

Agenda

Adult Care and Well Being Overview and Scrutiny Panel

Thursday, 14 March 2019, 2.00 pm
County Hall, Worcester

All County Councillors are invited to attend and participate

This document can be provided in alternative formats such as Large Print, an audio recording or Braille; it can also be emailed as a Microsoft Word attachment. Please contact Democratic Services on telephone number 01905 844964 or by emailing democraticservices@worcestershire.gov.uk

DISCLOSING INTERESTS

There are now 2 types of interests:
'Disclosable pecuniary interests' and **'other disclosable interests'**

WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

NB Your DPIs include the interests of your spouse/partner as well as you

WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
 - you must **not participate** and you **must withdraw**.

NB It is a criminal offence to participate in matters in which you have a DPI

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
 - You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests** **OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
 - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

Adult Care and Well Being Overview and Scrutiny Panel Thursday, 14 March 2019, 2.00 pm, County Hall, Worcester

Membership

Councillors:

Mrs J A Brunner (Chairman), Mr R C Adams, Mr T Baker-Price, Mr A Fry, Mr P Grove, Mr P B Harrison, Mr R C Lunn, Mrs E B Tucker (Vice Chairman) and Ms S A Webb

Agenda

| Item No | Subject | Page No |
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| 1 | Apologies and Welcome | |
| 2 | Declarations of Interest | |
| 3 | Public Participation Members of the public wishing to take part should notify the Head of Legal and Democratic Services, in writing or by email indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 13 March 2019). Enquiries can be made through the telephone number/email address below. | |
| 4 | Confirmation of the Minutes of the Previous Meeting Previously circulated | |
| 5 | Social Work with Adults: Update on Three Conversations Approach | 1 - 20 |
| 6 | Performance and Finance Monitoring | 21 - 72 |
| 7 | Work Programme | 73 - 76 |

Agenda produced and published by the Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP To obtain further information or hard copies of this agenda, please contact Emma James/Jo Weston telephone: 01905 844964 email: scrutiny@worcestershire.gov.uk

All the above reports and supporting information can be accessed via the Council's [website](http://www.worcestershire.gov.uk/info/20013/councillors_and_committees)http://www.worcestershire.gov.uk/info/20013/councillors_and_committees

Date of Issue: Wednesday, 6 March 2019

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ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 14 MARCH 2019

SOCIAL WORK WITH ADULTS: UPDATE ON THE THREE CONVERSATIONS MODEL

1. The Adult Care and Wellbeing Overview and Scrutiny Panel is to be updated on progress with the introduction of the Three Conversations approach to social care.
2. Senior Officers responsible for the Council's Adult Social Care have been invited to attend.

Background

3. In April 2017 the Council began to roll out a new model of social work, called the Three Conversations Model.
4. The Panel was previously briefed about this new model at its meeting on 27 September 2017, during which they also met with Locality Managers and received initial feedback from Healthwatch Worcestershire and Speakeasy N.O.W.
5. Details of the Panel's earlier consideration of the new model on 27 September 2017 can be accessed on the Council's website [here](#).

Three Conversation Model

6. The Panel will be aware from its previous overview of the Three Conversations Model, that essentially, it involves:

Conversation 1: Listen and connect – Listen hard. Understand what really matters. Connect to resources and supports that help someone get on with their chosen life, independently.

Conversation 2: Work intensively with people in crisis – What needs to change urgently to help someone regain control of their life? Put these into an emergency plan and, with colleagues, stick like glue to help make the most important things happen.

Conversation 3: Build a good life – For some people, support in building a good life would be required. What resources, connections and support would enable the person to live that chosen life? How did these need to be organised?

7. During the earlier discussion, the Panel heard about the basis of the Three Conversations model, and also heard examples of case studies from some of Worcestershire's Locality Managers.
8. Following a restructuring of thirteen Locality Social Work Teams on the 11 September 2018, the six new Area Social Work teams are now operational and using

the 3 Conversation approach and strength-based documentation. This is also used in the CHC team, Hospitals teams, Sensory Impairment, Positive Living Options team and Young Adults team. All of these teams have completed their initial innovation period and are largely using the model as their 'business as normal' (see attached presentation at appendix 1). The attached presentation includes evidence of positive staff feedback following a survey conducted in December 2018.

9. After the extension of the model to the Area teams, the Learning Disabilities team expressed their interest in adopting the 3 conversation approach and went live with the north and south community LD teams operating as innovation sites in early December. This required a fresh process mapping exercise as the workflow in LD is significantly different to that in the Area teams, particularly around the initial allocation of work and the approval and authorisation of packages of care. A proposed model was developed which aimed to streamline workflow and provide greater autonomy within the service while retaining the necessary spending controls. We are currently working towards this.

10. The project is currently entering a new phase which will focus on embedding this approach and enhancing the options available to social work staff, such as a new way to engage with Assistive Technology and rethinking the Council's reablement offer to further promote independence in the community. This stage will also explore further options for gaining feedback on the experiences of the adults and families we work with, to inform future development of our services.

Scrutiny to date

11. From scrutiny so far, the Panel has found the new approach refreshing, exciting and sensible, but members were also keen to receive further updates on the new way of working.

12. The background papers of this report also include a recent report from Healthwatch Worcestershire on a range of user/carer experiences embracing both the 'old' and 'new' style of social work services.

Purpose of the Meeting

13. The Panel has the opportunity to discuss progress with implementation of the Three Conversation model of social care and initial outcomes and feedback.

14. In doing so, the Panel may look to consider:

- Experiences to date with the new approach
- What have been the main obstacles to overcome?
- Initial feedback and outcomes – other stakeholders, service users and carers
- Monitoring

Supporting Information

Appendix 1 – Presentation

Contact Points

Specific Contact Points for this Report

Emma James / Jo Weston, Overview and Scrutiny Officers, Tel: 01905 844964 / 844965

Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Healthwatch Worcestershire Report 'People's Experiences of Adult Social Work Services' July 2018 – available on the Healthwatch Worcestershire website [here](#)
- Agenda and minutes of the Adult Care and Wellbeing Overview and Scrutiny panel on 27 September 2017 – available on the website [here](#)

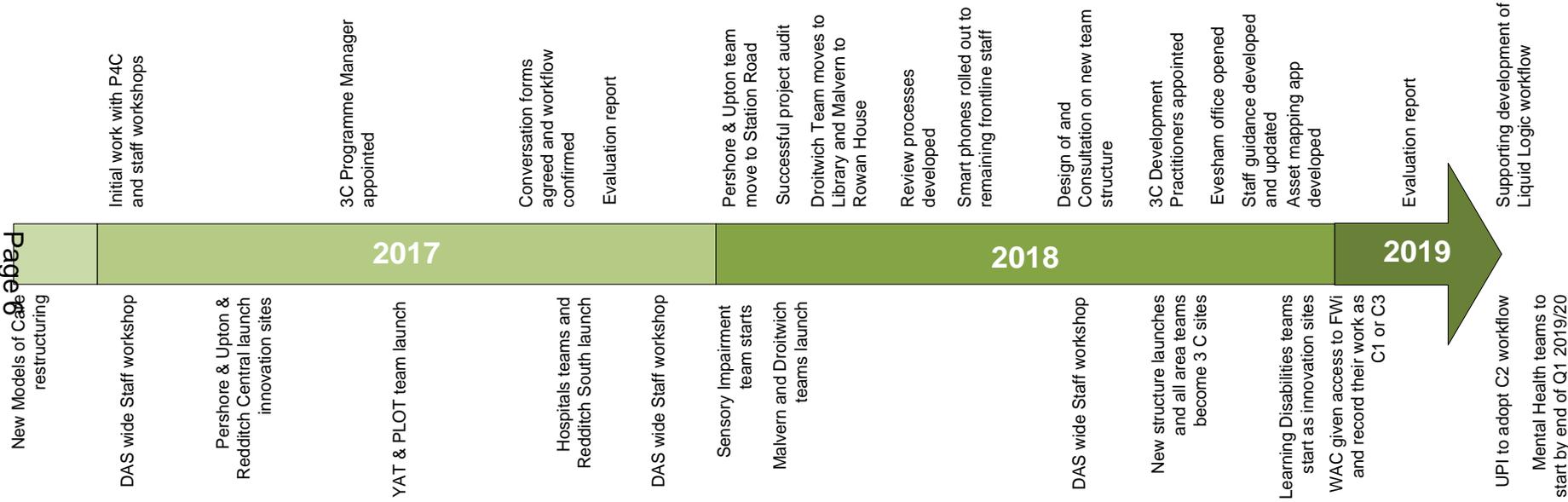
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3 Conversations Programme

February 2019 update

The story so far

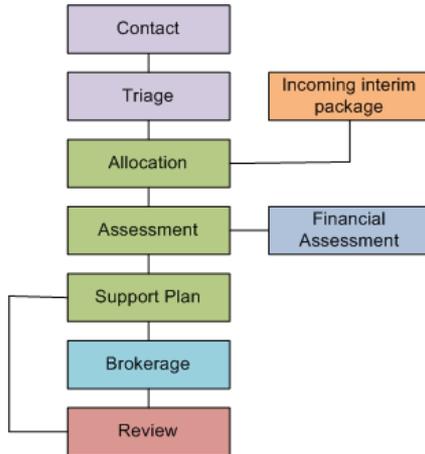


3C Objectives

- listens better to the concerns and views of the adults and families we work with
- removes barriers to accessing social work advice and support
- improves the experiences of the adults we work with (broader approach to wellbeing)
- makes better use of the networks and resources available in the community
- encourages greater creativity (use of OT, AT etc..)
- removes unnecessary bureaucracy
- improves opportunities to prevent, delay and reduce reliance on costed care packages
- creates a better working environment and more satisfying role for staff
- better delivers against the spirit of the care act and core social work values
- encourages more direct collaboration between the Social Work teams, the community and other agencies

The basic model

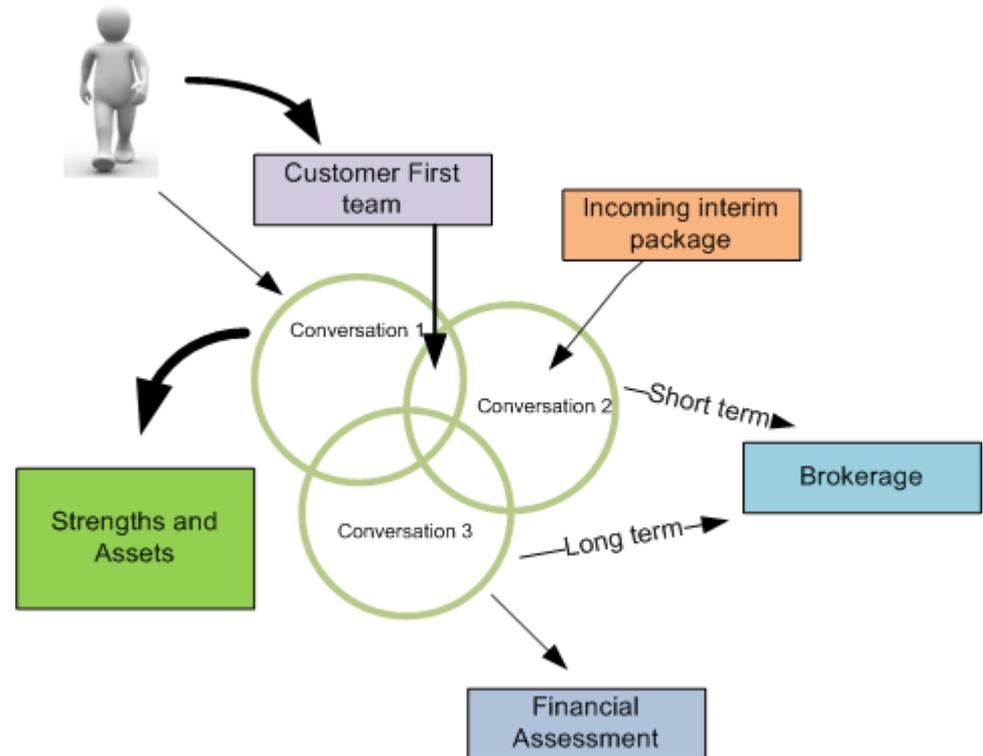
- Old model
- Prescriptive flow



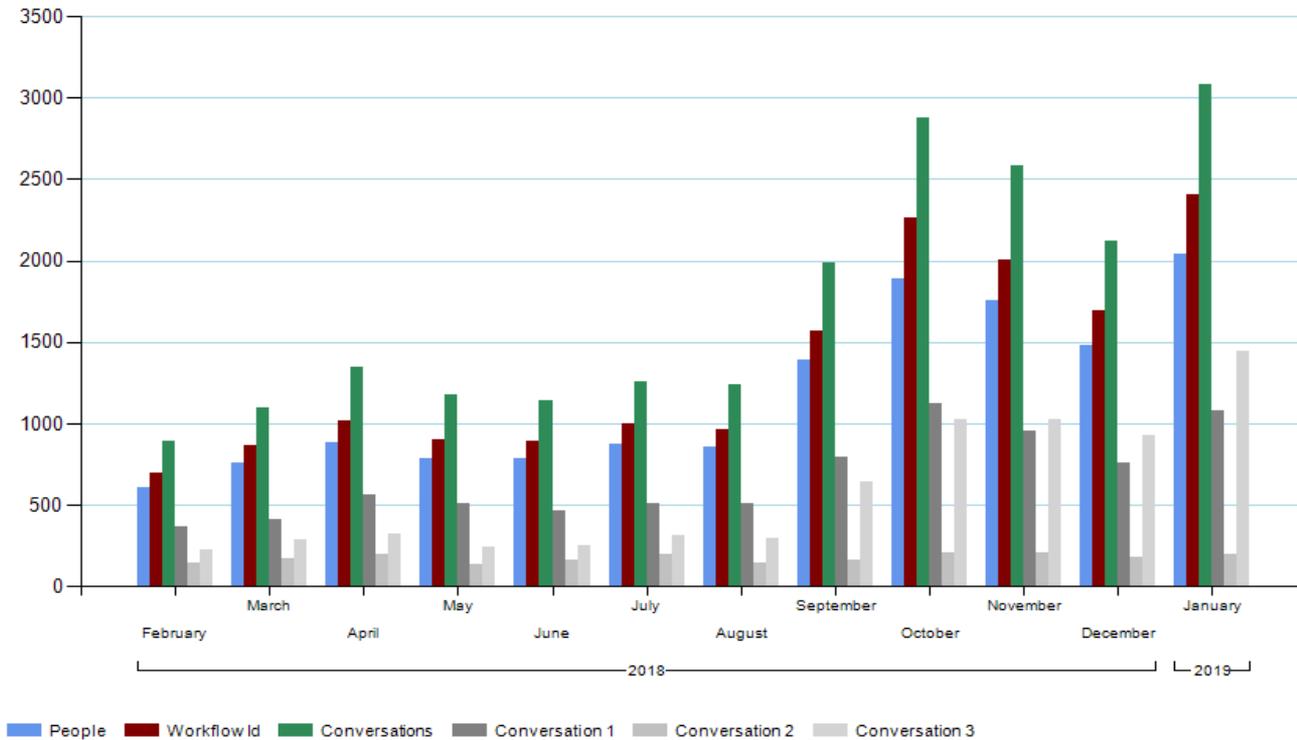
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- Long forms
- Built in delays

- 3 C
- Fluid



Activity overview

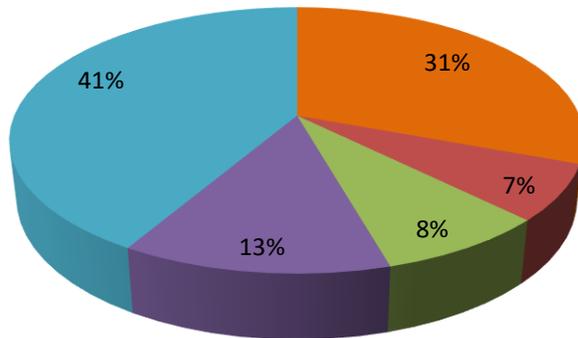


Note the proportion of C3's has risen since the teams started using these to record reviewing activity

Sources of work

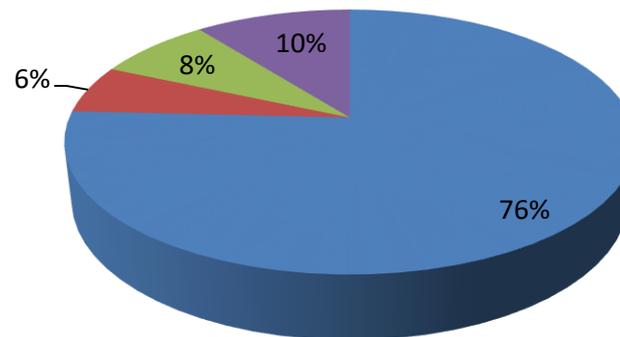
Sources of new contact

Health Internal Other agency Provider Public



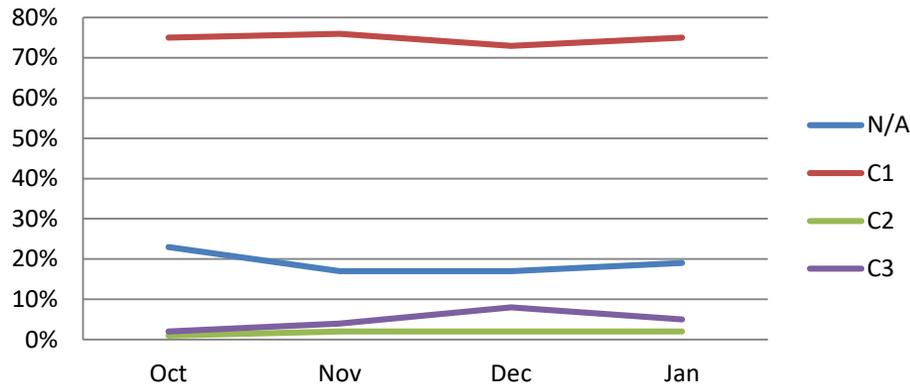
Initial point of contact

ACT Area Teams North Area Teams South Other (SI & Urgent Care)

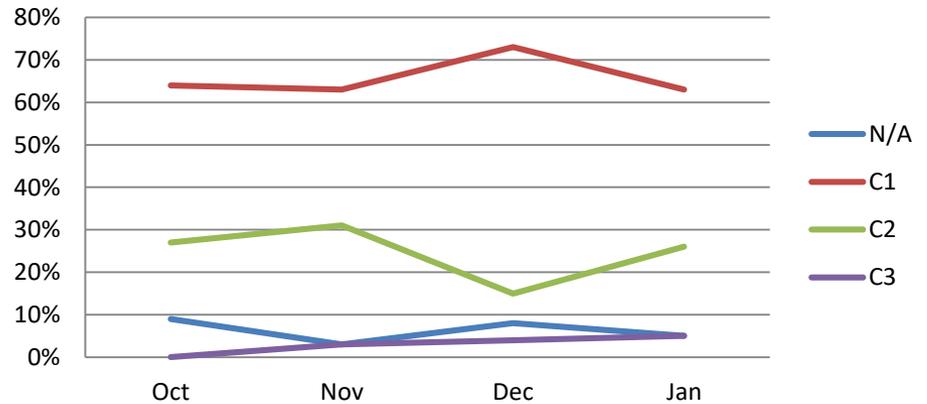


Resolution of new work

Highest point of resolution (Area Teams)

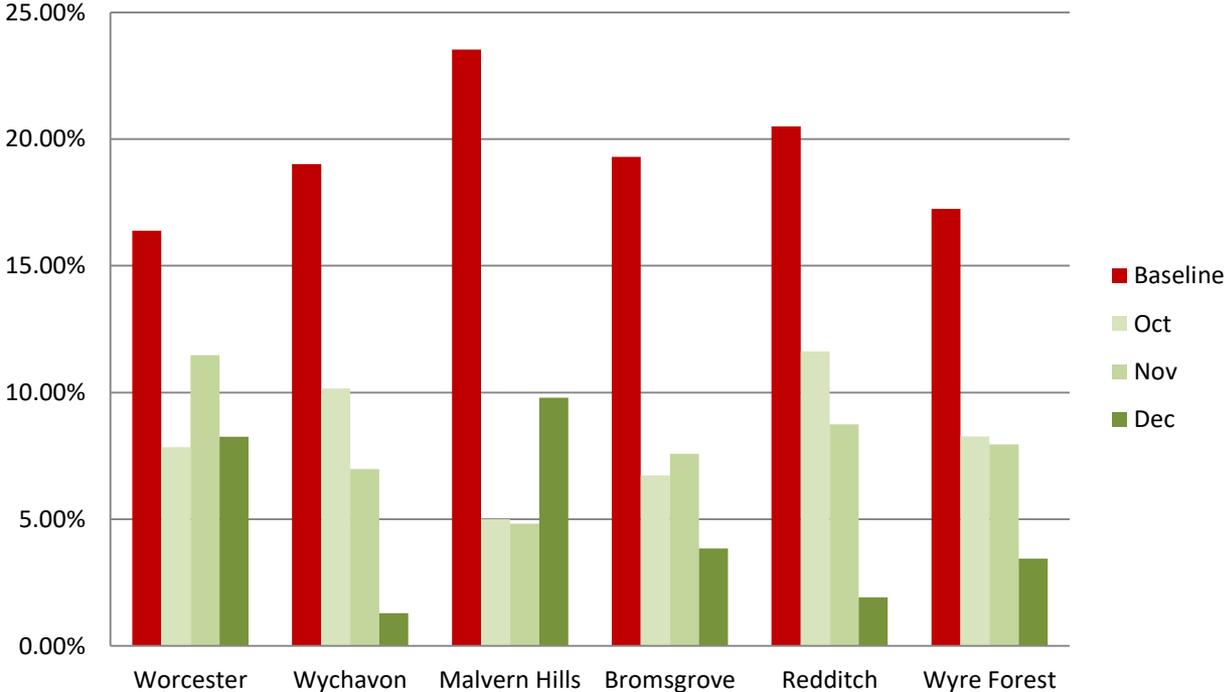


Highest point of resolution (Hospital teams)



Area Team conversion rates Q3

Area team conversions



Cost avoidance

| Area team | New packages | Av cost per Package | Cumulative cost avoidance to year end |
|---------------|--------------|---------------------|---------------------------------------|
| Worcester | 18 | £187.42 | £75,165.59 |
| Wychavon | 20 | £150.84 | £109,070.83 |
| Malvern Hills | 13 | £184.73 | £151,559.29 |
| Bromsgrove | 14 | £178.98 | £120,003.57 |
| Redditch | 18 | £209.93 | £108,658.76 |
| Wyre Forest | 20 | £284.06 | £157,984.57 |
| Total | 103 | £201.53 | £722, 442.61 |

It should be recognised that the figures above only relate to activity since the restructuring and there are 3 more months to be included in the annual saving/cost avoidance plus the results of the former Locality Innovation sites between April and September.

| Locality team innovation sites to end Aug 2018 | Cumulative cost avoidance to year end |
|--|---------------------------------------|
| Pershore & Upton | £100,006.92 |
| Redditch Central | £192,382.64 |
| Redditch South | £14,307.32 |
| Droitwich, Ombersley & Rural | £130,999.67 |
| Malvern Town | £80,175.52 |
| TOTAL | £517,972.07 |

This suggests a higher value of cost avoidance than estimated in summer 2018.

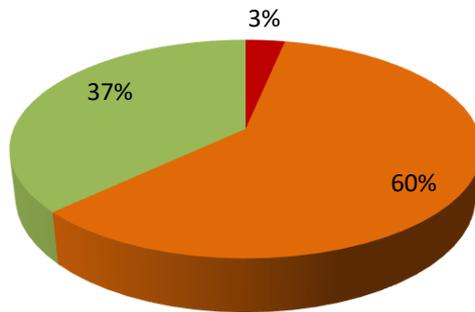
Culture change

When asked if staff felt confident that they could differentiate between the different types of conversation there was a positive response, even from staff in teams which were relatively new to the this way of working.

| Response | 1-3 months | 4-6 months | 6-12 months | 12+ months |
|------------------|------------|------------|-------------|------------|
| Agree | 47.5% | 57% | 50% | 36% |
| Tend to agree | 47.5% | 14% | 50% | 50% |
| Tend to disagree | 5% | 29% | 0% | 7% |
| Disagree | 0% | 0% | 0% | 0% |
| Blank | 0% | 0% | 0% | 7% |

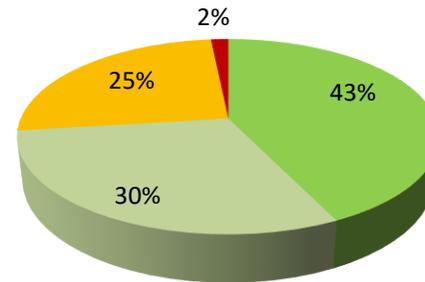
Use of community resources

■ Less than before ■ About the same ■ More than before



3C work supports the Care Act principles

■ Agree ■ Tend to agree ■ Neutral ■ Disagree



Staff feedback

What the teams liked about the 3C approach:

- 'having one worker to support the person',
- 'person centred practice',
- 'more room for direct work'
- 'a faster response'
- 'Getting involved early with people's situation'
- 'The vast reduction in bureaucracy and the increase in reflective practice as well as thinking 'outside of the box'
- 'We can engage with people more quickly'
- 'citizens can get 'straight to the source'
- 'the paperwork gives freedom & autonomy'
- 'all social workers should be comfortable using free-text boxes which are not prescriptive, as we already (should) have the assessment and analytical skills required to accurately evidence and articulate a person's needs'

Training & Development

| Area of need | Managers | ASWP's | SW/ SCW |
|--|-----------------|---------------|----------------|
| Leadership, mentoring, coaching skills | ✓ | ✓ | |
| Building networks | ✓ | ✓ | ✓ |
| Research skills | | | ✓ |
| Recording skills (inc consent) | | ✓ | ✓ |
| Communication skills (inc soft skills) | | | ✓ |
| Motivational Interviewing | | | |
| Time management | | ✓ | ✓ |
| Understanding performance data | ✓ | ✓ | |
| Understanding financial data | ✓ | | |
| Legal frameworks | | ✓ | ✓ |
| Making the most of mobile tech | ✓ | ✓ | ✓ |
| Autism & Aspergers | ✓ | ✓ | ✓ |
| Substance misuse support | ✓ | ✓ | ✓ |
| Community DoLS (and assistive tech) | ✓ | ✓ | ✓ |
| Continuing Health Care | | ✓ | ✓ |

Neighbourhood Teams

- The report recommends building more links with external partner agencies and considers options for closer working with Neighbourhood teams
- Suggestions for how to achieve this include:
 - **Separate MDT & Strategic meetings**
 - **Frontline social care staff attend MDT** - ASWP and Practitioners attend all MDT – build up own knowledge and networks.
 - **Actively use MDT** – taking individuals and families to discuss. Extend this to include examples to discuss where health had requested outcome that is not within our remit or cases where health and social care have worked well – **scope for learning and challenging misconceptions.**
 - **Presentation/Workshop for Staff**
 - **Area managers to attend the strategic meeting**, building up trust and relationships with other attendees so to hold a position to start influencing the agenda and advocate for social care whilst striving to work in partnership.
 - **Voluntary sector involvement in MDT** – Strong argument for broadening the MDT to include Housing, mental health, community groups even if this was on a monthly basis. The involvement of the voluntary sector would enable the Neighbourhood teams to include non-statutory services as either an alternative or as part of care package.

How did we do?

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The project has delivered a new approach to provision of Adult Social Care which:

- listens better to the concerns and views of the adults and families we work with
- removes barriers to accessing social work advice and support
- improves the experiences of the adults we work with (broader approach to wellbeing)
- makes better use of the networks and resources available in the community
- encourages greater creativity.
- removes unnecessary bureaucracy
- improves opportunities to prevent, delay and reduce reliance on costed care packages
- creates a better working environment and more satisfying role for staff
- better delivers against the spirit of the care act and core social work values
- encourages more direct collaboration between the Social Work teams, the community and other agencies

Embed successful culture change

- Ensure that the LAS project does not reintroduce unnecessary bureaucracy.
- The current structure provides the right levels of support and supervision
- Working in the community that you support is the best way to become part of it
- Direct, un-triaged, contact gives a better opportunity for early intervention
- Investment in communication skills and confidence pays dividends
- Align the 3C Development Practitioners with the PSW
- Encourage frontline manager use of MI dashboards and Proud Conversations
- Get our partners on board
- **Keep the reflective meetings going!**

Taking it to the next level

- The project has been highly successful
- Completion of Learning Disability innovation stage
- Bring UPI within the conversation approach
- Extend model to Community Mental Health Services
- Drive to identify local community resources



- Build public feedback into the model
- Engage more with Neighbourhood teams, Partner Agencies & Voluntary Orgs

ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 14 MARCH 2019

PERFORMANCE AND IN-YEAR BUDGET MONITORING

Summary

1. The Panel will be updated on performance and financial information for services relating to Adult Services.
2. Performance and financial information provides a further tool for the Scrutiny Panels in maintaining members' understanding of services provided to the public, the effectiveness of current policies, and early knowledge of any issues or areas for further scrutiny.
3. The information provided relates to:
 - Performance information for Quarter 3 (October to December 2018)
 - Financial information in the form of the draft Cabinet Resources Report Revenue and Capital Budget Monitoring to Period 10 Month Ending 31 January 2019
4. The intention is for the Scrutiny Panels to consider this information on a quarterly basis and it is likely that the format and detail may be revised as the discussions evolve.
5. The Cabinet Member with Responsibility, and the Director of Adult Services have been invited to attend the meeting in order to respond to any queries from Panel Members.

Performance Information

6. The Corporate Balanced Scorecard is the means of understanding progress against the Council's Corporate Plan. The Scorecard contains a range of indicators linked to key priorities and themes. Many measures are long-term and may be affected by a wide range of factors, some of which are outside the direct control of the Council.
7. Attached at Appendix 1 is a dashboard of performance information which covers the indicators from the Directorate level scorecard and those from the corporate scorecard which relate to Adult Services.
8. The Corporate Balanced Scorecard for each Directorate is reported to Cabinet and is also available on the Council's website [here](#)

Financial Information

9. The draft Cabinet Resources Report – Revenue and Capital Budget Monitoring

details the 2018/19 outturn forecast for the Council's £324 million net revenue budget as at Period 10 31 January 2019 and progress to date on the savings and reforms programme.

10. The report identifies that the Council is forecasting an overspend of £2.9 million after management action, but there remains a risk that this could rise to £6.2 million at the end of the financial year due to the underlying cost pressures around Children's Social Care Placements and Dedicated Schools Grant High Needs Block.

Purpose of the Meeting

11. Performance and financial monitoring are part of the Scrutiny Panels' role in maintaining oversight of service provision.
12. Following discussion of the information provided, the Scrutiny Panel is asked to determine:
 - any comments to highlight to the CMR at the meeting and/or to Overview and Scrutiny Performance Board at its meeting on 28 March 2019
 - whether any further information or scrutiny on a particular topic is required.

Supporting Information

Appendix 1 – Performance Information for Adult Services
Appendix 2 – draft Cabinet Resources Report: 14 March 2019 – Revenue and Capital Budget Monitoring to Period 10 Month Ending 31 January 2019

Contact Points

Specific Contact Points for this Report

Emma James / Jo Weston, Overview and Scrutiny Officers, Tel: 01905 844964 / 844965
Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report:

- Agenda and minutes of the Overview and Scrutiny Performance Board on 26 September 2018 – available
<http://worcestershire.moderngov.co.uk/ieListDocuments.aspx?CId=134&MId=2171&Ver=4>

Key Priorities DAS business plan 2018-19:

Reduce the number of older and younger adults whose long term support needs are met by admission to care homes.

Increase the number of customers whose short term support services enable them to live independently for longer

Increase the number of older people who stay at home following reablement or rehabilitation

Sustain the current performance on delayed transfers of care from hospital

Prevent, reduce or delay the need for care

Priority- Reduce the number of older and younger adults whose long term support needs are met by admission to care homes

Indicator: Long-term support needs of younger adults (aged 18-64) met by admission to residential and nursing care homes, per 100,000 population (ASCOF 2A(1)) (low is good)

Analysis: This national indicator looks at planned admissions and as such includes 12 week disregards, so potentially some of those included will eventually become self funders.

This includes people within the age group 18-64 who have physical disabilities, learning disabilities or mental health issues. Controls are in place to ensure that permanent admissions are minimised and are only used where there is no other support available in a community based setting. Work is ongoing to ensure that maximum use is made of services such as supported living, and all options to support young people to remain living independently or with families are considered as a priority.

The admission rate per 100,000 of the younger population for Worcestershire was **17.9** at the end of Mar-18 - this was above the average for similar authorities (16) and the England average (14).

Admissions have risen throughout the year to Q3. Work is being undertaken within DAS to focus on these young people and to develop an understanding of this rise. As the complexity of service users needs increase the challenge to support them in alternative settings is increasingly difficult.

Priority- Reduce the number of older and younger adults whose long term support needs are met by admission to care homes

Indicator: Long-term support needs of older adults (aged 65 and over) met by admission to residential and nursing care homes, per 100,000 population (ASCOF 2A(2)) (low is good)

Analysis: This national indicator looks at planned admissions and as such includes 12 week disregards, so potentially some of those included will eventually become self funders. All people over the age of 65 are including in this indicator.

Measures are in place to control all permanent admissions to either residential or nursing care. Any new placements can only be approved at Area Manager level and all new high cost placements go through a scrutiny panel.

The admission rate per 100,000 of the older population for Worcestershire was **653.7** at the end of Mar-18 - this was above the average for similar authorities (549.8) and the England average (585.6).

Priority: Increase the number of customers whose short term support services enable them to live independently for longer

Indicator: Proportion of people with no ongoing social care needs following reablement after hospital discharge - Sequel to short term services to maximize independence (ASCOF 2d) (high is good)

Analysis: This is a national ASCOF indicator which measures rehabilitation success rates for older people, in terms of the percentage who no longer require services following a reablement service. In Worcestershire this relates solely to services provided by the urgent promoting independence team. A service which is available to support hospital discharge. As such the service is working with people with increasingly complex needs. Despite the increasing acuity of people requiring the service performance has increased over the last year. DAS set a stretch target for 2017-18 for this measure at 81%. This target was set at the start of the financial year and was based on achieving good performance in comparison to similar authorities/nationally based on the most recent data available at that time which was 2016-17 performance.

National results for 2017-18 are now available and these are shown on the graph - comparator and England lines. Worcestershire is currently achieving just below the England average for this period, whilst the comparator group have increased to 83.5% on average. Performance achieved is very much linked to the type of service included in this measure. As Worcestershire's service targets people coming out of hospital with complex needs it will be more difficult to perform at levels

Priority- Increase the number of older people who stay at home following reablement or rehabilitation

Indicator: Older people remaining at home following hospital discharge and a reablement service - Proportion of 65+ who were at home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF 2b) (high is good)

Analysis: This is a national indicator used as a supporting metric for the Better Care Fund program. It measures the percentage of older people who have gone through a reablement program on discharge from hospital and are still at home 91 days later, on a quarterly basis. Reablement services include some that are health led.

We aim to ensure that people who require our support are helped to remain as independent as possible for as long as possible. Reablement services support people to achieve this where possible. In recent experience the complexity of the needs of people going into these services have increased making it more challenging to ensure that they are at home after 91 days. Over the last quarter we have seen our Acute hospitals under pressure, and an increase in the acuity of patients discharged to our services. This may explain why the performance has reduced this quarter, along with winter pressures.

The target for this indicator is set in the same way as the previous one so DAS set a stretch target for 2017-18 at 86%. This target was set at the start of the financial year and was based on achieving good performance in comparison to similar authorities/nationally based on the most recent data available at that time which was 2016-17 performance.

National results for 2017-18 are now available and these are shown on the graph - comparator and England lines. Worcestershire is currently achieving performance above these two levels.

Priority- Sustain the current performance in delayed transfers of care from hospital

Indicator: No of days people are delayed in hospital each month that are a social care responsibility - No of days delayed per month (responsibility of social care, in and out of County) (low is good).

Analysis:

The general trend in overall delays is downwards which peaks in Winter months. For social care, considerable work has been done to minimize delays and the impact they have. Numbers have been reducing although this is challenging in winter periods. DAS DLT are completing a deep dive into the social care for recent months as numbers are higher. This recent increase is in non-acute settings and we are examining the level of delays for mental health patients and how this is impacting the figures. Delays in the acute setting are very closely monitored and controlled.

Priority: Prevent, reduce or delay the need for care

Indicator: Annual care package reviews completed - Percentage of people in services for 12 months who had a review completed in those 12 months or whose review is in progress at that point (high is good)

Analysis: This is a local measure that looks at people who have been in receipt of services for a year or more and checks that they have been reviewed in that period. Up until Mar-17 this measure was set at 15 months. DAS have maintained the target 95% whilst reducing the time allowed to 12 months. Performance has improved steadily through the year and is currently 91%. All reviews, previously carried out by a central reviewing function, are in the process of being passed to Area and Learning Disability teams.

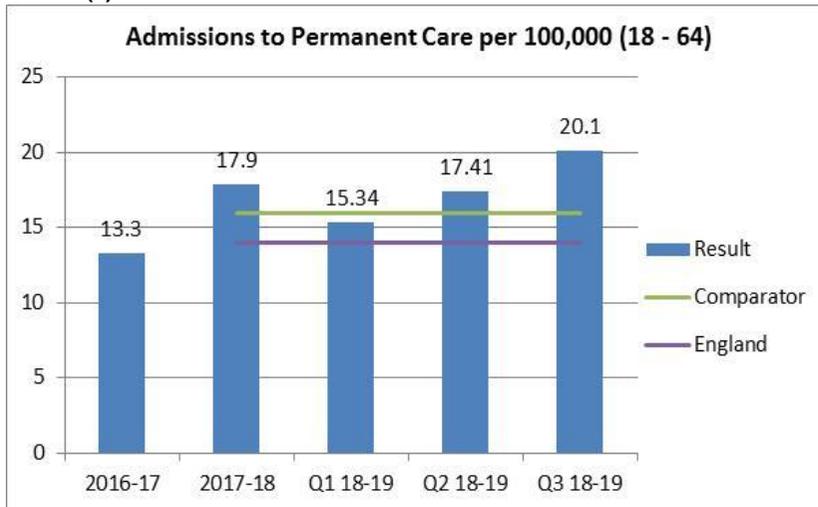
Priority- Prevent, reduce or delay the need for care

Indicator: Conversion rates - number of new referrals which result in a person receiving long term services (low is good)

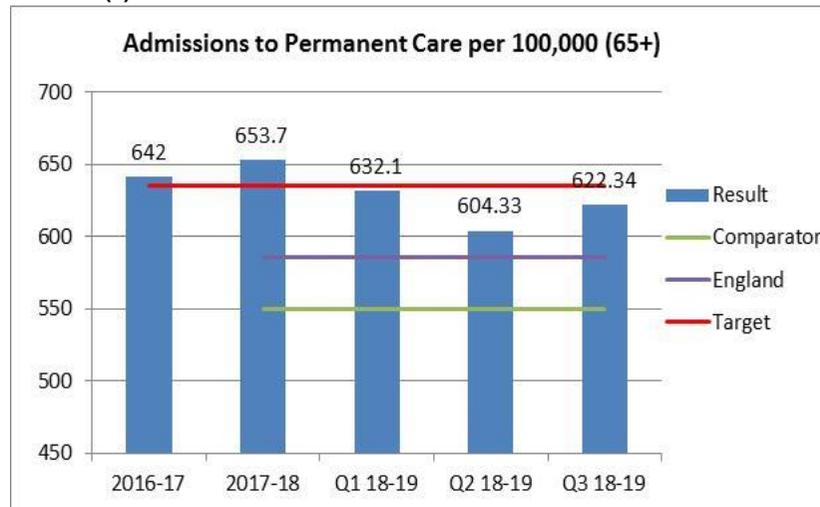
Analysis: This is a local measure designed to assess the success rate of moving to working on a 3 Conversations model - the aim being, in brief, to work with people in a more local and innovative way to help increase options available to people to maintain independence for longer.

The graph shows how area teams perform on this in relation to baseline figures prior to moving to this model of working. This shows a significant reduction in the conversion rate for all teams in comparison to baseline figures. Performance for the most recent month will always be lower as there has been less time for new referrals to progress in this way.

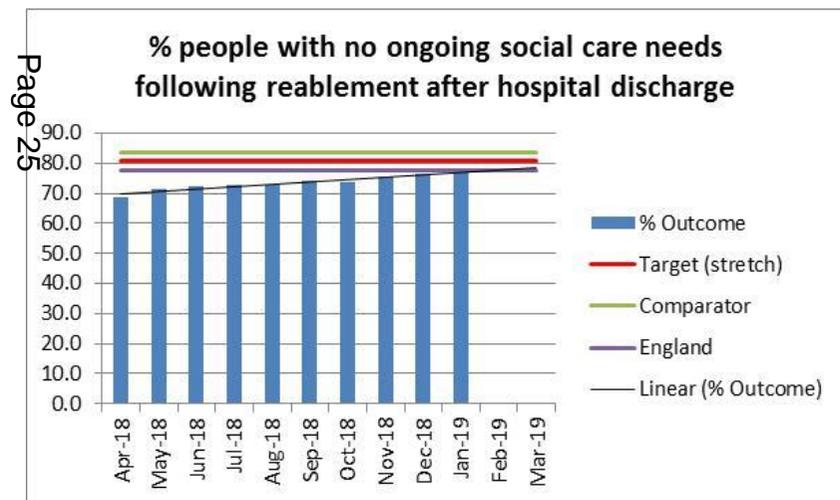
ASCOF 2a(1)



ASCOF 2a(2)



ASCOF 2d



ASCOF 2b

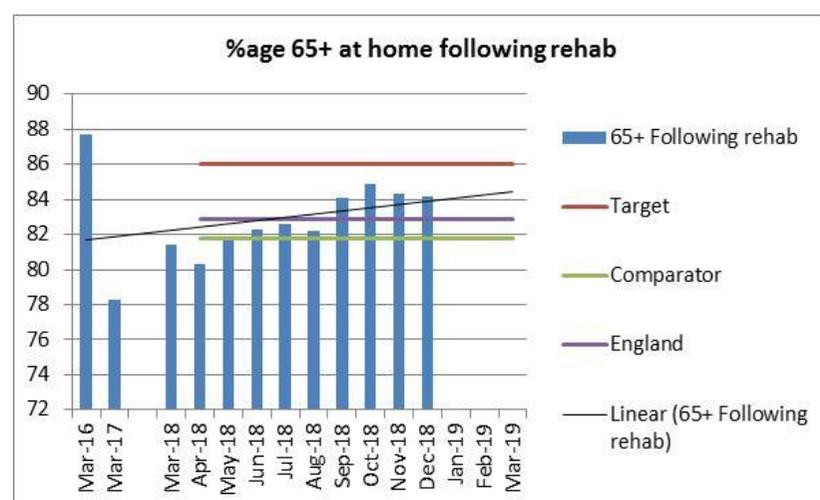
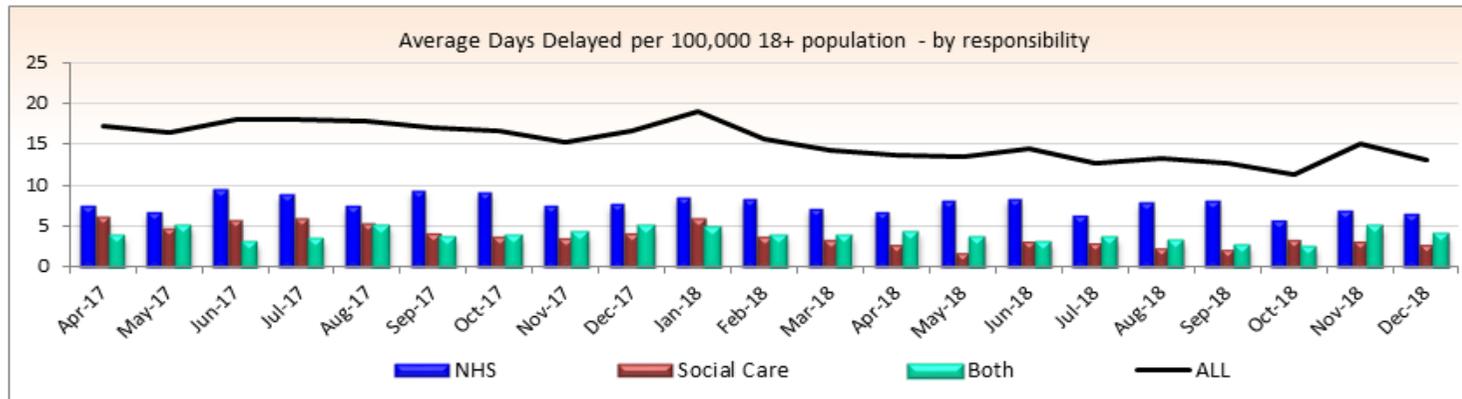
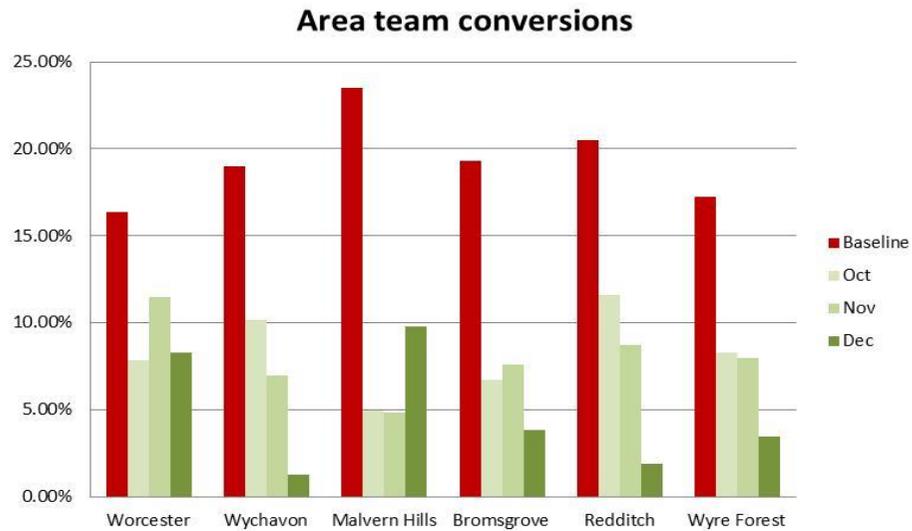
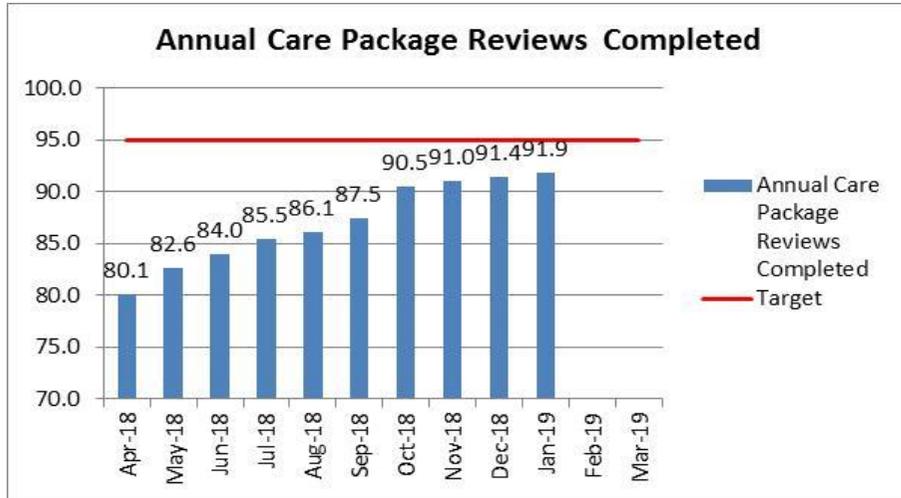


Chart Area

Delayed Transfers of Care

| Actual no of days delayed | Jun-17 | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 | Jul-18 | Aug-18 | Sep-18 | Ambitions for Sep-18 | Oct-18 | Nov-18 | Dec-18 |
|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------------------|--------|--------|--------|
| All | 2542 | 2625 | 2581 | 2389 | 2412 | 2131 | 2417 | 2806 | 2057 | 2079 | 1919 | 1960 | 2027 | 1839 | 1921 | 1785 | 1794 | 1653 | 2109 | 1891 |
| NHS | 1333 | 1282 | 1079 | 1309 | 1314 | 1053 | 1104 | 1253 | 1073 | 1041 | 937 | 1171 | 1164 | 915 | 1125 | 1127 | 810 | 830 | 973 | 929 |
| Social Care | 787 | 852 | 775 | 574 | 554 | 500 | 600 | 853 | 476 | 485 | 387 | 255 | 448 | 412 | 326 | 289 | 373 | 478 | 450 | 391 |
| Joint | 422 | 491 | 727 | 506 | 544 | 578 | 713 | 700 | 508 | 553 | 595 | 534 | 415 | 512 | 470 | 369 | 612 | 345 | 686 | 571 |





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CABINET
14 MARCH 2018**RESOURCES REPORT – REVENUE AND CAPITAL BUDGET
MONITORING TO PERIOD 10 (MONTH ENDING 31 JANUARY
2019)**

Relevant Cabinet Member

Mr S E Geraghty

Relevant Officer

Chief Financial Officer

Recommendations

1. **The Cabinet Member with Responsibility for Finance (who is also the Leader of the Council) recommends that Cabinet:**
 - (a) **endorses his conclusions concerning revenue budget monitoring up to 31 January 2019;**
 - (b) **notes the current progress regarding savings plans and additional management actions to reduce expenditure;**
 - (c) **notes that the Council is forecasting an overspend of £2.9 million after management action, but risks within this forecast remain;**
 - (d) **endorses his conclusions concerning capital budget monitoring up to 31 January 2019;**
 - (e) **endorses his conclusions regarding the treasury management update report;**
 - (f) **notes that the Council has responded to the Government's consultations on the Fair Funding Review and Business Rates Retention Reform with details at paragraphs 81 to 85;**
 - (g) **notes that funding approval was announced in January 2019 to support works to reduce congestion on the A38 at Bromsgrove from Highways England which totals £2.68 million; and**
 - (h) **recommends Council approves an increase to the Financial Services revenue budget cash limits to reflect the use of £0.175 million grant funding over 2018/19 and 2019/20 from MHCLG to support additional costs that may arise because of Brexit, noting that Central Government have indicated this is not the only funding it may allocate to Local Government for this purpose.**

Introduction

2. This report details the 2018/19 outturn forecast for the Council's £324 million net revenue budget as at Period 10 31 January 2019 and progress to date on the savings and reforms programme.

3. The report identifies that the Council is forecasting an overspend of £2.9 million after management action, but there remains a risk that this could rise to £6.2 million at the end of the financial year due to the underlying cost pressures around Children's Social Care Placements and Dedicated Schools Grant High Needs Block.

4. Cabinet is asked in this report to endorse the conclusions on the treasury management activity during the year, specifically concerning long-term borrowing and investments.

5. A recommendation is also being made for Council to approve use of a new grant from Central Government.

Summary Revenue Budget Monitoring 2018/19 Forecast at Period 10 (31 January 2019)

6. The County Council has a net budget of £324 million that was set by Full Council in February 2018.

7. This report covers the forecast financial position for the budget at the end of Period 10 (31 January 2019).

8. The overall outturn forecast, as set out in Table 1 below, is for a net overspend of £6.2 million at the end of 2018/19. This includes a net £10.9 million forecast overspend on services. The majority of the services forecast overspend arises on Adult Services which totals £13 million, with a £1.7 million overspend reported on Children, Families and Communities services.

9. Whilst the net overspend forecast has fallen by £0.2 million since last month, there have been significant underlying changes in the forecast. These include a £0.4 million increase in the overspend forecast for Children's placements offset partly by a number of actions, and an underlying £1.4 million increase in the overspend for Dedicated Schools Grand High Needs Block offset by receipt of a £1.2 million grant income.

10. The causes of forecast variations are summarised in the following section at paragraphs 20 to 41, and variances by individual service area greater than £0.25 million are set out in more detail in Appendix 2.

11. Part of the projected overspend relates to non-delivery of some of the 2018/19 saving targets set by Council in February 2018, and the January 2019 Cabinet Budget Report included revisions to the programme and consequential updates to the Medium Term Financial Plan.

12. At the same time as facing in-year pressures the Council has also sought to deliver its original savings plan and it is forecast that £25.9 million will be achieved this year, with a further £1.9 million classed as amber and £1.7 million as red. More detail is set out in the following sections and in detail at paragraphs 42 to 46, with details also set out of the RAG status for each proposal at Appendices 6 and 7.

13. The service overspend forecast (£10.9 million) can be partly offset by a £4.7 million underspend for finance/corporate items, this is projected based on:

- A one off saving of £3.6 million on Financing Transactions from deferring the need to take planned external borrowing

- A one off saving of £0.5 million following a risk review of fire insurance liabilities and reducing carrying balance in the insurance earmarked reserve
- A one off saving of £0.625 million by withholding expenditure from the £0.750 million corporate contingency.

Table 1: Summary Outturn Forecast as at Period 10 2018/19

| P10 - 2018/19 SLT Revenue Budget Monitoring Forecast by Service | | | | | | | | | | | | |
|---|--------------------|------------------|----------------------|----------------------------|--------------------------|-----------------------|----------------------|-------------------------------|----------------------------|---------------------|----------------------|--------------------------|
| Service | 2018/19 Net Budget | Gross Forecast | Less Budgeted Grants | Less Budgeted Reserve Mvts | Variance Before One-Offs | Less - Capitalisation | Less - Use of Grants | Transfer to / (from) Reserves | Variance After Adjustments | Variance After Adjs | Variance Last Period | Change Since Last Period |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | % | £000 | £000 |
| Dedicated Schools Grant (DSG) | 0 | 9,015 | 0 | 0 | 9,015 | 0 | (1,232) | (7,783) | 0 | - | 0 | 0 |
| Children, Families and Communities (Excl DSG) | 96,361 | 115,656 | (15,071) | (1,623) | 2,601 | (449) | (400) | (62) | 1,690 | 1.8% | 1,615 | 75 |
| Economy & Infrastructure | 63,544 | 73,298 | (6,102) | (5,476) | (1,824) | (1,560) | 0 | (52) | (3,436) | -5.4% | (3,469) | 33 |
| Commercial and Commissioning | 8,049 | 8,304 | (189) | (188) | (122) | 0 | 0 | (228) | (350) | -4.3% | 0 | (350) |
| Chief Executive | 531 | 531 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Adult Services | 125,396 | 174,001 | (30,420) | 0 | 18,185 | (1,290) | (3,875) | 0 | 13,020 | 10.4% | 13,020 | 0 |
| Public Health | (831) | 27,606 | (28,437) | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Total : Services (Excl DSG) | 293,050 | 399,396 | (80,219) | (7,287) | 18,840 | (3,299) | (4,275) | (342) | 10,924 | 3.7% | 11,166 | (242) |
| Finance / Corporate Items | 31,142 | 22,827 | (2,636) | 0 | (10,951) | (155) | 0 | 6,381 | (4,725) | -15.2% | (4,725) | 0 |
| Funding - Transfer From Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | - | 0 | 0 |
| Total (Excl DSG) | 324,192 | 422,223 | (82,855) | (7,287) | 7,889 | (3,454) | (4,275) | 6,039 | 6,199 | 1.9% | 6,441 | (242) |
| Total - Funding | (324,192) | (324,192) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Grand Total - Services and Funding (Excl DSG) | (0) | 98,031 | (82,855) | (7,287) | 7,889 | (3,454) | (4,275) | 6,039 | 6,199 | | 6,441 | (242) |
| Dedicated Schools Grant (DSG) | 0 | 9,015 | 0 | 0 | 9,015 | 0 | (1,232) | (7,783) | 0 | | 0 | 0 |
| Total | (0) | 107,046 | (82,855) | (7,287) | 16,904 | (3,454) | (5,507) | (1,744) | 6,199 | 1.9% | 6,441 | (242) |

14. To mitigate the forecast overspend, a range of alternative actions and savings have been implemented during the year, and these continue to be progressed:

- Review specific grant income to maximise where this money can be used to fund existing base budget expenditure whilst remaining within the grant conditions
- Review Better Care Fund and Improved Better Care Fund agreements and allocations between the County Council and Health
- Stop, or defer for a period, discretionary expenditure/projects; including tightening controls over spending such as removal of procurement cards and reducing the number of staff who are approved to commit monies.
- Increase Fees and Charges mid-year where we can
- Implement a vacancy management process to delay recruitment whilst we review non-critical or change dependent areas or other staffing measures. This will seek where appropriate to remove vacant posts permanently to give rise to recurring savings.

15. In September 2018, senior leadership identified £12.7 million of additional reform proposals that are being worked through and progressively included in the forecast when appropriate due diligence has been completed.

16. If fully implemented these could, as shown in Table 2, reduce the services overspend forecast to £2.6 million. This is a best-case scenario and assumes there are no further spending pressures arising over the remainder of the financial year.

Table 2: Period 10 Forecast Overspend before and after management savings

| | £m |
|---|--------------|
| Services Overspend Forecast Period 10 before actions | 15.8 |
| Less New Savings Included at Period 10 | (4.9) |
| Sub Total | 10.9 |
| Less New 18/19 Savings not in Period 10 | (3.6) |
| Sub Total Services Overspend | 7.3 |
| Less Corporate Savings | (4.7) |
| Net Overspend Forecast | 2.6 |

17. It must be recognised that despite extensive and continued focus on driving down expenditure, this remains a difficult task for the Council to achieve in the timeframe needed and it is more probable that the forecast overspend will be around £2.9 million by the end of the financial year.

18. Any remaining overspend for 2018/19 could be funded by drawing down resources from Earmarked Reserves. As our external auditors (Grant Thornton) identified in their value for money opinion the Council must look closely at its use of reserves to secure financial sustainability. A factor that is being raised on a national level. As such the focus is to identify savings that will reduce any need to draw further from these reserves, and on recurring proposals as opposed to one-off savings.

19. There are a number of significant cost pressures arising across services at Period 10. Whilst these have been provided to Cabinet previously this year, their updated position is outlined below in more detail.

Children, Families and Communities – Forecast £1.7 million overspend

20. The Directorate is forecast to overspend its £96.4 million budget by £1.7 million at the end of the financial year. This is a net increase of £0.4 million since last month.

21. The forecast overspend includes £2.4 million relating to children's social care placements, a £0.4 million increase since last month. The current forecast is based on an estimated new demand and the assumption that savings can be achieved. A number of actions are being taken forward to bring the projected overspend down, including a panel review of top up payments and the development of the edge of care service. However, it should be noted that there is a risk that the overspend could increase.

22. The overspend for Home to School Transport is forecast to be £0.4 million, a £0.1 million reduction since last month.

23. The pressure on the Dedicated Schools Grant (DSG) continues and is currently projected to overspend by £9.1 million, an increase of £1.4 million since last month. A significant risk remains that the overspend position will increase further due to further claims for funding from special schools and mainstream schools. Special schools are completing data returns which are currently being reviewed by the commissioning and SEND teams but there is a risk that this will result in further funding being needed.

24. At the start of the year there was £5.1 million held in DSG reserves, although this was not all earmarked for high needs activity.

25. On 17 December 2018 the Department for Education (DfE) issued an update to Local Authorities (LAs) for their DSG allocations for 2018/19. This included confirmation of the County Council's share of a national £250 million one-off allocation from the DfE over 2018/19 and 2019/20 into the High Needs DSG in order to support all local authorities in managing their High Needs budget pressures. For Worcestershire this will be £1.232 million in 2018/19 and will support the projected overspend, with a similar amount in 2019/20.

26. The Worcestershire Schools Forum is establishing a DSG High Needs Recovery Task and Finish Group to consider how the expenditure on High Needs provision can be contained within the High Needs DSG allocation.

Adult Services – Forecast £13 million overspend

27. The Adult Social Care budget is forecast to overspend its £125.4 million net budget by £13.0 million with no change in this forecast for the last three months. This overspend has arisen due to a combination of:

- Accumulated transformation targets which are no longer felt to be achievable in 2018/19. The base budget for the service included total savings to be achieved in 2018/19 of £14.9 million, including savings carried forward from 2017/18, and an additional adjustment of £4.2 million to reflect opportunities to maximise the benefit of specific grant income (e.g. Better Care Fund). Following a detailed review, £3.2 million of this programme has been identified as undeliverable with a further £5.1 million re-profiled to later years. The current forecast now reflects anticipated delivery of £6.1 million savings in 2018/19, thus placing a significant pressure on 2018/19.
- The Directorate used reserves and one-off grants in previous years to mitigate overspends and demand pressures, however all of these were fully utilised in 2017/18.

28. The causes of variations by specific services arising from changes in saving profiles and demand pressures are as follows:

- Key pressure in Learning Disabilities Residential and Nursing which equates to a forecast £4.8 million overspend. This is mainly due to a delay in achieving savings targets during 2018/19, staffing pressures and changes in client numbers
- Learning Disabilities Supported Living is forecast to overspend by £2.0 million, which is due to client pressures
- Older People Residential and Nursing overspend of £1.2 million due to increased client number.
- Older People Home Care overspend of £0.6 million, this is due to non-achievement of savings
- Mental Health Residential, Nursing and Supported Living are forecast to overspend by £1 million due to an increase in client numbers.

29. The above pressures have partly been mitigated in part by:

- Support Services and the Integrated Commissioning Unit are forecasting a combined underspend of £2.5 million due to a number of vacancies that are currently being held within the teams and the application of grants.

Public Health – *Forecast to break even*

30. The Public Health Service manages a c.£30 million specific grant and a core County Council budget of £0.1 million and is forecast to break even at this stage.

31. During 2018/19 the service has continued to review existing contracts in order to maximise effective use of the Public Health Ring Fenced Grant with savings of £1.04 million forecast to be achieved in line with the budget. This has allowed the service to increase investment in grant eligible services within other Council functions including Trading Standards and Family Support (Children's). In total around £5.6 million of the Public Health specific grant is being invested directly in eligible functions that sit in other services of the Council, in addition to the wider benefit to the Council through the ongoing commissioning of preventative public health services.

32. The Council currently holds earmarked reserves for Public Health totalling £5.76 million for which there are plans for a significant reduction over the next 3 years to manage the overall reduction in the grant payment smoothly.

Economy and Infrastructure – *Forecast £3.4 million underspend as a result of management action*

33. It is forecast that at the end of the financial year 2018/19 the Economy and Infrastructure Directorate will underspend its £63.5 million budget by £3.4 million.

34. This reduction in forecast spend follows a review of the costs within Waste Services which is now forecast to underspend this year by c.£1 million. As at the end of December there were around £2.7 million outstanding financial contractual accruals. Draft reconciliation work forecasts that £0.8 million of these accruals can be released and £1.9 million needs to be retained for forecasted potential contractual commitments. The balance of savings of £0.2 million is related to net reduced tonnage throughput especially in relation to the Energy from Waste plant.

35. There has been significant management action undertaken to reduce the Period 4 forecast overspend of £0.5 million. This is mainly as a result of further capitalisation of highways works and associated staff time.

Commercial and Commissioning – *Forecast £0.4 million underspend*

36. It is forecast that at the end of the financial year 2018/19 the Commercial and Change (COaCH) Directorate will underspend by £0.4 million. The forecast for the previous month was a break-even position compared with its £8 million budget.

37. The budget for Property Services is forecast to overspend by £0.4 million, with £0.15 million relating to savings targets not forecast to be achieved, and £0.35 million on property maintenance costs, which has been offset by a £0.1 million reduction relating to project feasibility costs.

38. The budget for Systems and Customer Access was reduced by £0.25 million following the decision to commence the insourcing of the DxC contract. This activity was delayed to take account of more realistic and achievable timescales, thereby putting the achievement of this budget reduction at risk of non-delivery this financial year. The service has now been insourced and the savings will be realised in full next year.

39. A review of Human Resources financial commitments has result in a £0.1 million underspend forecast for the Apprenticeship Levy. This and several other management actions including reviewing cost for the Research & Communications team and commercial services teams has contributed to the overall service forecast underspend.

Finance/Corporate Items – Forecast £4.7 million underspend

40. The Financial Services budget includes corporate items such as Debt Interest.

The £31.5 million budget for Finance/Corporate Items is forecast to underspend in total by £4.7 million as follows:-

- £3.6 million underspend - Financing Transactions Borrowing Costs. An initial forecast for the deferment of borrowing on the assumption that cash balances are maintained across the County Council and that there is no forecast for rises in borrowing interest rates
- £0.5 million underspend – Insurance. Following a financial risk review, the Fire Insurance Earmarked Reserve can be reduced by £0.5 million to around £1 million. The Council's maximum financial exposure in any one year under existing insurance policies is £0.5 million
- £0.625 million underspend - Corporate Contingency. A £750k corporate contingency is maintained for 2018/19, against which spending allocations of £125k have been approved. The balance is uncommitted and therefore it is proposed that this contingency will not be used for new spending but will reported as an underspend to address the current forecast overspend elsewhere across the Council's services.

41. Details of variations for each Directorate are included in Appendices 1 to 4.

Savings Update

42. The transformation savings target for 2018/19 is £37.4 million. This comprises £31.6 million that was originally planned for 2018/19 and £5.8 million of projects carried forward from previous financial years.

43. The November 2018 Cabinet Report DAS 'Forward Look at Adult Services' ([Link](#)) refreshed the savings that are achievable for this and future years.

44. Compared with the revised target, Table 3 below shows that £18.2 million has been achieved, £7.7 million more is forecast to be achieved before the end of the financial year, and around £3.6 million is categorised as being at Amber or Red risk. Any remaining unachievable savings targets have been addressed as part of the Medium Term Financial Plan update and the December 2018 Cabinet budget report.

45. Given the Council's limited usable and unspent Earmarked Reserves, discussed later in this report, this forecast position with regard to savings being supplemented by use of reserves is unsustainable. This has been addressed going forward as part of the agreed 2019/20 Budget.

The following table shows the current savings programme summary.

Table 3: Summary RAG Assessment at Period 10 of the 2018/19 Savings

| | 18/19 | 18/19 | 18/19 | 18/19 | 18/19 |
|---------------------|---------------|-------------------|----------------------|---------------|--------------|
| Directorate | Total £000 | Delivered £000 | On Target £000 | Amber £000 | Red £000 |
| DAS | 6,995 | 5,405 | 910 | 485 | 195 |
| PH | 1,040 | 0 | 0 | 1,040 | 0 |
| CFC | 1,222 | 910 | 58 | 4 | 250 |
| E&I | 8,600 | 600 | 6,700 | 300 | 1,000 |
| COACH | 1,100 | 700 | 50 | 75 | 275 |
| Finance | 1,575 | 1,575 | 0 | 0 | 0 |
| Accounting Adj | 9,000 | 9,000 | 0 | 0 | 0 |
| Total | 29,532 | 18,190 | 7,718 | 1,904 | 1,720 |
| % of Revised Target | 100.0% | 61.6% | 26.1% | 6.4% | 5.8% |

2,047 Savings not achievable in year

31,579 Budgeted Savings

5,853 Savings not achieved from previous years

46. The full programme with RAG status for each project is included at Appendices 6 and 7. In addition, Appendix 8 sets out the delivery of the additional savings targets approved by Cabinet in September 2018 to address the forecast overspend at Period 4. At this stage £9.1 million (72%) of the £12.7 million target has been delivered.

Corporate Income – Council Tax, Business Rates, Revenue Support Grant

47. The Council's overall budget is funded by a number of corporate income streams, the forecast being shown in Table 4. Corporate income is forecast to achieve the budget and it not expected to change during the year.

Table 4: Summary of outturn forecast for Corporate Income 2018/19

| P10 - 2018/19 SLT Revenue Budget Monitoring Forecast by Service | | | | |
|--|-------------------------------|---------------------------|---------------------------------------|--------------------------------|
| Service | 2018/19 Net Budget | Gross Forecast | Variance After Adjustments | Variance After Adjs |
| | £000 | £000 | £000 | % |
| Revenue Support Grant | (9,436) | (9,436) | 0 | 0.0% |
| Business Rates Retention Scheme | (61,136) | (61,136) | 0 | 0.0% |
| Council Tax Income | (251,536) | (251,536) | 0 | 0.0% |
| Collection Fund (Surplus) / Deficit | (2,084) | (2,084) | 0 | 0.0% |
| Total - Funding | (324,192) | (324,192) | 0 | 0.0% |

General Balances

48. The County Council's General Balances are a contingency sum available to pay for unforeseen or exceptional circumstances. External auditors often refer to the level of general balances when considering an organisation's financial health.

49. Worcestershire's General Fund Balance stand at £12.2 million, or 3.8% of net expenditure. There is no defined minimum balance. It is the responsibility of the Section 151 Officer to advise the Council of that level based on an assessment of risk. This was reported in February 2019 as part of the Cabinet 2019/20 Budget and Medium Term Financial Plan Update 2019-22 report ([Link](#)).

50. Given the County Council's drawdown of Earmarked Reserves in recent financial years it is important to ensure that General Fund Balances are maintained at least at the current level to support the County Council's financial resilience as it continues to balance the need to deliver services within a challenging medium-term cash limit. This was identified by our external auditors in the 2017/18 statutory accounts opinion, and is an issue the Council is keen to address.

Earmarked Reserves

51. All earmarked reserves are retained either under the delegated authority given to Chief Officers in the Financial Regulations or by Cabinet/Cabinet Member approval, this is subject to recommendations jointly by a Chief Officer in agreement with the Chief Financial Officer for carry forward each year.

52. Given that the County Council is forecasting an overspend, this must be a first call on Earmarked Reserves once all options to reduce expenditure during 2018/19 have been exhausted.

53. The February 2019 Cabinet 2019/20 Budget and Medium Term Financial Plan Update 2019-22 report included a forecast of Earmarked Reserves which was based on the best knowledge available at Period 8.

54. The latest forecast at Period 10 indicates that there will need to be a withdrawal from Earmarked Reserves to fund the spending pressures.

55. It is important to recognise that some of the Earmarked Reserves are already committed as a result of the forecast overspend, as such the money has already been spent.

Summary Capital Budget Monitoring 2018/19 Forecast at Period 10 (31 January 2019)

56. The County Council approved a capital programme of £398 million in February 2019, with a £140 million budget for 2018/19.

57. Capital expenditure outturn forecast for 2018/19 at Period 10 is set out in Table 5 below.

Table 5: Capital Summary Outturn Forecast as at Period 10 2018/19

| | | P10 Year-end | | | |
|-----------------------------|-------------------|---------------------|---------------------|---------------------|--|
| | Budget 2018/19 | Forecast 2018/19 | Variance 2018/19 | Variance 2018/19 | |
| | £000 | £000 | £000 | % | |
| Corporate Plan Area | | | | | |
| CHILDREN AND FAMILIES | 31,160 | 19,333 | -11,827 | -38% | |
| OPEN FOR BUSINESS | 46,684 | 48,220 | 1,536 | 3% | |
| THE ENVIRONMENT | 48,939 | 47,844 | -1,095 | -2% | |
| HEALTH & WELL-BEING | 8,306 | 4,211 | -4,095 | -49% | |
| EFFICIENCY & TRANSFORMATION | 5,043 | 2,814 | -2,229 | -44% | |
| TOTAL | 140,132 | 122,422 | -17,710 | -13% | |

58. The forecast expenditure outturn as at Period 10 includes actual expenditure to 31 January 2019 plus an estimate of what is remaining to be spent before the end of the year.

59. Within the Children, Families and Communities Directorate there have been some movements and updates in forecast expenditure on projects including:

- Nunnery Wood High School Expansion – this project is not progressing as quickly as expected so the majority of the expenditure originally forecast in 2018/19 budgeted is likely to be carried forward to 2019/20
- Holyoaks Field First School – delays including the release of land by the developer has meant that this project has not progressed as originally expected so it is likely that £2.7 million project expenditure will be carried forward to 2019/20.

60. Projects within the Open for Business and The Environment areas that are showing higher variances against approved budget include:

- Southern Link Dualing Phase 3 and Phase 4 – Both phases of this capital scheme are progressing ahead of the financial estimate for 2018/19 whilst remaining with the overall budget

61. The Health and Wellbeing category of the Capital Programme has three projects that are showing a higher variance:

- Capital Investment in Community Capacity/Specialised Housing – This project has contributed to building supported living accommodation but during 2018/19 has encountered a number of issues including lack of available land. As a result it is expected that the project's budget will be carried forward to 2019/20
- Investment in New Technologies in Care – This project was originally anticipated to start during 2018/19 but will now begin during 2019/20
- Social Care Case Management System Replacement – This project has progressed at a quicker pace than was originally forecast so the expected expenditure during 2018/19 is now greater than budget for the year, whilst still forecast to remain within the overall budget allocation.

62. The Repair and Maintenance project within the Efficiency and Transformation section of the Capital Programme has also slipped a large proportion of its expenditure into 2019/20 owing to unanticipated delays in compliance surveys and other areas.

63. Overall, it is concluded that the forecast expenditure for the Capital Programme is within the budget limit.

64. Appendix 9 details the Capital Programme forecast for 2018/19 and estimates for future years.

Treasury Management Update Progress Report

65. The County Council has adopted the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management Code of Practice which recommends that a half yearly treasury management report is produced. The following paragraphs therefore detail the borrowing and lending transactions undertaken by the Council for the first half of the 2018/19 financial year.

66. Long-term borrowing is used to fund capital projects and to replace principal sums repaid during the year. Lending transactions are now made up of short-term investments with the Debt Management Office held at the Bank of England; other local authorities; Svenska Handelsbanken; the two-part Government owned banks (Lloyds and RBS); in AAA-rated instant access Money Market Funds; and AAA-rated ultra-short duration bond funds.

Background

67. The bank rate was increased from 0.50% to 0.75% in August 2018. All investments have been made in line with the treasury management strategy approved by Council.

Borrowing

68. Total Council debt outstanding stood at £447.7 million at 30 September 2018, of which £104.6 million was to finance the Energy from Waste project; this is well within the Capital Financing Requirement estimated for 2018/19 of £589.6 million. The balance is temporarily funded by cash backed reserves and working capital. This level of debt also meets the Prudential Indicators for the authorised limit for external debt of £623 million and the

operational boundary of £600 million. All debt is fixed rate and meets the Council's limits on the type of debt it holds (fixed or variable).

69. The Council may take further short-term or long-term borrowing imminently, as the amount of working capital is forecast to reduce. This is in-line with budgeting assumptions made before the start of the year.

70. Total debt consists of longer and short-term debt.

71. The level of long-term debt during the half year increased by £3.9 million, due to £36.1 million of debt maturing in April and £40 million of borrowing to support the capital programme.

72. New Loans were taken on the 26 and 27 July 2018 to fund the Capital Programme as listed in Table 6 below:

Table 6: New Loans

| Loan type | £m | Rate (%) | Maturity date: |
|------------------|-----------|-----------------|-----------------------|
| Maturity | 5 | 2.54 | 2 August 2046 |
| Maturity | 5 | 2.50 | 2 August 2049 |
| Maturity | 10 | 2.53 | 2 August 2047 |
| Maturity | 10 | 2.51 | 2 August 2048 |
| Maturity | 10 | 2.48 | 2 August 2050 |

73. Existing long-term debt plus the above new loans resulted in the following maturity structure as at 30 September 2018 for debt totalling £447.7 million. This repayment profile meets the Council's Prudential Indicator for maturity structures.

Table 7: Maturity Structure

| Within | £m | % of Total Debt |
|-------------------|----------------|------------------------|
| 1 year | 62.995 | 14.1 |
| 1 – 2 years | 22.254 | 5.0 |
| 2 – 5 years | 27.880 | 6.2 |
| 5 – 10 years | 60.647 | 13.5 |
| 10 years and over | 273.894 | 61.2 |
| Total | 447.670 | 100.0 |

74. The average rate of longer-term debt at 30 September 2018 stood at 3.49%.

75. The short-term debt consists of local deposit loans repayable at seven days' notice, which totalled £0.379 million at 30 September 2018. This is unchanged compared with 31 March 2018.

Lending

76. The Council has placed funds with the Bank of England's Debt Management Office, other local authorities, selected banks, Money Market and short bond funds. The temporary lending transactions for the first-half of 2018/19 of the Council's cash balances are summarised as follows.

Table 8: Lending Transactions Summary

| | £m | £m |
|---|-----------|-----------|
| Balance at 01/04/2018 | | 43 |
| Investments made during the half-year (148) | 367 | |
| Less | | |
| Investments recalled during the half-year (169) | (363) | 4 |
| Balance at 30/09/2018 | | 47 |

77. The balance as at 30 September 2018 includes £3.0 million as part of its role in the West Midlands Regional Improvement and Efficiency Programme and £12.4 million invested on behalf of Hereford and Worcester Fire Authority.

78. All investments are made in accordance with the Council's Treasury Management Policy and to institutions that satisfy the criteria in the Council's Treasury Management Practices.

79. The average rate earned on investments during the first-half of 2017/18 was 0.51%, the gross interest earned on investments totalled £0.110 million.

80. The Chief Financial Officer and the Cabinet Member with Responsibility for Finance confirm that the management of debt and short-term investments continues to be cost effective.

Government Funding - Consultations

81. In December 2018 the Government issued consultations on revisions to local government funding 'review of local authorities' relative needs and resources' and business rates retention reform.

82. The review of local authority's relative needs and resources consultation proposes to introduce a population-driven foundation formula to determine allocations for a number of service areas but there will also be several service-specific formulae. Included in this are issues around using a notional council tax figure and assumptions around tax base forecast to inform resource adjustments.

83. The business rates retention reform consultation covers how to get the right balance of risk and reward in the business rates retention system so that local authorities continue to receive the benefit of growth they achieve in their local areas, and how to mitigate volatility in income and address the impact of appeal losses and valuation change.

84. The potential impact of these consultations has been considered, and whilst there is still much detail technical detail for the Government still to confirm which gives rise to concern, there are a number of general points that can be made at this time including ensuring that rurality is sufficiently included in the funding formula and that relative funding can be more transparent and comparable between the different types of local government bodies (counties, districts, unitaries) and over geographical areas within and outside London.

85. A link to the Council's responses to these consultations is as follows: [\[INSERT LINK\]](#)

Capital Grant - £2.68 million for two schemes around A38 / M5 / M42 - Cutting Congestion

86. In January 2019, the County Council was notified that it has been awarded a £2.68 million capital grant from Highways England for junction improvements around the A38. As set out in the September 2018 A38 Cabinet report, this is part of an overall scheme with other funding contributors being the Worcestershire Local Enterprise Partnership and the Greater Birmingham & Solihull Local Enterprise Partnership as well as income from s106 developer funding.

87. These improvements, which include widening the A38 at junction 1 of the M42 and at M5 junction 4 to Lydiate Ash Road, are expected to significantly reduce queuing at peak times.

88. They are part of the wider A38 Bromsgrove Corridor scheme which, when complete, is expected to unlock significant growth in new homes, and it will also allow new employment opportunities to be created in the local area.

89. Cabinet is asked to note the welcome funding receipt and that it was approved to be included in the Capital Programme by Full Council in September 2018.

New Grant - £0.175 million grant funding over 2018/19 and 2019/20 from MHCLG to support additional costs that may arise because of Brexit

90. Local authorities across England will receive a share of £56.5 million to help support their preparations for Brexit. For the County Council this is £0.175 million over two years.

91. This funding is intended to help local authorities with specific costs which may arise following Brexit.

92. This funding will not be the only resource Councils receive from central government to fund Brexit costs. The Government has been clear that it's departments will assess and, if appropriate, fund any potential new requirements of Councils as part of the Brexit work they are undertaking.

93. At this stage, the money will be ring-fenced in reserves whilst a review is undertaken to confirm how this funding will be utilised.

94. Cabinet is asked to recommend Council approves an increase to the Financial Services revenue budget cash limits to reflect use of this grant.

Legal Implications

95. Legal advice will be provided to support any changes in service delivery in accordance with the requirements of the Council's policies and procedures.

Financial Implications

96. Members are required under Section 25 of the Local Government Act 2003 to have regard to the Chief Financial Officer's report when making decisions about the budget calculations for each financial year. Specifically this is undertaken through the approval of the annual budget in February each year.

97. Section 25 of the Act also covers budget monitoring and this process monitors the robustness of budgets, adequacy of reserves and the management of financial risk throughout the year. This Cabinet report highlights forecast variances arising from current financial performance and the possible impact of existing pressures on future expenditure so that appropriate action may be taken.

98. In discharging governance and monitoring roles, Members are asked to consider the issues arising and the potential impact on the budget as well as the financial risks arising.

99. The Council's procedures for budget monitoring is reinforced through close financial support to managers and services on an ongoing basis to ensure processes and controls are in place to enable tight financial control.

HR Implications

100. A number of existing and new proposed savings may impact on staff roles and responsibilities and where appropriate senior officers take advice from the Council's Human Resources team.

101. This will include undertaking consultations with staff, trade unions and any other affected body as appropriate.

Environmental and Climate Change Implications

102. There are no significant environment and climate change implications arising from this

report. The Council will continue to monitor the impact of climate change as appropriate.

Equality Duty Considerations

103. The Council will continue to have due regard to proactively addressing the three elements of the Public Sector Equality Duty in all relevant areas – in particular the planning and delivery of our services. The Council will continue to assess the equality impact of all relevant transformational change programmes and will ensure that Full Council has sufficient equalities assessment information to enable it to have due regard to the three elements of the Equality Duty when considering any changes to the budget for 2018/19. The Council will continue to ensure best practice is followed with regard to these requirements.

Risk Implications

104. The Cabinet report includes recommendations regarding the Council's spending and management of the budget, including assessment and use of reserves.

105. If approved, there are normal risks regarding ensuring that appropriate qualifying expenditure is incurred, and that spending is within the cash limited for the project. These risks are mitigation through the regular budget monitoring process.

Privacy and Public Health Impact Assessment

106. A Health Impact Assessment has been undertaken with regard to this report and recommendations relating to new spending decisions to understand the potential impact they can have on Public Health outcomes across the county area.

107. This report is mainly about confirming the forecast outturn financial position for the end of the financial year reflecting existing Cabinet decisions and policies, and requesting approval for spending new specific grant monies with spending restrictions associate with these grants.

108. Taking this into account, it has been concluded that there are no other specific health impacts as a result of new decisions arising from this Cabinet report.

109. A similar assessment has been undertaken with regard to privacy/data protection and has confirmed that there is no impact anticipated as a result of this report.

Supporting Information

- **Appendix 1** – Revenue Budget Monitoring Outturn Forecast for Month 10 - 31 January 2019
- **Appendix 2** - Budget variances greater than £0.250 million
- **Appendix 3** - Capitalisation
- **Appendix 4** - Use of Grants
- **Appendix 5** - Provisional Transfers to/from Earmarked Reserves
- **Appendix 6** - Savings RAG Summary 2018/19
- **Appendix 7** - List of Savings – Agreed Budget Plan 2018/19
- **Appendix 8** - Monitoring of 2018/19 additional savings reported to Cabinet in September 2018
- **Appendix 9** – Capital Budget Monitoring Outturn Forecast for Month 10 – 31 January 2019

Contact Points

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Background Papers

In the opinion of the proper officer (in this case the Chief Financial Officer) the following are the background papers relating to the subject matter of this report:

Previous Cabinet Resources Reports

Cabinet report relevant to A38 Capital Scheme – 27 September 2018

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P10 - 2018/19 SLT Revenue Budget Monitoring Forecast by Service

| Dir. | Service | 2018/19 Net Budget | Gross Forecast | Less Budgeted Grants | Less Budgeted Reserve Mvts | Variance Before One-Off's | Less - Capitalisation | Less - Use of Grants | Transfer to / (from) Reserves | Variance After Adjustments | Variance After Adjs | Variance Last Period | Change Since Last Period |
|---------|---|--------------------|------------------|----------------------|----------------------------|---------------------------|-----------------------|----------------------|-------------------------------|----------------------------|---------------------|----------------------|--------------------------|
| | | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | % | £000 | £000 |
| CFC | DSG - School Formula Budgets | 173,219 | 173,074 | 0 | 0 | (145) | 0 | 0 | 145 | 0 | 0.0% | 0 | 0 |
| CFC | DSG - High Needs Pupils | 40,667 | 49,791 | | | 9,124 | 0 | (1,232) | (7,892) | 0 | 0.0% | 0 | 0 |
| CFC | DSG - Early Years | 693 | 732 | | | 39 | 0 | 0 | (39) | 0 | 0.0% | 0 | 0 |
| CFC | DSG - Statutory Duties / Historic Commitments | 4,766 | 4,756 | | | (10) | 0 | 0 | 10 | 0 | 0.0% | 0 | 0 |
| CFC | DSG - De-Delegated Services | 602 | 609 | | | 7 | 0 | 0 | (7) | 0 | 0.0% | 0 | 0 |
| CFC | DSG - Sub Total | 219,947 | 228,962 | 0 | 0 | 9,015 | 0 | (1,232) | (7,783) | 0 | 0.0% | 0 | 0 |
| CFC | DSG - Dedicated Schools Grant | (219,947) | (219,947) | | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| CFC | Dedicated Schools Grant (DSG) | 0 | 9,015 | 0 | 0 | 9,015 | 0 | (1,232) | (7,783) | 0 | - | 0 | 0 |
| CFC | CSC Safeguarding Locality Teams | 10,064 | 10,077 | (163) | (235) | (385) | 0 | 0 | 0 | (385) | -3.8% | (477) | 92 |
| CFC | CSC Through Care Locality based Hubs | 3,474 | 3,939 | | (350) | 115 | 0 | 0 | 0 | 115 | 3.3% | 112 | 3 |
| CFC | CSC Family Front Door | 4,045 | 4,194 | | (194) | (45) | 0 | 0 | 0 | (45) | -1.1% | (45) | 0 |
| CFC | CSC Targeted Family Support | 1,426 | 1,022 | | 0 | (404) | 0 | 0 | 0 | (404) | -28.3% | (132) | (272) |
| CFC | CSC Safeguarding and Quality Assurance | 1,733 | 1,802 | | (91) | (22) | 0 | 0 | 0 | (22) | -1.3% | (22) | 0 |
| CFC | CSC Placements & Provision | 43,674 | 46,272 | (37) | (130) | 2,431 | 0 | 0 | 0 | 2,431 | 5.6% | 2,050 | 381 |
| CFC | Worcestershire Safeguarding Children Board | 138 | 138 | | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| CFC | Education & Skills | 4,348 | 11,221 | (6,253) | (437) | 183 | 0 | 0 | 0 | 183 | 4.2% | 149 | 34 |
| CFC | Home to School & College Transport | 13,692 | 14,380 | (306) | | 382 | 0 | 0 | 0 | 382 | 2.8% | 447 | (65) |
| CFC | Early Help & Partnerships | 4,697 | 5,829 | (1,132) | | 0 | 0 | (400) | 0 | (400) | -8.5% | (400) | 0 |
| CFC | WCC Contribution to West Mercia Youth Offending Service | 552 | 528 | | | (24) | 0 | 0 | 0 | (24) | -4.3% | (24) | 0 |
| CFC | Finance & Resources | 3,003 | 3,586 | (81) | (154) | 348 | (449) | 0 | 0 | (101) | -3.4% | (43) | (58) |
| CFC | Alternative Delivery Model | 0 | 2,826 | (2,826) | | 0 | 0 | 0 | 0 | 0 | - | 0 | - |
| CFC | Strategic Libraries and Learning(Including The Hive) | 4,195 | 7,556 | (3,381) | (32) | (52) | 0 | 0 | (62) | (114) | -2.7% | (76) | (38) |
| CFC | Support for the Arts | 122 | 122 | | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| CFC | Joint Museum Service | 372 | 447 | | | 75 | 0 | 0 | 0 | 75 | 20.2% | 76 | (1) |
| CFC | WCC Museum | 222 | 222 | | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| CFC | Countryside Greenspace and Gypsies | 603 | 765 | (162) | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| CFC | Strategic Music Education | 0 | 730 | (730) | | 0 | 0 | 0 | 0 | 0 | - | 0 | 0 |
| CFC | Children, Families and Communities (Excl DSG) | 96,361 | 115,656 | (15,071) | (1,623) | 2,601 | (449) | (400) | (62) | 1,690 | 1.8% | 1,615 | 75 |
| E&I | Strategic Infrastructure & Economy | 5,661 | 10,269 | (3,764) | (603) | 241 | 0 | 0 | 0 | 241 | 4.3% | 168 | 73 |
| E&I | Highways Contracts, Winter Service and Projects | 7,000 | 7,002 | | | 2 | 0 | 0 | 0 | 2 | 0.0% | 0 | 2 |
| E&I | Waste Services | 30,460 | 36,152 | (1,818) | (4,873) | (999) | 0 | 0 | 0 | (999) | -3.3% | (981) | (18) |
| E&I | Operations, Highways and PROW | 6,933 | 6,853 | | | (80) | (60) | 0 | 0 | (140) | -2.0% | (140) | 0 |
| E&I | Transport Operations | 10,770 | 11,514 | (520) | | 224 | 0 | 0 | (52) | 172 | 1.6% | 196 | (24) |
| E&I | Business, Administration & Systems | 2,720 | 1,508 | | | (1,212) | (1,500) | 0 | 0 | (2,712) | -99.7% | (2,712) | 0 |
| E&I | Economy & Infrastructure | 63,544 | 73,298 | (6,102) | (5,476) | (1,824) | (1,560) | 0 | (52) | (3,436) | -5.4% | (3,469) | 33 |
| COACH | Legal and Democratic Services | 4,150 | 4,789 | (69) | (570) | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| COACH | Commercial Team | 2,308 | 2,209 | (60) | 191 | 32 | 0 | (115) | (83) | (83) | -3.6% | (4) | (79) |
| COACH | Property Services | 4,383 | 4,612 | (60) | 191 | 360 | 0 | 0 | 0 | 360 | 8.2% | 360 | 0 |
| COACH | HR | 2,983 | 2,865 | | | (118) | 0 | 0 | (42) | (160) | -5.4% | 0 | (160) |
| COACH | Service Transformation (Customer Servs, ICT) | 5,853 | 5,986 | | | 133 | 0 | 0 | 0 | 133 | 2.3% | 250 | (117) |
| COACH | Content and Communications | 727 | 727 | | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| COACH | COACH - Management | 841 | 312 | | | (529) | 0 | 0 | (71) | (600) | -71.3% | (606) | 6 |
| COACH | Directorate Recharges | (13,196) | (13,196) | | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| COACH | Directorate 2% Reserve | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | - | 0 | 0 |
| COACH | Commercial and Commissioning | 8,049 | 8,304 | (189) | (188) | (122) | 0 | 0 | (228) | (350) | -4.3% | 0 | (350) |
| CEX | Chief Executive | 531 | 531 | | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| CEX | Chief Executive | 531 | 531 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| DAS | Older People | 63,470 | 69,743 | (5,291) | 0 | 982 | (540) | 0 | 0 | 442 | 0.7% | 1,226 | (784) |
| DAS | Physical Disabilities | 11,463 | 13,121 | | 0 | 1,658 | 0 | 0 | 0 | 1,658 | 14.5% | 1,694 | (36) |
| DAS | Learning Disabilities | 55,547 | 63,133 | (792) | 0 | 6,794 | 0 | 0 | 0 | 6,794 | 12.2% | 6,772 | 22 |
| DAS | Mental Health | 9,678 | 10,575 | 0 | 0 | 897 | 0 | 0 | 0 | 897 | 9.3% | 912 | (15) |
| DAS | Support Services | (5,008) | 3,073 | 0 | 0 | 8,081 | (750) | (3,875) | 0 | 3,456 | -69.0% | 2,005 | 1,451 |
| DAS | Integrated Commissioning Unit | 919 | 644 | 0 | 0 | (275) | 0 | 0 | 0 | (275) | -29.9% | (348) | 73 |
| DAS | BCF (excluding Health) | 451 | 11,368 | (10,937) | 0 | (20) | 0 | 0 | 0 | (20) | -4.4% | 864 | (884) |
| DAS | IBCF | (11,124) | 2,344 | (13,400) | 0 | 68 | 0 | 0 | 0 | 68 | -0.6% | (105) | 173 |
| DAS | Adult Services | 125,396 | 174,001 | (30,420) | 0 | 18,185 | (1,290) | (3,875) | 0 | 13,020 | 10.4% | 13,020 | 0 |
| PH | Public Health | (831) | 27,606 | (28,437) | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| PH | Public Health | (831) | 27,606 | (28,437) | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Serv | Total : Services (Excl DSG) | 293,050 | 399,396 | (80,219) | (7,287) | 18,840 | (3,299) | (4,275) | (342) | 10,924 | 3.7% | 11,166 | (242) |
| FIN | Financial Services | 496 | 496 | | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| FIN | PMO Office - Central | 0 | 155 | | | 155 | (155) | 0 | 0 | 0 | - | 0 | 0 |
| FIN | Financing Transactions (Borrowing and Investments) | 15,392 | 11,792 | | | (3,600) | 0 | 0 | 0 | (3,600) | -23.4% | (3,600) | 0 |
| FIN | MRP | 10,782 | 3,279 | | | (7,503) | 0 | 0 | 7,503 | 0 | 0.0% | 0 | 0 |
| FIN | Contributions and Precepts | 245 | 245 | | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| FIN | Insurance | 0 | 0 | | | 0 | 0 | 0 | (500) | (500) | - | (500) | 0 |
| FIN | Pension Fund Backfunding Liabilities | 5,767 | 6,339 | | | 572 | 0 | 0 | (572) | 0 | 0.0% | 0 | 0 |
| FIN | Miscellaneous Whole Organisation Services | 346 | 396 | | | 50 | 0 | 0 | (50) | 0 | 0.0% | 0 | 0 |
| FIN | New Homes Bonus Grant Income | (2,636) | 0 | (2,636) | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| FIN | Whole Organisation - Contingency | 750 | 125 | | | (625) | 0 | 0 | 0 | (625) | -83.3% | (625) | 0 |
| FIN | Finance / Corporate Items | 31,142 | 22,827 | (2,636) | 0 | (10,951) | (155) | 0 | 6,381 | (4,725) | -15.2% | (4,725) | 0 |
| TRF | Transfer from Reserves (Per MTFP Feb 2017) | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | - | 0 | 0 |
| TRF | Funding - Transfer From Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | - | 0 | 0 |
| Total | Total (Excl DSG) | 324,192 | 422,223 | (82,855) | (7,287) | 7,889 | (3,454) | (4,275) | 6,039 | 6,199 | 1.9% | 6,441 | (242) |
| Funding | Revenue Support Grant | (9,436) | (9,436) | | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Funding | Business Rates Retention Scheme | (61,136) | (61,136) | | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Funding | Council Tax Income | (251,536) | (251,536) | | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Funding | Collection Fund (Surplus) / Deficit | (2,084) | (2,084) | | | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| Total | Total - Funding | (324,192) | (324,192) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| | Grand Total - Services and Funding (Excl DSG) | (0) | 98,031 | (82,855) | (7,287) | 7,889 | (3,454) | (4,275) | 6,039 | 6,199 | 1.9% | 6,441 | (242) |
| | Dedicated Schools Grant (DSG) | 0 | 9,015 | 0 | 0 | 9,015 | 0 | (1,232) | (7,783) | 0 | - | 0 | 0 |
| | Total | (0) | 107,046 | (82,855) | (7,287) | 16,904 | (3,454) | (5,507) | (1,744) | 6,199 | 1.9% | 6,441 | (242) |

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P10 - 2018/19 SLT Revenue Budget Monitoring Forecast by Service **Directorate Variances over £250,000**

| Dir. | Service | Budget £000 | Projection £000 | Variance £000 | Variance % | Reason (provide if variance is +/- £250k) |
|------|---|----------------|--------------------|------------------|------------|---|
| CFC | Children's Social Care Placements & Provision | 43,674 | 45,725 | 2,051 | 4.7% | <p>As outlined in previous budget monitoring reports, there has been a gross pressure of between £1.8m and £2.1m, which was brought down to a projected overspend of £800k on the assumption that savings plans would be realised and new demand would be managed. It was reported that there is a risk within the forecast, given the increase in high cost placements.</p> <p>A number of actions have been taken forward to deliver this, including the panel review of top up payments and the development of the edge of care strategy which was reported to Cabinet on 18 October 2018. The net change in numbers this month was a reduction in placements – the December figure for external placements is 370 compared to 372 in November. Despite this decrease, the forecast increased by £331k for external placements, as within the net reduction of two, there was an increase of four in external residential placements. In addition, the decision has been taken this month to remove any assumptions that numbers will reduce before the end of the financial year. As there are only three months remaining, it is not anticipated that a further decrease in numbers would generate much of a reduction in forecast.</p> <p>The forecast for internal placements (which includes fostering, adoption etc.) has increased .by £242k this month. During December, Interagency Fees (fees WCC pay to adoption agencies & other LA's for post adoption support services for adopted families) that were previously thought to be the funding responsibility of ACE (Adoption Central England) have been brought into forecast, as they have been found relating to Adoptions that pre-date the formation of ACE. This has increased the forecast by £200k.</p> <p>In total, Placements and Provision increased by £1m. This has been partially offset by reductions in other Children's Social Care</p> |
| CFC | Early Help and Partnerships | 4,697 | 4,297 | (400) | -8.5% | Allocation of Publi Health Grant income for qualifying expenditure across the service |
| CFC | Home to School Transport | 13,692 | 14,292 | 600 | 4.4% | The latest transport forecast from Council colleagues indicates a projected overspend of £0.530m. However, given the volatility of this budget, the decision has been made to keep the forecast overspend as £600k, as reported in previous months. During the work being undertaken with Transport Managers on Home to School Transport (HTST) budgets it has been identified that £153k of the £600k HTST overspend relates to "Short Breaks Transport SEN", a budget which is under the responsibility of Education & Skills. This has been reflected on the monitoring report which is why the 'Home to School and College Transport' line appears to have improved by £153k – it has merely moved to another line. |

| P10 - 2018/19 SLT Revenue Budget Monitoring Forecast by Service | Directorate Variances over £250,000 |
|---|-------------------------------------|
|---|-------------------------------------|

| Dir. | Service | Budget £000 | Projection £000 | Variance £000 | Variance % | Reason (provide if variance is +/- £250k) |
|------|--|----------------|--------------------|------------------|------------|--|
| CFC | Safeguarding Locality Teams | 10,064 | 9,587 | (477) | -4.7% | Staffing underspends across different teams. The largest underspend is in Recruitment & Retention payments. |
| FIN | Financing Transactions (Borrowing and Investments) | 15,392 | 11,792 | (3,600) | -23.4% | Defer planned external borrowing whilst cash balances are strong and no significant forecast for interest rate rises. Forecast includes possibility of borrowing further £20m before end of 18/19 |
| FIN | MRP | 10,782 | 7,070 | (3,712) | -34.4% | 18/19 MRP Saving from policy change |
| FIN | MRP (PFI Element) | 10,782 | 6,991 | (3,791) | -35.2% | 18/19 MRP - PFI Saving from policy change |
| FIN | Insurance | | (500) | (500) | - | Reduce Fire Insurance Reserve following financial risk assessment |
| FIN | Whole Organisation - Contingency | 750 | 125 | (625) | -83.3% | Residual Amount not allocated from Corporate Contingency |
| E&I | Business, Administration & Systems | 2,720 | 8 | (2,712) | -99.7% | Capitalisation of Highway Works - £1m Capitalisation of Staff Time - £500k Highways Maintenance Service Specification Change - £500k Reduced spend on Concessionary Fares - £100k Increased Driver Training Income - £150k Reduced Discretionary Spend - £200k Use of grants and income - £200k Miscellaneous - £16k Reduced spend on Communications -£44k |
| E&I | Waste Services | 30,460 | 29,461 | (999) | -3.3% | As at the end of December there were -£2.723m outstanding financial contractual accruals. Draft reconciliation work forecasts that -£825k of these accruals can be released and -£1.898m needs to be retained for forecasted potential contractual commitments. The balance of -£195k is related to net reduced tonnage throughput especially in relation to the Energy from Waste facility. |

| | |
|--|--|
| P10 - 2018/19 SLT Revenue Budget Monitoring Forecast by Service | Directorate Variances over £250,000 |
|--|--|

| Dir. | Service | Budget £000 | Projection £000 | Variance £000 | Variance % | Reason (provide if variance is +/- £250k) |
|-------|-----------------------|----------------|--------------------|------------------|------------|--|
| COaCH | Property Services | 4,383 | 4,743 | 360 | 8.2% | Budget reduced by £0.5 million to take account of the impact of property sales expected. A number of these sales have not been achieved within indicative timescales and there is also a forecast overspend against the Place Partnership property services budget based on the 2017/18 outturn reflecting increases in reactive maintenance and other unplanned events. This is partly offset by a saving of £140k on the budget for feasibility studies. |
| COaCH | COACH - Management | 841 | 241 | (600) | -71.3% | COaCH Management salary savings - £15k Salary savings within the Commercial Team - £143k HR Vacant Posts - £175k Delay in the Graduate Training Programme - £200k Salary savings within Contents and Communications -£24 Use of General Reserve -£49 Miscellaneous £6k |
| DAS | Older People | 63,470 | 63,912 | 442 | 0.7% | Older People (£0.442m overspend, reduction of £0.438m from P9) g) OP Residential and Nursing is currently forecast to overspend by £0.9m a decrease of £0.2m since last month as the result of a net reduction of 11 clients. It is assumed that this reduction will continue for the rest of the financial year. h) OP Home Care is forecast to overspend by £0.6m, an increase in the forecast overspend of £0.1m. The average weekly cost per package increased by 12p per week in period 10, overall client numbers reduced by 1. Savings totalling £2.5m were taken out of the budget in this area for 2018/19. i) OP Internal Homecare Service is showing an underspend projection of £0.6m due to a large number of vacancies in this team. This is typical of this service in recent years. j) Direct payments budget is forecast to overspend by £0.167m due to current clients in OP. k) The Carers service is predicting an underspend of £0.5m due to a reduction in flexible breaks. l) Older People's placement forecasts have been based upon historical experience to reflect volatility in client numbers throughout the calendar year. |
| DAS | Physical Disabilities | 11,463 | 13,121 | 1,658 | 14.5% | Physical Disability (£1.658m overspend, reduction of £0.020m from P9) m) PD Residential and Nursing is forecast to overspend by £1.187m (a decrease in projection of £30k). The overspend is due to an increase in client numbers and an increase in package costs n) PD Homecare service is forecast to overspend by £0.516m (an increase in projection of £4k). The overspend is due to a shortfall in Future Fit savings for spot purchases, and an increase of clients since budget setting. o) PD Direct payments is forecast to underspend by £137k (a decrease of £8k since P9) the reason for the underspend is due mostly to a number of client packages that have closed (£66k), and reclaims of DP payments (£62k) |

| | |
|--|--|
| P10 - 2018/19 SLT Revenue Budget Monitoring Forecast by Service | Directorate Variances over £250,000 |
|--|--|

| Dir. | Service | Budget £000 | Projection £000 | Variance £000 | Variance % | Reason (provide if variance is +/- £250k) |
|------|-------------------------------|----------------|--------------------|------------------|------------|--|
| DAS | Learning Disabilities | 55,547 | 62,341 | 6,794 | 12.2% | <p>Learning Disability (£6.794m overspend, reduction of £46k from P9)</p> <p>p) LD Residential and Nursing is forecast to over spend by £4.749m. This is mainly due to a delay in achieving savings targets during 2018/19, resulting in an over spend of £1.9m, and the impact of the transfer of £233k of budget to in-house Residential Homes to fund increased staffing at Exmoor Drive. The remaining over spend is due to:</p> <p>q) 4 clients previously funded by CHC, 2 clients from hospital placements previously funded by Health, 4 additional clients entering the service, a cost of £235k for one client (KC) and an anticipated £23k backdated cost as advised by the operational lead.</p> <p>r) The forecast assumes that funding of £686k will follow the TCP clients who have stepped down from locked hospitals to date. The CCGs have said that they will fund the actual cost of current clients although there is currently no signed agreement regarding future funding arrangements and risk share.</p> <p>s) LD Supported Living is forecast to over spend by £2.127m. This is mainly due to 17 clients entering the service from CHC, in-house services, previous clients re-entering the service and clients previously only in receipt of replacement care. This has resulted in an increased cost of £1.1m since budget setting. In addition, increased costs and services and clients transferring from other areas have resulted in an increased cost of £0.855m. The unachieved savings target of £0.172m for Supported Living also contributes to the overall over spend.</p> <p>t) The LD Budget includes provision for known transition cases which are assumed to transfer to ASC this financial year but does not provide for any unforeseen cases (e.g. through carer breakdown) and the identification and management of these cases is a key budget management issue for the service.</p> |
| DAS | Mental Health | 9,678 | 10,575 | 897 | 9.3% | <p>Mental Health (£0.897m overspent, decrease of £34K since P9)</p> <p>u) MH Residential, Nursing, Domiciliary and Supported Living are forecast to over spend by £0.962m due to an increase of 26 clients since budget setting. Direct payments are forecast to be underspent by £57k.</p> <p>v) This budget currently includes provision of £0.060m for future additional cases. This provision will be managed and reduced if possible through the remainder of the financial year.</p> |
| DAS | Support Services | (5,008) | (1,552) | 3,456 | -69.0% | This variance has occurred due to the net increased recovery of Direct Payment overpayments. |
| DAS | Integrated Commissioning Unit | 919 | 644 | (275) | -29.9% | ICU underspend of £0.275m due to deletion of vacant posts and additional income |

P10 - 2018/19 SLT Revenue Budget Monitoring Forecast by Service**Capitalisation**

| Dir. | Service | Capitalisation - Detail | £000 |
|--------------|------------------------------------|--|--------------|
| FIN | Strategic Change Team | PMO Central Team Agreed costs to be capitalised and funded from Capital Receipts | 155 |
| | | | |
| COACH | Strategic Change Team | PMO Team Agreed costs to be capitalised and funded from Capital Receipts | 328 |
| | | | |
| CFC | Strategic Change Team | PMO Team Agreed costs to be capitalised and funded from Capital Receipts | 449 |
| | | | |
| DAS | Strategic Change Team | PMO Team Agreed costs to be capitalised and funded from Capital Receipts | 397 |
| | | | |
| DAS | Directorate management team | Additional staffing costs to be capitalised | 353 |
| | | | |
| DAS | Older People | Capitalisation of equipment purchases. | 540 |
| | | | |
| E&I | Business, Administration & Systems | Capitalisation of Highway Works | 1,000 |
| | | | |
| E&I | Business, Administration & Systems | Capitalisation of Staff Time | 500 |
| | | | |
| E&I | Operations, Highways and PROW | Capitalisation of Staff Time | 60 |
| | | | |
| Total | | | 3,782 |

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| P10 - 2018/19 SLT Revenue Budget Monitoring Forecast by Service | | | Use of Grants |
|--|---------------------------|---|----------------------|
| Dir. | Service | Use of Grants - Detail | £000 |
| DAS | iBCF | Use of Improved Better Care Fund | 13,400 |
| DAS | Older People | Public Health RFG to support Extra Care Core payments | 692 |
| DAS | Older People | Local Reform and Community Voices - VGIP | 12 |
| DAS | Physical Disabilities | ILF Grant | 1,004 |
| DAS | Learning Disabilities | ILF Grant | 1,958 |
| DAS | Support Services | Adult Social Care Grant | 1,490 |
| DAS | BCF | Better Care Fund (income funding from CCG's) | 13,354 |
| PH | Public Health | Public Health RFG | 28,437 |
| CFC | Early Help & Partnerships | Use of PHRFG | 400 |
| CFC | DSG High Needs | Additional Grant confirmed Dec 18 | 1,232 |
| | | | |
| Total | | | 61,979 |

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| P10 - 2018/19 SLT Revenue Budget Monitoring Forecast by Service | | | Provisional Transfer to/(from) reserves |
|--|---|--|--|
| Dir. | Service | Transfer to / (From) Reserves | £000 |
| CFC | DSG - High Needs Pupils | Fund overspend from £5.2m DSG reserve - The balance provisionally to be carried forward as an 'overdrawn' earmarked reserve | (5,232) |
| CFC | DSG - Early Years | Transfer from Non DSG reserves - OR Provisionally carry forward as an 'overdrawn' reserve | (2,551) |
| CFC | Strategic Libraries and Learning(Including The Hive) | Planned earmarked reserve withdrawal for The Hive related activities (short term marketing post and A&A work) | (62) |
| FIN | Insurance | Reduce Fire Insurance Reserve following financial risk assessment | (500) |
| FIN | MRP | Transfer to Financial Risk Reserve MRP Underspend | 7,503 |
| FIN | Miscellaneous Whole Organisation Services | Shortfall on West Mercia Energy Dividend - transfer from financial service reserve where £166k was set aside from previous WME surplus to cover shortfalls | (50) |
| FIN | Pension Fund Backfunding Liabilities | Transfer from reserves to cover shortfall in collected ER's contributions from | (572) |
| E&I | Transport Operations | Transfer from Bus Service Reserve towards Routewise system development costs and Park E-On | (52) |
| COaCH | COACH - Management | Use of 2% General Reserve to reduce bottom line overspend | (49) |
| COaCH | COACH - Management | Transfer from Commercial Transformation Pot to fund | (22) |
| COaCH | Commercial Team | Transfer from Commercial Transformation Pot to fund | (109) |
| COaCH | Commercial Team | Transfer from reserves to fund costs within Management Analytics | (6) |
| COaCH | HR | Transfer from reserves to assist HR Structure Transformation | (42) |
| | | | |
| Total | | | (1,587) |

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P10 - 2018/19 SLT Revenue Budget Monitoring Forecast by Service

Savings and Reforms Summary 2018/19

| | 18/19 | 18/19 | 18/19 | 18/19 | 18/19 |
|---------------------|---------------|-------------------|-------------------|---------------|--------------|
| Directorate | Total £000 | Delivered £000 | On Target £000 | Amber £000 | Red £000 |
| DAS | 6,995 | 5,405 | 910 | 485 | 195 |
| PH | 1,040 | 0 | 0 | 1,040 | 0 |
| CFC | 1,222 | 910 | 58 | 4 | 250 |
| E&I | 8,600 | 600 | 6,700 | 300 | 1,000 |
| COACH | 1,100 | 700 | 50 | 75 | 275 |
| Finance | 1,575 | 1,575 | 0 | 0 | 0 |
| Accounting Adj | 9,000 | 9,000 | 0 | 0 | 0 |
| Total | 29,532 | 18,190 | 7,718 | 1,904 | 1,720 |
| % of Revised Target | 100.0% | 61.6% | 26.1% | 6.4% | 5.8% |

2,047 Savings not achievable in year

31,579 Budgeted Savings

5,853 Savings not achieved from previous years

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| | Transformation Reforms - New Proposed Reforms/Existing Reforms and Accounting Adjustments/Alternative Sources of Funding | DIR | 2018-19 | | | | | |
|----|--|----------|--------------------------------|--------------------------|------------------------|------------------------|--------------------|------------------|
| | | | 18/19 Projected Savings £'000s | Savings c/f 19/20 £'000s | 18/19 Delivered £'000s | 18/19 On Target £'000s | 18/19 Amber £'000s | 18/19 Red £'000s |
| 1 | Conversion of Highways Revenue Maintenance costs from the revenue to capital budget, no reduction in actual spend | E&I | 5,000 | 0 | | 5,000 | | |
| 2 | Capitalisation of Maintenance Revenue Costs - A full analysis of existing revenue property maintenance budgets will take place during 2017/18 to identify spend which can be capitalised. The work will also identify a programme of condition surveys and the associated costs. The information collected as part of this exercise will support the development of an updated maintenance programme which will cover a three to five year period | COaCH | 100 | 0 | | | | 100 |
| 3 | Capitalisation - Along with other areas within the Council, use of capital funding is being investigated in order to release revenue budgets with the expectation that reductions of £300,000 could be made. | CFC | 300 | 0 | | 50 | 0 | 250 |
| 4 | Reprioritisation Following confirmation of Public Health Ring Fenced Grant (PHRFG) - Existing plans are based on cautious estimates of assumed grant levels from 2018. Further reprioritisation of spend will follow confirmation of the grant at the end of 2017. | PH | 500 | 0 | | | 500 | |
| 5 | Optimising the use of specific grant income eg Better Care Fund | ACCT ADJ | 4,200 | 0 | 4,200 | | | |
| 6 | Review of the Minimum Revenue Provision Policy, to align the period over which long term borrowing is repaid with the asset lives that are being financed. | ACCT ADJ | 4,800 | 0 | 4,800 | | | |
| 7 | Pension Fund - Prepayment of the Employer Contributions | FIN | 400 | 0 | 400 | | | |
| 8 | Revolving Investment Fund (RIF) - Investing projects which will yield income. | FIN | 125 | 0 | 125 | | | |
| 9 | Review of the expenditure budgets within street lighting | E&I | 500 | 0 | | | 300 | 200 |
| 10 | Review of the expenditure within waste management | E&I | 3,100 | 0 | 600 | 1,700 | | 800 |
| 11 | Libraries - Through a combination of property remodelling, looking at innovative ways to deliver the service, reduction in costs as well as generating income, efficiencies are expected to be made over the 3 years totalling £1m in future years, in consultation with the public, a new model for library services will be investigated. | CFC | 200 | 0 | 188 | 8 | 4 | |
| 12 | Income Generation - Review of income generation opportunities across the directorate. Feasibility studies will be necessary - the target is therefore set for future years. | CFC | 0 | 0 | | | | |
| 13 | Education Services - A review of the internal and contracted services relating to provision of education and skills will be undertaken to reduce expenditure in the region of £280,000 over the 3 year period. | CFC | 210 | 0 | 210 | 0 | | 0 |
| 14 | Staffing savings - Through a mix of reorganisation to ensure we have the most effective staffing structure in place to integrate work flow and contract efficiencies a budget reduction of approximately £155,000 is forecast over the medium term. | CFC | 105 | 0 | 105 | 0 | | |
| 15 | Adoption - Adoption Services are currently moving towards a new model of delivery by transferring to the Adoption Central England (ACE) Regional Adoption Agency in February 2018. This, together with a reorganisation of the services and associated staff that are out of scope for the transfer could generate a saving of £346,000 over the 3 year period. | CFC | 70 | 0 | 70 | 0 | | |
| 16 | Workforce Spend Review - Phase 1,2 and 3 The Council spends circa £90m per year on it's workforce. This spend aligns with three key overarching areas which are governance, management best practice and terms and conditions. It is therefore proposed that a review is carried out of all associated workforce spend around these three key areas, as identified above. The first step is to understand the workforce spend in each of these areas, followed by the identification of next steps which will then need to be negotiated with the relevant Unions. This will be completed early in 2018/19. | COaCH | 600 | 0 | 600 | | | |
| 17 | IT Technical Support to Worcestershire County Council - ICT Managed Service Contract was let in December 2014 with an operational start date of February 2018. The contract covered computers, mobile phones, telephony servers, storage, wireless access points and audio visual equipment and equipment support (eg council chamber webcast). As the contract has progressed it is becoming increasingly clear that the IT landscape around which the contract was awarded has changed and it is expected that this will continue to evolve. The proposal is for the support to the items outline above is delivered through a WCC based team. This would enable the Council to have greater control and increased responsiveness to emerging IT demand, whilst being able to access specialist IT expertise when required. This work stream would be delivered during 2018 | COaCH | 250 | 0 | | 50 | 75 | 125 |
| 18 | Supporting service users to move to extra care residencies | DAS | 140 | | 140 | | | |
| 19 | Review of Learning Disabilities Day Services / 12 week Connect Service | DAS | 100 | | 100 | | | |

| | Transformation Reforms - New Proposed Reforms/Existing Reforms and Accounting Adjustments/Alternative Sources of Funding | DIR | 2018-19 | | | | | |
|----|---|-------|--------------------------------|--------------------------|------------------------|------------------------|--------------------|------------------|
| | | | 18/19 Projected Savings £'000s | Savings c/f 19/20 £'000s | 18/19 Delivered £'000s | 18/19 On Target £'000s | 18/19 Amber £'000s | 18/19 Red £'000s |
| 20 | Supporting service users to move to supported living | DAS | 297 | 0 | 297 | | | |
| 21 | Minor adaptations funding | DAS | 375 | 0 | | 180 | | 195 |
| 22 | Commissioning In House Residential Care | DAS | 120 | 0 | 90 | 30 | | |
| 23 | Case management approach for CHC funding | DAS | 1,000 | 0 | 1,000 | | | |
| 24 | Roll out of 3 conversation model | DAS | 649 | 0 | 332 | 197 | 120 | |
| 25 | Operational Budget Review - Efficiency savings through staffing, non-pay reviews and debt restructuring | FIN | 125 | 0 | 125 | | | |
| 26 | Treasury Management - Further iterations on the Treasury Management Strategy will be considered - the incorporation of property funds and other investment vehicles | FIN | 50 | 0 | 50 | | | |
| 27 | Contract Reviews - There are a number of contracts where strictly the statutory duties sit with housing, police and NHS, and the County Council has a duty to cooperate. We would be looking to have strategic discussions with relevant partners and authorities with a view to developing proposals for redesign and potential joint commissioning by October 2018. | PH | 0 | 0 | | | | |
| 28 | Housing Extra Care - The current Service consists of lower level health and well-being support, but this is not a strongly evidence based service. Savings should be made by practice change and developing effective partnerships with VCS and local communities, with limited risk to residents. Working with extra care settings, to support the development of health promoting environments could be more productive and at a reduced cost to WCC. | PH | 0 | 0 | | | | |
| 29 | Board have established a work stream to identify improvements in systems operating between Housing, Health and Adult Social Care and to review services that assist people to live independently at home and reduce pressures on hospital services and social care. This will include considering opportunities to improve joint commissioning of relevant services between the key agencies and where service contracts could be more joined up. IN that context this would include a review of the Home Improvement Agency contract, which is jointly commissioned by the six District Councils and WCC and delivers a range of services to maintain people's independence at home, including the provision of Disabled Facilities Grant. The current contract will operate until March 2019. | PH | 0 | 0 | | | | |
| 30 | Lifestyle Services - We shall review the provision and design of available lifestyles services | PH | 0 | 0 | | | | |
| 31 | Review of Mandated Areas - All of mandated services have been reshaped to include a renewed focus on prevention. It is anticipated that by 19/20 this may result in reduction in activity releasing £150k (1%) and enabling further service redesign to recommission at that level. | PH | 0 | 0 | | | | |
| 32 | Technology enabled care | DAS | 115 | 0 | 115 | | | |
| 33 | Care package review project | DAS | 820 | 0 | 521 | 299 | | |
| 34 | Application of Choice Policy | DAS | 379 | 0 | 285 | 94 | | |
| 35 | Review and Manage Provider Fees | DAS | 1,500 | 0 | 1,500 | | | |
| 36 | Advocacy Joint Commissioning | DAS | 50 | 0 | 50 | | | |
| 37 | Public Health: Use of Public Health Ring Fenced Grant | PH | 500 | 0 | | | 500 | |
| 38 | Commercial and Performance: Develop a corporate approach to commissioning that delivers best outcomes for the Council and service areas including negotiation of best deals with current and new suppliers. | PH | 40 | 0 | | | 40 | |
| 39 | Better Use of Property: Potential acquisition of sites and associated Property Savings - UPDATE £100k achieved though active management of back funding budget | COaCH | 150 | 0 | 100 | | | 50 |
| 40 | COaCH Operating Model | COaCH | 0 | 0 | | | | 0 |
| 41 | Libraries Remodelling (16/17 & 17/18 cfd) | CFC | 281 | 0 | 281 | 0 | | |
| 42 | Communities Gap (16/17) | CFC | 56 | 0 | 56 | 0 | | |
| 43 | Self Sufficient Council: Optimising income generation including traded services to other organisations and fees and charges - UPDATE - savings delivered through lower back funding costs | FIN | 300 | 0 | 300 | | | |
| 44 | Self Sufficient Council: This programmed will increase the Council's ability to be self-sufficient, moving further away from reliance on Central Government funding. This will include a range of outcomes: Optimising Council Tax and Business Rate income, Optimising Sales, Introducing a Revolving Door Capital Investment Fund and Maximising Value from Investment of the Council's Asset Base. | FIN | 575 | 0 | 575 | | | |
| 45 | Housing Support Mental Health | DAS | 288 | 0 | 288 | | | |
| 46 | External Provider Training - full cost recovery | DAS | 90 | 0 | 90 | | | |
| 47 | Maximising Benefits Income for Service Users | DAS | 171 | 0 | 171 | | | |

| Transformation Reforms - New Proposed Reforms/Existing Reforms and Accounting Adjustments/Alternative Sources of Funding | | DIR | 2018-19 | | | | | |
|--|--|-----|--------------------------------|--------------------------|------------------------|------------------------|--------------------|------------------|
| | | | 18/19 Projected Savings £'000s | Savings c/f 19/20 £'000s | 18/19 Delivered £'000s | 18/19 On Target £'000s | 18/19 Amber £'000s | 18/19 Red £'000s |
| 48 | Non-statutory support for LD clients | DAS | 10 | 0 | 10 | | | |
| 49 | Rationalise support for people with sensory impairment | DAS | 0 | 0 | | | | |
| 50 | Introduce charging for brokerage for self funders | DAS | 10 | 0 | | 10 | | |
| 51 | Robust spend control measures | DAS | 465 | 0 | | 100 | 365 | |
| 52 | Capitalise finance transformational spend | DAS | 250 | 0 | 250 | | | |
| 53 | Commissioning and quality assurance review | DAS | 106 | 0 | 106 | | | |
| 54 | Social work capacity in hospitals | DAS | 60 | 0 | 60 | | | |
| 55 | Remove 50% rapid response / OOH resource in localities | DAS | 0 | 0 | | | | |
| 56 | Review current charging mechanisms, policies and procedures | DAS | 0 | 0 | | | | |
| 57 | Resetting the relationship with Worcestershire Health and Care Trust | DAS | 0 | 0 | | | | |
| 58 | Revisit £1m of £2m iBCF funding allocated to CCGs | DAS | 0 | 0 | | | | |
| 59 | Close the Grange | DAS | 0 | 0 | | | | |
| 60 | | | 0 | 0 | | | | |
| | | | 29,532 | 0 | 18,190 | 7,718 | 1,904 | 1,720 |
| | | | 29,532 | | | 29,532 | | |

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| 2018/19 Just Do It | | One Off £000 | Target £000 | In P9 £000 | In P10 £000 |
|---|---------|-------------------------|------------------------|-----------------------|------------------------|
| Introduce Charging for Brokerage for Self Funders | DAS | | 10 | 10 | 10 |
| Introduce robust spend control measures across operational services - eg vacancy management, reduce training, cease use of external room hire, reduce overtime and authorisation of spend processes | DAS | | 465 | 465 | 465 |
| The use of capital resources to finance transformational spend | DAS | | 250 | 250 | 250 |
| Commissioning and Quality Assurance Review | DAS | | 106 | 106 | 106 |
| Rationalise Social Work Capacity in Hospital Settings | DAS | | 60 | 60 | 60 |
| Increase scope of Care Package Review Project to include all adult services | DAS | | 200 | | |
| Close the Grange | DAS | | 87 | | |
| Reduce non-statutory support for people with a learning disability | DAS | | 18 | 10 | 10 |
| Vacancy management | All | 300 | 500 | 230 | 230 |
| Libraries and Learning - Savings b/f from 2019/20 plan, including vacancy management | CFC | | 160 | 160 | 160 |
| Placements – social care | CFC | | 300 | 0 | 0 |
| Targeted Family Support – contract variation | CFC | 100 | 100 | 100 | 100 |
| Review Training Budget | CFC | 50 | 50 | 50 | 50 |
| Flexible use of capital receipts | CFC | 500 | 500 | 250 | 250 |
| Other to be identified | CFC | | 430 | 0 | 0 |
| Cease graduate and apprentice programmes (linked with SC&C29) | COaCH | 200 | 200 | 200 | 200 |
| Agency Absence, Staff Leave Purchase Scheme, Matrix Contract Review | All | 300 | 500 | | |
| DXC Insource Recovery Plan and increase existing saving of £250k (CSP2017) to £300k from 2019/20 | COaCH | 125 | 125 | | |
| Lead Commissioner Vacancy (Education and Skills Post) | CFC | | 60 | 60 | 60 |
| HR&OD - Perm vacancy review | COaCH | | 175 | 175 | 175 |
| Payment Terms - Cease Early Payments (pay to contracted terms not immediately when invoice has been approved) | All | | 400 | | |
| COaCH Staffing Structures | COaCH | | 166 | 182 | 182 |
| Tail Spend Review | All | | 500 | | |
| Review of reception costs | COaCH | | 20 | | |
| Highways Maintenance – Service Spec Change | E&I | | 500 | 500 | 500 |
| Further capitalisation of highways and structures works | E&I | | 1,000 | 1,000 | 1,000 |
| Further capitalisation of staff costs | E&I | | 500 | 500 | 500 |
| Use of Grant / other income to fund more revenue costs | E&I | | 200 | 200 | 200 |
| Reduce Discretionary Spend | E&I | | 200 | 200 | 200 |
| Concessionary Travel | E&I | | 100 | 100 | 100 |
| Driver Training income | E&I | 150 | 150 | 150 | 150 |
| Finance Service Restructure | Finance | | 100 | | |
| Insurance | Finance | 500 | 500 | 500 | 500 |
| Internal Audit | Finance | | 25 | | |
| | | 2,225 | 8,657 | 5,458 | 5,458 |
| Financing Transactions | Finance | 1,551 | 3,051 | 3051 | 3051 |
| Whole Organisation Contingency | All | 625 | 1,025 | 625 | 625 |
| | | 4,401 | 12,733 | 9,134 | 9,134 |
| Savings Not in Forecast | | | | 3,599 | 3,599 |
| | | | 12,733 | 12,733 | 12,733 |

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Capital Programme 2018/19 to 2021/22 Onwards

| | Budget 2018/19 £000 | P10 Year-end Forecast 2018/19 £000 | Variance 2018/19 £000 | Variance 2018/19 % | LATEST FORECAST 2019/20 £000 | LATEST FORECAST 2020/21 £000 | LATEST FORECAST 2021/22 and Beyond £000 | LATEST FORECAST TOTAL £000 |
|-----------------------------|---------------------------|---|-----------------------------|--------------------------|---------------------------------------|---------------------------------------|---|-------------------------------------|
| Corporate Plan Area | | | | | | | | |
| CHILDREN AND FAMILIES | 31,160 | 19,333 | -11,827 | -38% | 10,283 | 3,416 | | 44,859 |
| OPEN FOR BUSINESS | 46,684 | 48,220 | 1,536 | 3% | 60,668 | 51,598 | 4,223 | 163,173 |
| THE ENVIRONMENT | 48,939 | 47,844 | -1,095 | -2% | 47,033 | 37,966 | 10,000 | 143,938 |
| HEALTH & WELL-BEING | 8,306 | 4,211 | -4,095 | -49% | 3,833 | 508 | | 12,647 |
| EFFICIENCY & TRANSFORMATION | 5,043 | 2,814 | -2,229 | -44% | 8,950 | 9,900 | 9,000 | 32,893 |
| TOTAL | 140,132 | 122,422 | -17,710 | -13% | 130,767 | 103,388 | 23,223 | 397,510 |

| Children and Families | Budget | P10 Year-end | Variance | Variance | LATEST | LATEST | LATEST | LATEST |
|--|---------------|---------------|----------------|-------------|---------------|--------------|------------|---------------|
| | 2018/19 | Forecast | 2018/19 | 2018/19 | FORECAST | FORECAST | FORECAST | FORECAST |
| | £000 | £000 | £000 | % | 2019/20 | 2020/21 | 2021/22 | TOTAL |
| | | | | | £000 | £000 | and Beyond | £000 |
| - Somers Park Primary School Expansion | 712 | 700 | -12 | -2% | | | | 712 |
| - The Chantry High School Expansion | 1,493 | 1,346 | -147 | -10% | | | | 1,493 |
| - Nunnery Wood High School Expansion | 1,621 | 321 | -1,300 | -80% | | | | 1,621 |
| - Christopher Whitehead High School Expansion | 120 | 370 | 250 | 208% | | | | 120 |
| - Tudor Grange School Expansion | 485 | 485 | | | | | | 485 |
| - Rushwick Primary School Expansion | 139 | 5 | -134 | -96% | | | | 139 |
| - Redhill Primary School Expansion | 1,752 | 1,925 | 173 | 10% | | | | 1,752 |
| - Bengeworth 1st | 157 | | -157 | -100% | | | | 157 |
| - Social Care Projects | 1,314 | 686 | -628 | -48% | | | | 1,314 |
| - Social Care Projects 17/18 | 2,961 | 520 | -2,441 | -82% | 500 | | | 3,461 |
| - Redditch S.77 Projects | 109 | 50 | -59 | -54% | | | | 109 |
| - Evesham St Andrews | 162 | 31 | -131 | -81% | | | | 162 |
| - Leigh and Bransford | 138 | 137 | -1 | -1% | | | | 138 |
| - Holyoaks Field 1st School | 2,721 | | -2,721 | -100% | 3,179 | | | 5,900 |
| - Worcester Library and History Centre (Non - PFI capital costs) | 307 | 195 | -112 | -36% | | | | 307 |
| - Redditch Library | 440 | 465 | 25 | 6% | | | | 440 |
| - Kidderminster Library | 196 | 177 | -19 | -10% | | | | 196 |
| - Capitalised Transformation Costs | 494 | | -494 | -100% | 530 | 216 | | 1,240 |
| - Capitalisation of Revenue Costs | 300 | | -300 | -100% | | | | 300 |
| - Flexible use of Capital Receipts | 500 | | -500 | -100% | | | | 500 |
| - Major Schemes - Residual | 324 | | -324 | -100% | | | | 324 |
| - Capital Maintenance | 6,038 | 2,274 | -3,764 | -62% | 307 | | | 6,345 |
| - Basic Need | 6,416 | 7,012 | 596 | 9% | 5,667 | 3,100 | | 15,183 |
| - Special Provision Fund | | 40 | 40 | | | | | |
| - School Managed Schemes (Inc. Universal Infant School meals and Devolved Formula Capital) | 1,694 | 2,434 | 740 | 44% | | | | 1,694 |
| - EFA Extension of Provision (Early Years) | 259 | | -259 | -100% | | | | 259 |
| - Libraries Minor Works | 166 | 160 | -6 | -4% | 100 | 100 | | 366 |
| - Composite Sums - Residual | 142 | | -142 | -100% | | | | 142 |
| TOTAL | 31,160 | 19,333 | -11,827 | -38% | 10,283 | 3,416 | | 44,859 |

| Open for Business | Budget 2018/19 £000 | P10 Year-end Forecast 2018/19 £000 | Variance 2018/19 £000 | Variance 2018/19 % | LATEST FORECAST 2019/20 £000 | LATEST FORECAST 2020/21 £000 | LATEST FORECAST 2021/22 and Beyond £000 | LATEST FORECAST TOTAL £000 |
|---|---------------------------|---|-----------------------------|--------------------------|---------------------------------------|---------------------------------------|---|-------------------------------------|
| - Open For business | | | | | 1,000 | 1,250 | 750 | 3,000 |
| - QinetiQ Land Purchase | 2,180 | 2,180 | | | 1,000 | 1,000 | | 4,180 |
| - Worcestershire Growth Fund | 141 | 141 | | | | | | 141 |
| - Worcester Technology Park | 9 | -20 | -29 | -322% | | | | 9 |
| - Malvern Hills Science Park Scheme | 830 | 1,087 | 257 | 31% | | | | 830 |
| - Local Broadband Plan Phase 1 | 1,050 | 1,250 | 200 | 19% | 2,115 | 146 | | 3,311 |
| - Local Broadband Plan Phase 2 | | 197 | 197 | | | | | 3,311 |
| - Local Broadband Plan Phase 3 | 1,308 | 1,308 | | | 2,692 | | | 4,000 |
| - Investment Initiatives to Support Business and /or Green Technology | | | | | 998 | 175 | 151 | 1,324 |
| - A4440 WSLR Phase 4 | 4,511 | 5,512 | 1,001 | 22% | 24,273 | 28,052 | 3,292 | 60,128 |
| - A38 Bromsgrove | 1,148 | 1,013 | -135 | -12% | 2,665 | 10,015 | | 13,828 |
| - Kidderminster Churchfields | 909 | 909 | | | 3,000 | 2,611 | | 6,520 |
| - Pershore Northern Infrastructure (including up to £5.1m from HILF) | 1,414 | 718 | -696 | -49% | 3,671 | 6,220 | | 11,305 |
| - HILF Projects | 150 | 150 | | | 750 | 1,271 | | 2,171 |
| - Capital Skills Programme | 1,805 | 1,805 | | | 1,982 | 222 | | 4,009 |
| - Southern Link Dualling Phase 3 | 9,515 | 10,656 | 1,141 | 12% | 6,274 | | | 15,789 |
| - Southern Link Dualling Phase 3 - Broomhall Way Footbridge | 500 | 500 | | | 3,000 | | | 3,500 |
| - Worcester Parkway Regional Interchange | 16,041 | 15,800 | -241 | -2% | 970 | | | 17,011 |
| - Kidderminster Rail Station Enhancement | 1,812 | 1,860 | 48 | 3% | 2,695 | | | 4,507 |
| - Kidderminster Town Centre Phase 2 | 548 | 546 | -2 | 0% | 1,384 | | | 1,932 |
| - Droitwich High Street | 68 | 20 | -48 | -71% | | | | 68 |
| - Redditch Town Centre | 85 | -19 | -104 | -122% | | | | 85 |
| - Worcester City Centre | 255 | 313 | 58 | 23% | 978 | | | 1,233 |
| - Tenbury Public Realm | | 25 | 25 | | | | | |
| - Malvern Public Realm | 7 | | -7 | -100% | 20 | | | 27 |
| - ERDF Capital Projects | 2,074 | 1,989 | -85 | -4% | 1,035 | 455 | | 3,564 |
| - Boiler on Prescription | 53 | 9 | -44 | -83% | | | | 53 |
| - The Kiln | 195 | 195 | | | | | | 195 |
| - Warm Homes Fund | 76 | 76 | | | 166 | 181 | 30 | 453 |
| TOTAL | 46,684 | 48,220 | 1,536 | 3% | 60,668 | 51,598 | 4,223 | 163,173 |

| The Environment | Budget | P10 Year-end | Variance | Variance | LATEST | LATEST | LATEST | LATEST |
|--|---------------|---------------|---------------|------------|---------------|---------------|---------------|----------------|
| | 2018/19 | Forecast | 2018/19 | 2018/19 | FORECAST | FORECAST | FORECAST | FORECAST |
| | £000 | £000 | £000 | % | 2019/20 | 2020/21 | 2021/22 | TOTAL |
| | | | | | £000 | £000 | and Beyond | £000 |
| Local Transport Plan: | | | | | | | | |
| - Structural Carriageway/Bridgeworks | 30,611 | 30,551 | -60 | 0% | 21,551 | 22,851 | | 75,013 |
| - Integrated Transport | 1,441 | 1,282 | -159 | -11% | 2,356 | 2,405 | | 6,202 |
| Major Schemes: Infrastructure | | | | | | | | |
| - Regeneration £23 million total allocation:- | | | | | | | | |
| - Cutting Congestion | | | | | 1,500 | 1,500 | 2,000 | 5,000 |
| - A38 / A4104 Staggered Junction Upton | | | | | | | | |
| - Evesham Town Centre | | | | | | | | |
| - Bromsgrove Town Centre | | | | | | | | |
| - Hoobrook Roundabout, Kidderminster | | | | | | | | |
| - Railway Stations Upgrades / Extra Parking | | | | | 1,000 | 2,900 | 1,100 | 5,000 |
| - Next Generation Economic Game Changer Sites | | | | | 500 | 2,000 | 1,500 | 4,000 |
| - Walking and Cycling Bridges | | | | | 2,420 | 1,080 | 500 | 4,000 |
| - River Severn - Keepax to Gheluvelt Park | | | | | | | | |
| - River Severn - Sabrina Bridge refurbishment | | | | | | | | |
| - Town Centre Improvements | | | | | 800 | 800 | 900 | 2,500 |
| - Evesham | | | | | | | | |
| - Redditch | | | | | | | | |
| - Stourport | | | | | | | | |
| - Worcester | | | | | | | | |
| - Local Members Highways Fund | | | | | 1,250 | 1,250 | | 2,500 |
| - Worcestershire Intelligent Transport Systems | 220 | 235 | 15 | 7% | | | | 220 |
| - Green Deal Communities | 40 | 40 | | | 430 | | | 470 |
| - Eastham Bridge | 56 | 56 | | | | | | 56 |
| - Pavement Improvement Programme | 3,510 | 3,510 | | | 1,000 | | | 4,510 |
| - Cutting Congestion Programme | 3,000 | 1,200 | -1,800 | -60% | 8,593 | | | 11,593 |
| - Highway Flood Mitigation Measures | 3,946 | 4,531 | 585 | 15% | 750 | 150 | | 4,846 |
| - Worcester Transport Strategy | 301 | 331 | 30 | 10% | 400 | | | 701 |
| - Hoobrook Link Road - Pinch Points | 298 | 5 | -293 | -98% | | | | 298 |
| - Public Rights of Way | 250 | 310 | 60 | 24% | | | | 250 |
| - A4440Toucan to W6 | 197 | 470 | 273 | 139% | | | | 197 |
| - Highways Capital Maintenance Costs | 1,000 | 1,000 | | | 1,000 | 1,000 | 3,000 | 6,000 |
| - Capitalisation of staff costs | 500 | 500 | | | 500 | 500 | 500 | 2,000 |
| - Highways Strategic Investment Fund | | | | | 750 | 750 | 500 | 2,000 |
| - Completion of Residual Schemes | 164 | 455 | 291 | 177% | | | | 164 |
| - Vehicle Replacement Programme | 813 | 776 | -37 | -5% | 575 | 480 | | 1,868 |
| - Street Column Replacement Programme | 2,592 | 2,592 | | | 1,458 | 100 | | 4,150 |
| - Highways Minor Works | | | | | 200 | 200 | | 400 |
| TOTAL | 48,939 | 47,844 | -1,095 | -2% | 47,033 | 37,966 | 10,000 | 143,938 |

| Health and Well-Being | Budget | P10 Year-end | Variance | Variance | LATEST | LATEST | LATEST | LATEST |
|---|--------------|--------------|---------------|-------------|--------------|------------|------------|---------------|
| | 2018/19 | Forecast | 2018/19 | 2018/19 | FORECAST | FORECAST | FORECAST | FORECAST |
| | £000 | £000 | £000 | % | 2019/20 | 2020/21 | 2021/22 | TOTAL |
| | | | | | £000 | £000 | and Beyond | £000 |
| Major Schemes: | | | | | | | | |
| - Capital Investment in Community Capacity/ Specialised Housing | 3,112 | 1,440 | -1,672 | -54% | 980 | | | 4,092 |
| - Investment in New Technologies in Care | 1,967 | | -1,967 | -100% | | | | 1,967 |
| - Care Act Capital | 165 | 165 | | | | | | 165 |
| - ICES equipment purchase | 440 | 440 | | | | | | 440 |
| - Social Care Case Management System Replacement | 1,000 | 1,647 | 647 | 65% | 2,100 | | | 3,100 |
| - Capitalised Transformation Costs | 397 | | -397 | -100% | 403 | 408 | | 1,208 |
| - Capital funding utilisation | 250 | | -250 | -100% | 250 | | | 500 |
| - A&CS Minor Works | 186 | 186 | | | 100 | 100 | | 386 |
| - Social Care Performance IT Enhancement | 789 | 333 | -456 | -58% | | | | 789 |
| TOTAL | 8,306 | 4,211 | -4,095 | -49% | 3,833 | 508 | | 12,647 |

| Efficiency and Transformation | Budget | P10 Year-end | Variance | Variance | LATEST | LATEST | LATEST | LATEST |
|--|--------------|--------------|---------------|-------------|--------------|--------------|--------------|---------------|
| | 2018/19 | Forecast | 2018/19 | 2018/19 | FORECAST | FORECAST | FORECAST | FORECAST |
| | £000 | £000 | £000 | % | 2019/20 | 2020/21 | 2021/22 | TOTAL |
| | | | | | £000 | £000 | and Beyond | £000 |
| Major Schemes: | | | | | | | | |
| - Digital Strategy | 1,129 | 1,401 | 272 | 24% | 1,900 | 3,000 | 3,000 | 9,029 |
| - Repair and Maintenance of a Longer Term Benefit (And BUoP) | 2,005 | 652 | -1,353 | -67% | 900 | 900 | | 3,805 |
| - Energy Efficiency - Spend to Save | 848 | 664 | -184 | -22% | | | | 848 |
| - Stourport Library/ Coroners Relocation to Civic Centre | 18 | | -18 | -100% | | | | 18 |
| - Capitalised Transformation Costs | 483 | | -483 | -100% | 5,000 | 5,000 | 5,000 | 15,483 |
| - Revenue Maintenance Costs | 100 | | -100 | -100% | 100 | | | 200 |
| - Property, IT and Facilities Management | 350 | | -350 | -100% | 1,050 | 1,000 | 1,000 | 3,400 |
| - Completion of Residual Schemes | 110 | 97 | -13 | -12% | | | | 110 |
| TOTAL | 5,043 | 2,814 | -2,229 | -44% | 8,950 | 9,900 | 9,000 | 32,893 |

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ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 14 MARCH 2019

WORK PROGRAMME 2018/19

1. From time to time the Adult Care and Well Being Overview and Scrutiny Panel will review its work programme and consider which issues should be investigated as a priority.

Background

2. Worcestershire County Council has a rolling annual Work Programme for Overview and Scrutiny. The 2018/19 Work Programme has been developed by taking into account issues still to be completed from 2017/18, the views of Overview and Scrutiny Panel Members and the findings of the budget scrutiny process.
3. Suggested issues have been prioritised using scrutiny feasibility criteria in order to ensure that topics are selected subjectively and the 'added value' of a review is considered right from the beginning.
4. The Adult Care and Well Being Overview and Scrutiny Panel is responsible for scrutiny of:
 - Adult Social Care
 - Health and Well-being
5. The Work Programme was agreed by Council on 8 November 2018.

Dates of Future Meetings

- 14 May 2019
- 11 July 2019
- 25 September 2019
- 6 November 2019

Purpose of the Meeting

6. The Panel may like to consider the 2018/19 Work Programme and consider whether it would like to make any amendments. The Panel will wish to retain the flexibility to take into account any urgent issues which may arise.

Supporting Information

- Appendix – Adult Care and Well Being Overview and Scrutiny Panel Work Programme 2018/19

Contact Points

Specific Contact Points for this Report

Emma James / Jo Weston, Overview and Scrutiny Officers, Tel: 01905 844964 / 844965

Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Agenda and minutes of Council on 8 November 2018 – available on the Council website [here](#)
- Agenda and Minutes of OSPB on 26 September 2018 - available on the Council website [here](#)

2018/19 SCRUTINY WORK PROGRAMME: Adult Care and Well Being Overview and Scrutiny Panel

| Date of Meeting | Issue for Scrutiny | Date of Last Report | Notes/Follow-up Action |
|-------------------|--|--|--|
| 14 March 2019 | Three Conversations Model (Social Care) | 27 September 2017 | |
| 14 May 2019 | | | |
| 11 July 2019 | | | |
| 25 September 2019 | | | |
| 6 November 2019 | Safeguarding Adults | 12 September 2018 27 September 2017 | |
| March / April | Technology in care and how it links to Supported Living (Howbury) | March 2018 visits | Panel members have previously visited an extra care housing site to see assistive technology |
| TBC | Task Group: Quality Assurance in Nursing Homes | | OSPB |
| TBC | Task Group: Care Workers | | Proposed by Council as a result of a Notice of Motion on 14/2/19 |
| TBC | Task Group: Learning Disabilities (taking one aspect, such as Respite or Support for Carers or Access to Services) | | Chair / Vice-Chair |
| January? TBC | Adult Social Care Outcomes Framework | | |
| TBC | Green Paper on Social Work for Older People | | |

| | | | |
|----------------|--|--|--|
| TBC | Prevention Work (with HOSC) | | |
| TBC | Support for Children with Disabilities during Transition to Adulthood – further work? | | |
| TBC | Visit – Patient Flow Centre | | |
| TBC | Visits – Social Work Locality Teams | | |
| Standing Items | <p>Performance Monitoring and Budget Monitoring - quarterly</p> <p>Budget Scrutiny Process</p> <p>Safeguarding – annual</p> <p>Adult Social Care Outcomes Framework - annual</p> | | |