jun 09 It is anticipated that there will be a shortfall in income on mobile meals of £36k which relates to the lower volume of activity and offsets the reduced expenditure. Reassessment of weekly maximum charge increasing income by £25k.</p>
3	<p><u>Older Person - Residential & Nursing Care - Expenditure</u> Approved estimate: £9,969k Variation: -£119k (-£198k) First reported at Cabinet: Jun 09 Average Spot Nursing placements for the year are 6 beds below budget resulting in an underspend of -£200k. One client currently in a block residential placement will be charged to the Physical Disability budget (-£19k). £100k transferred to contingency reserves. Action: To monitor demand and ensure budget level maintained through ensuring continuing health care assessments are robust (PCT funds) - Head of Adult Services</p>
4	<p>Older Person - Residential & Nursing Care Approved estimate: £3,826k Variation: £31k (£127k) First reported to Cabinet: Jun 09 Underlying issues on Queens Court as previously explained. Net underspends elsewhere enabled a virement to be processed to contribute this year. Negotiations are ongoing to reduce the difficulty going forward.</p>

ADULT & COMMUNITY SERVICES

Note	Explanation
6	<p><u>Physical Disability - Residential and Nursing Care -Expenditure</u> Approved estimate: £1,278k Variation:-£28k (-£28k) First reported at Cabinet: Jun 09 A net underspend of £28k is reported on Physical Disability placements . There are 4 more residential and 5 less nursing placements than provided for in the budget.One client has moved to self funding which has reduced the net expenditure on these placements.</p> <p>Action: To maintain budget level through increasing supported living placements - Head of Adult Services</p>
7	<p><u>Elderly and Physical Disabilities - Home Care Rapid Response Team - Expenditure</u> Approved estimate:£1,798k Variation -£80k (-£80k) First Reported at Cabinet: July 09 There will be an underspend on this service mainly due to difficulties in staff recruitment. Vacancies are now unlikely to be filled until early 2010 at the earliest. This is a pooled budget service with Health and the underspend reported relates to RBWM's share of the cost of the service.</p> <p>Action: To review staff recruitment and effectiveness of service to increase capacity as reduces demand for higher level care - Head of Adult Services</p>
8	<p><u>Learning Disability - Expenditure</u> Approved estimate: £11,141k Variation:-£80k (-£280k) First reported at Cabinet: Jun 09 Care costs are underspent due to family carers continuing to care when in poor health and aging while waiting for appropriate placements. £200k has been transferred to contingency reserves.</p> <p>Action: To revise estimated need for 2009/10 - Head of Adult Services</p>
9	<p><u>Mental Health - Expenditure</u> Approved estimate: £1,634k Variation: £0k (£50k) First reported at Cabinet: Jun 09 This budget remains under pressure as specific high cost placements continue into 2009/10. £50k transfer from contingency reserves.</p> <p>Action: To reduce costs through analysis of needs - Head of Adult Services</p>
10	<p><u>Learning Disability - Income</u> Approved estimate: -£4,345k Variation: £112k (£112k) First reported to cabinet: Sept 09 This is due to the underachievement of income from Other Local Authorities</p> <p>Action: To pursue income collection vigorously from OLAs - Head of Adult Services</p>
11	<p><u>Supporting People - Expenditure</u> Approved estimate: £2,233k Variation: -£45k (-£45k) First reported to cabinet: Sept 09 £25k of this is due to a clawback received from Creative due to underperformance in the block contract. £20k underspend is due to various subsidy contracts which are paid according to the number of service users. Consideration is currently being given to install more security installations for vulnerable people in conjunction with the police.</p>

ADULT & COMMUNITY SERVICES

Note	Explanation						
12	<p><u>Direct Payments Elderly and Physical Disability - Expenditure</u> Approved estimate: £735k Variation: £77k (£0k) First reported to cabinet: Oct 09 This should be read in tandem with external homecare because Direct payments are generally for funding of homecare packages by cash payments to individuals. The combined direct payment and homecare budget is £3,716k of this £77k overspend represents 2% and follows demand pressures. Action: to carefully monitor the increase in conjunction with homecare. - Head of Adult Services</p>						
14	<p><u>Adult Social Care Salaries</u> Approved estimate: £10,761k (£10,677k) Variation: £161k (£161k) First reported at Cabinet: Jun 09</p> <table data-bbox="360 739 1503 828"> <tr> <td>Adult Management Director of ASC Interim Arrangements</td> <td>-£23k</td> </tr> <tr> <td>Internal Homecare restructure not taking place this year</td> <td>£200k</td> </tr> <tr> <td>Learning Disability</td> <td>-£16k</td> </tr> </table> <p>Action: To monitor budget and recruitment - Head of Services</p>	Adult Management Director of ASC Interim Arrangements	-£23k	Internal Homecare restructure not taking place this year	£200k	Learning Disability	-£16k
Adult Management Director of ASC Interim Arrangements	-£23k						
Internal Homecare restructure not taking place this year	£200k						
Learning Disability	-£16k						
15	<p><u>Allotments</u> Approved estimate: £24k Variation: £5k First reported at Cabinet: Oct 09 Overspend has been caused by water leaks. A capital bid has been submitted for a new water supply and self-filling tanks for 2010/11 to overcome this problem Action: Capital bid put forward by Head of service</p>						
16	<p><u>Cemetries & Churchyards</u> Approved estimate: £37k Variation: -£5k First reported at Cabinet: Oct 09 Expecting an increase in burial fee income</p>						
19	<p><u>Libraries - Expenditure</u> Approved Estimate Variation -£15k (-£15k) First Reported to Cabinet: Sept 09</p> <p>Action: The Library buildings have been revalued resulting in a saving on rates - Head of Library, Information, Heritage & Arts</p>						

ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS	2009/10		Variance- Manager's Projection	Notes
	Budget	Approved Estimate		
	£000	£000	£000	
HIGHWAYS & ENGINEERING including:- Street Lighting, Winter Maintenance & Public Transport Support				
Expenditure	5,978	6,152	0	
Income	(1,163)	(1,343)	0	
Net	4,815	4,809	0	
STREETCARE & OPERATIONS including:- Highway Maintenance and Amenity Litter				
Expenditure	4,307	4,385	0	
Income	(196)	(117)	0	
Net	4,111	4,268	0	
PUBLIC PROTECTION & SUSTAINABILITY including:- Refuse Collection & Disposal, Recycling, Env Health & Trading Standards				
Expenditure	10,997	11,149	0	
Income	(936)	(980)	(50)	1
Net	10,061	10,169	(50)	
ASSET MANAGEMENT including:- Industrial & Commercial Estates & Administrative Buildings				
Expenditure	3,484	3,484	0	
Income	(4,280)	(4,280)	30	2
Net	(796)	(796)	30	
PARKING SERVICES				
Expenditure	4,081	4,074	0	
Income	(6,684)	(6,579)	0	
Net	(2,603)	(2,505)	0	
CORPORATE MANAGEMENT				
Expenditure	256	256	0	
Income	0	0	0	
Net	256	256	0	
TOTAL DIRECTLY MANAGED COSTS	15,844	16,201	-20	

ENVIRONMENTAL SERVICES

Note	Explanation
1	<u>Licensing Income</u> Approved Estimate: -£556k Variation -£50k -(£50k) First reported at Cabinet: September 09 Projected potential higher level of Hackney Carriage Income. Action: by Head of Public Protection & Sustainability
2	<u>Industrial & Commercial Eststes</u> Approved Estimate: -£3,249k Variation £30k (£30k) First reported at Cabinet: September 09 Final costs in 09/10 for termination of lease 24 High St. Action: by Head of Property Services

RESOURCES DIRECTLY MANAGED COSTS	2009/10		Variance- Manager's Projection	Notes
	Budget	Approved Estimate		
	£000	£000	£000	
RESOURCES				
Expenditure	151	179	0	
Income	0	0	0	
Net	151	179	0	
FINANCE				
Expenditure	39,557	39,939	0	1
Income	(35,895)	(36,057)	0	
Net	3,662	3,882	0	
CUSTOMER MANAGEMENT				
Expenditure	1,424	1,424	34	2
Income	(176)	(176)	0	
Net	1,248	1,248	34	
LEGAL SERVICES				
Expenditure	1,429	1,429	0	
Income	(496)	(496)	80	3
Net	933	933	80	
BUSINESS IMPROVEMENT				
Expenditure	3,641	3,673	0	
Income	(625)	(625)	0	
Net	3,016	3,048	0	
PROCUREMENT				
Expenditure	455	516	0	
Income	(50)	(50)	0	
Net	405	466	0	
HUMAN RESOURCES				
Expenditure	2,746	2,773	0	4,5
Income	(667)	(667)	0	
Net	2,079	2,106	0	
TOTAL DIRECTLY MANAGED COSTS	11,494	11,862	114	

RESOURCES

Note	Explanation
1	<p><u>Housing & Council Tax Benefits</u> Current Budget: £519k Variation: £0k First Reported at Cabinet: October 09</p> <p>Approval was given for an increase in budget of £200k, from the economic contingency fund, as a result of a review of the staffing requirements within the Housing Benefit team. This review was undertaken in light of the increased workload due to the current economic climate.</p> <p>Action:</p>
2	<p><u>Customer Service Centre</u> Current Budget: £1,294k Variation: £34k (£34k) First Reported at Cabinet: June 09</p> <p>Severance costs of £9k were incurred whilst dealing with staffing performance issues in April when the CSC performance was low, these were a one off unexpected cost for which there is no budget line.</p> <p>It has been necessary to retain the services of Agency staff to ensure that the increased demand from Customers and performance targets are met, this is due to the increased number of benefits enquiries due to the current economic climate. This has resulted in an additional £25k of expenditure.</p> <p><u>Action:</u> As the increased volume of customer queries has been due to the economic downturn a bid will be made to meet these costs from the Economic Contingency fund.</p>
3	<p><u>Local Land Charges</u> Current Budget: -£270k Variation: £80k First Reported at Cabinet: October 09</p> <p>The continued impact of the downturn in the housing market means it is anticipated that budgeted income levels will not be achieved.</p> <p><u>Action:</u> Due to the fact that this overspend is a result of current economic conditions a request will be made to cover this overspend from the Economic Contingency fund.</p>
4	<p><u>Human Resources</u> Current Budget: £1,212k Variation: £25k (£25k) First Reported at Cabinet: August 09</p> <p>The roll out of the new HR Trent system has meant that there have been additional overtime and agency costs incurred of £25k.</p> <p><u>Action:</u> There has been an attempt to reduce spending elsewhere, mainly on hardware and printing, and it is anticipated these will reduce the overspend by around £14k to £25k. In addition savings have been identified within Corporate Human Resources to fully mitigate this overspend.</p>

RESOURCES

Note	Explanation
5	<p><u>Corporate Human Resources</u> Current Budget: £894k Variation: -£25k First Reported at Cabinet: October 09</p> <p>A staff vacancy with the Corporate Training Team and a reduction in non-essential training have been identified to offset the overspends within the Human Resources unit.</p> <p><u>Action:</u></p>

POLICY, PERFORMANCE & PLANNING DIRECTLY MANAGED COSTS	2009/10		Variance- Manager's Projection	Notes
	Budget	Approved Estimate		
	£000	£000	£000	
CORPORATE MANAGEMENT				
Expenditure	719	1,020	0	1,2
Income	0	0	0	
Net	719	1,020	0	
COMMUNICATIONS				
Expenditure	309	318	0	
Income	0	0	0	
Net	309	318	0	
PERFORMANCE & POLICY				
Expenditure	1,318	1,235	0	3
Income	(481)	(481)	0	
Net	837	754	0	
DEMOCRATIC SERVICES				
Expenditure	2,787	2,763	0	4,5
Income	(574)	(574)	0	
Net	2,213	2,189	0	
PLANNING SERVICES				
Expenditure	4,789	4,937	(70)	7,8,9
Income	(2,388)	(2,513)	130	
Net	2,401	2,424	60	
TOTAL DIRECTLY MANAGED COSTS	6,479	6,705	60	

POLICY, PERFORMANCE & PLANNING

Note	Explanation
1	<p><u>Corporate Management</u> Approved Estimate: £447k Variation £0k First reported at Cabinet: October 09 Due to legal and consultancy costs incurred as part of the Windsor Fire Service review it has been necessary to apply an additional £75k to the budget</p> <p><u>Action:</u></p>
2	<p><u>Partnerships</u> Approved Estimate: £171k Variation £0k (£20k) First reported at Cabinet: August 09 As part of the 2009/10 budget process the Developing Connections Team were identified as a saving. A late transfer of this team to Policy & Performance led to a delay in the consultation process, and as a consequence the posts are still currently occupied and led to an overspend. A budget virement from Corporate Performance and Development has offset this overspend</p> <p><u>Action:</u></p>
3	<p><u>Corporate Performance and Development-Expenditure</u> Approved Estimate: £605k Variation £0k (-£125k) First reported at Cabinet: August 09 An underspend has arisen due to a staff vacancy within the Strategy and Information team, £18k. Due to a smaller team after a restructure and in year vacancies the Corporate Performance and Development team are anticipating an underspend of £87k. There has also been a post vacancy within the Information Team leading to a further underspend of £20k.</p> <p>Some of the underspend identified above has been used to offset the overspends in notes 2,4,5 (£47k) the budget has been reduced accordingly by the remaining £78k previously reported.</p> <p><u>Action:</u></p>
4	<p><u>Mayoral and Civic</u> Approved Estimate: £793k Variation £0k (£15k) First reported at Cabinet: August 09 There is a state visit due to take place in October 2009, costs of approximately £15k will be incurred to provide barriers together with the sanding of the route. As this type of event does not occur on a regular basis there is no budgetary provision. A budget virement from Corporate Performance and Development has offset this overspend</p> <p><u>Action:</u></p>

POLICY, PERFORMANCE & PLANNING

Note	Explanation
5	<p><u>Grants To Voluntary Bodies</u> Approved Estimate: £201k Variation £0k (£12k) First reported at Cabinet: July 09 A supplementary budget of £8k was applied to cover the increase in the SLA funding to CAB Maidenhead. However the budget is still insufficient to cover the additional £5k awarded as an exceptional contribution for the work which they are undertaking during the current economic downturn, and also the £7k awarded to CAB Bracknell. A budget virement from Corporate Performance and Development has offset this overspend</p> <p><u>Action:</u></p>
6	<p><u>Planning Income</u> Approved Estimate: -£911k Variation £70k (£60k) First reported at Cabinet: June 09 Reduction in Planning Application Income mainly due to the economic downturn, and a low level of applications for large developments Action: by Head of Planning. Income is monitored monthly and staff vacancies are managed to help offset the shortfall. See note 9</p>
7	<p><u>Planning Enforcement Team</u> Approved Estimate: -£178k Variation -£10k (-£10k) First reported at Cabinet: September 09 Saving due to staff vacancy Action: by Head of Planning.</p>
8	<p><u>Development Control Team</u> Approved Estimate: £1,545k Variation -£50k (-£40k) First reported at Cabinet: June 09 Savings due to staff vacancies, to help offset planning income shortfall see note 7 Action: by Head of Planning.</p>
9	<p><u>Building Control Expenditure</u> Approved Estimate: £54k Variation -£10k (£0k) First reported at Cabinet: October 09 Savings on Building Control Inspections, due to reduced numbers of applications. Action: by Head of Planning. The saving helps offset the reduced level of Building Control Income. See note 11</p>
10	<p><u>Building Control Income</u> Approved Estimate: -£759k Variation £60k (£45k) First reported at Cabinet: June 09 Despite a reduction in the income target of £50k, there is still a projected shortfall due to the economic downturn.</p> <p>Action: by Head of Planning. Income is monitored monthly to identify and trends for shortfalls. A New Building Control Marketing Strategy is being developed to hopefully attract more income.</p>

Appendix C
2010/11 Capital Programme Slippage To 30 September 2009

£'000

Resources

CP03	Purchase of PCs	250	Full decision on Virtual desktops to be made. Slip to 2010/11
CN06	CSC Projects	185	Currently working on eight Capital projects. Slippage due to limited staff resources.
CG31	Carbon Management Schemes	220	Projects aligned with Salix payments. Projects will slip to 2009/10

Environment

CM18	Public Facilities	163	Schemes delayed to 2010/11
CM38	Council Buildings Re-wiring / Re-cabling	250	Delayed due to Office accommodation/restructuring issues
CE64	Additional Parking Provision for Windsor	1,250	Financial Profiling complete. Programme rephased accordingly
CG37	Maidenhead Environmental Improvements	65	Design/delivery phased over 2 years. Trial Panel about to commence on site.
CG23	Windsor Dials - Conversion to Pay and Display	60	Scheme delayed-awaiting Bridge Works

Children

CK28	Furze Platt Infants - PCP	285	Programme will now go ahead next Financial Year
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Adult

CL19	P&OS-Alexandra Gardens-Fencing	40	Changed phasing of works
CL34	P&OS-Allens Field Improvements	52	Changed phasing of works. Phase 2 scheduled Autumn 09
CL48	P&OS-Kidwells Parks Phases 2 + 3	100	Funding to be identified

2,920