

Local Members Interest
N/A

Corporate Review Committee – 17th November 2020

Integrated Performance Report – Quarter 2, 2020/21

Recommendations

I recommend that:

- a. Committee Members note and challenge performance and advise of any further information and/or action required.

Report of the Leader of the Council and the Cabinet Member for Finance

Summary

What is the Select Committee being asked to do and why?

1. This quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance and financial position in delivering against our Strategic Plan and Delivery Plan.
2. We recommend that Corporate Review Committee notes and challenges performance and advises of any further information and/or action required.

Report

Background

3. The Integrated Performance report is considered by Corporate Review Committee on a quarterly basis.

Integrated Performance Report – Quarter 2, 2020/21

4. Summary



5. At the end of Quarter 2, the overall assessment on the Council's performance and financial position is amber. Significant progress has been made in the recovery of services and the organisation, whilst there are some areas of risk in Adult Social Care and Families and Communities. Further details are included within this report and its appendices. The latest revenue forecast outturn shows a forecast overspend of £1.809m (0.3%). This is mostly due to the COVID-19 pandemic.

6. Health and Care

7. Significant work has been underway in Health and Care's recovery of services and priorities.



8. The Council has developed and implemented a COVID-19 Local Outbreak Control Plan to facilitate the effective management of outbreaks. To date early identification and prompt action has helped contain several recent outbreaks, including Stone, Burton and Silverdale.
9. COVID-19 cases in Staffordshire have been rising, following the national trend. In the 7 days up to 8th October, there were 922 cases of COVID-19 in Staffordshire, a rate of 104.8 per 100,000 population. This is lower than the regional and national rates (109.8 and 141.1 respectively). Preparations are well underway for winter planning, with additional capacity being secured to deal with the increase in cases and incidents and potential second wave of COVID-19. Residents can keep up to date with the latest case figures in Staffordshire, including a district breakdown by clicking [here](#).
10. Building on the "Rule of Six", a number of updates to national Coronavirus restrictions were announced on 22nd September in a bid to stop the spread of COVID-19. In parts of Burton the number of cases has been rising, with further restrictions in addition to the national guidance, which can be viewed [here](#).
11. The NHS COVID-19 app and QR check-in launched on 24th September in England and Wales. This means that certain premises, including council-run venues, will be legally required to display NHS QR code posters. The Council has been working closely with partners to make sure that venues across Staffordshire are prepared ahead of the roll-out. Staffordshire residents are now being urged to download the NHS COVID-19 app to aid effective contact tracing.
12. By mid-August more than 3 million items of personal protective equipment (PPE) have been delivered by the Council to front line care staff, social workers and other roles in direct contact. This has helped ensure every care home and care provider in Staffordshire has what it needs to care for the most vulnerable. Ongoing work to source further PPE supplies continues, in the event of future outbreaks causing further shortages.

13. During the height of the pandemic the creation of a shortened assessment for care and support was introduced, which led to a backlog of Care Act assessments and reviews. During this quarter, significant progress has led to all backlogs now being cleared.
14. However, in the adults' safeguarding service an increase in its waiting list is currently being experienced, largely due to increased demand and reduced capacity. In response to this, plans have been put in place for Adult Social Care teams to prioritise the work for completion, whilst ongoing transformation work is seeking to identify future capacity requirements.
15. The Council's Supportive Communities programme continues to be expanded as a result of the rise of volunteering and community action during the pandemic. Staffordshire County Council and Support Staffordshire joined forces to develop and implement a digital solution for community volunteering, called 'Do It-Staffordshire'. This was launched in August and by the end of September over 500 volunteers had signed up to the site, with the aim of achieving 1,000 by the end of October 2020.
16. The Council's Public Health & Prevention Strategy has also been refreshed, with a £750,000 investment programme agreed to mitigate the ongoing public health risks from COVID-19, such as obesity, mental ill health and addiction. Initial investment will focus on delivering a newly launched #DoingOurBit Community Grant fund, expansion of stop smoking service for up to an additional 1,500 residents and the launch of a new workplace health scheme.
17. Ensuring care market resilience has continued to be a key part of recovery operations. The Council provides ongoing support to care providers with infection prevention and control to help prevent and manage outbreaks. Furthermore, a review of future care market capacity has commenced to better understand the requirements of the care sector in the context of COVID-19. Alternative models to building based day services and replacement care have also been trialled, where appropriate.
18. Within the service much work has been done to embrace the learning from the Council's response to the pandemic. More agile and flexible working practices has been required, with virtual social work practice now being embedded where appropriate. In particular, video and telephone social care assessments and reviews routinely continue to help prevent the spread of infection to vulnerable people. Other improved ways of working include the extension of the First Contact role in completing assessments quickly and effectively.
19. Further work is planned to resume pre-COVID work, such as delivery against the targeted reviews programme to ensure people continue to receive the appropriate level of support. In addition, work is underway with NHS colleagues to improve the urgent care pathway by identifying the right hospital discharge options for people, whilst maximising the opportunities offered from assistive technology and growing community capacity.

20. From a Finance perspective, the Health and Care forecast outturn at Quarter 2 is a saving of £0.878m. There remains a range of high risk Medium-Term Financial Strategy (MTFS) savings within this area, with the directorate seeking alternative savings where necessary. In addition, the level of client debt is above target and work is ongoing to recover this. The forecast financial impact of COVID-19 for the directorate is £26.385m. The longer-term financial impact of COVID-19 is not yet clear but will undoubtedly affect the MTFS in future years.

21. Families and Communities



22. Both recovery and day to day service activity continue to take place across the service. Ongoing work with schools has helped ensure the safe opening of schools into the summer and to prepare for a full re-opening to all pupils in September, with 92% of children in attendance during the first week. Moving forwards a key focus of our activity will be to work with schools and childcare providers to ensure education provision remains open, as part of managing any local outbreaks.

23. Funding from Department for Education has been awarded, up to £469,000, to place social workers in schools, as part of a trial scheme to embed social work practice within these settings. This will help social workers in the early identification of risks and ability to offer support to young people and families. Staffordshire is one of just 21 local authorities selected for the extended national trial, which will run from September until summer 2021.

24. Work has also continued to implement an Emotional Wellbeing in Schools programme. The Department for Education (DfE) and Department of Health and Social Care (DHSC) have funded approximately £180,000 to support schools with the emotional impact of COVID-19. Funding is being used to better equip schools and colleges to promote emotional wellbeing, including delivery of appropriate training and ongoing advice and support.

25. In September 2020, the number of Staffordshire Children in our Care increased slightly to 1,250 from 1,246 in July 2020. This increase is partially due to court delays caused by COVID-19. The current rate is 74 per 10,000, higher than the national benchmark (65 per 10,000 in 2019) but lower than regional (83.6 per 10,000 at end of June). The number of children subject of a Child Protection Plan is 700 and has remained relatively stable for the previous 9 months, with a current rate of 41 per 10,000. This is in line with the most recent national benchmark (41 per 10,000 in 2019) and lower than the regional rate (47.9 per 10,000 at the end of March).

26. Work on transforming the Children's system has restarted, specifically the development of a proposed district model and pathways and processes for support. The SEND transformation has been considered a priority and therefore continued throughout the pandemic. Governance arrangements have been revised, with the creation of a new countywide Inclusion and SEND Partnership Group, who met for the first time in August, to oversee and shape this area of work. SEND public engagement restarted in the summer, using online methods, with public consultation planned for the Autumn. Findings will be used to inform the

development of a Staffordshire SEND strategy. A full progress report is being considered by Cabinet in November 2020.

27. Furthermore, considerable progress has been made to address the timeliness and backlog of Education, Health and Care Plans (EHCPs). Dedicated resource, improved data reporting and adjustments to processes has resulted in 70% of the EHCP backlog being cleared. This has led to 33% of all EHC Plans being issued within 20 weeks, up from 13% in January 2020. Improvements in timeliness can also be seen for the issuing of new EHCPs, with 86% of plans completed within the 20-week timescale.
28. During 21st to 25th September Private Fostering Week was held, highlighting the vital support available to private foster carers in Staffordshire, as part of our role in helping to keep children safe. This support ranges from advice and support for parents, training, benefits advice and helping to bring families in crisis back together.
29. Children's Centres have recommenced childcare provision, including resuming Family Time as a key priority for supporting Children in our Care. The creation of Family Hubs in each District is providing much needed additional support, including working with partners to deliver over 4,000 survival kits to families most in need. In addition, the Hubs have helped administer the £800,00 Defra Emergency Food Scheme to ensure families in need have access to food supplies.
30. Following the easing of lockdown restrictions, key community assets have begun to reopen across the county. Archives and Heritage services and all countryside sites and car parks have fully reopened. All 43 libraries have also reopened, and a reduced mobile library service is also operational. All Council managed libraries are offering PC access and managed browsing.
31. Despite COVID-19 restrictions, the Council's Library Service has also taken part in the annual Summer Reading Challenge aimed at children aged 4-11 years. At the start of September over 1,100 children across the county had signed up to the challenge. Staffordshire Archives and Heritage Service also launched a new project called 'Lockdown Memories', with the aim of creating a lasting record of people's experiences of the COVID-19 pandemic and lockdown.
32. In terms of the financial position at Quarter 2, for Families & Communities there is a forecast overspend of £0.875m, a decrease of £1.7m since Quarter 1. While the directorate continues to face pressures as a result of the non-delivery of prior year savings, at this time it is considered these can be mitigated through savings across service. In response to COVID-19 further overspends of £6.799m are forecast as a result of non-delivery of savings, as well as additional exceptional costs and lost income.

33. Economy, Infrastructure and Skills

34. An immediate focus of recovery has been to maintain service delivery and provide support where required. As the easing of lockdown restrictions continue, much work has been done to monitor and adjust operational arrangements, for example House Waste Recycling Centres have returned customer service and visits to pre-COVID levels.



35. The Council has also worked closely with local District and Borough Councils across the county, assisting them with plans to safely re-open town centres for business. This joint working, alongside Staffordshire County Council's infrastructure planning, enables the Council to maximise the impact of available Government funding for Staffordshire.

36. The Council continues to support local businesses to survive, adapt and continue to operate as part of delivering its 5-year Economic Recovery, Renewal and Transformation Strategy.

37. Businesses across Staffordshire have continued to be supported by the Council and its partners through a range of targeted initiatives to mitigate the impact of COVID-19. Some specific examples include:

- Creation of a Redundancy and Recruitment Triage Service and County Wide Task Group to support businesses and individuals affected by large-scale redundancies. Potential demands on this service could increase as a result of furlough ending and a transition to the new Job Support Scheme.
- Emergency Grant Scheme funding has safeguarded 226 local businesses. Funding also helped micro-businesses with 1,700 PPE Start Back Packs to help restart with confidence.
- £360,000 fund for start-up businesses.

38. This support continues to be critical, with the latest out-of-work claimant figures standing at 5.1% of the local population, an increase from 4.9% or 1,015 claimants, between July 2020 and August 2020. Despite these increases claimant rates in Staffordshire remain lower than both the regional (7.4%) and national (6.6%) averages. The proportion of young claimants, aged 18-24, has increased from 3.7% in March 2020 to 8.3% in August 2020, with 'A Plan for Jobs 2020' initiatives such as the Kickstart Scheme being put in place to support Staffordshire's young people's employment prospects.

39. During Quarter 2 the Council successfully secured £10.85m investment from the Government's 'Getting Building Fund' for shovel ready and accelerated development projects, including off site access infrastructure to Drakelow Park, the delivery of the i54 Western Extension and the regeneration of Shire Hall in Stafford, among others.

40. Significant work has taken place to prepare for the full re-opening of Schools to all pupils in September. The Council's Active Travel team has worked with schools to produce 400 School Active Travel Plans to help manage congestion and safety.

The Council has also successfully worked with operators to increase network capacity for those non-eligible pupils.

41. The Council's Skills Team has supported all local colleges, training providers and universities with plans to reopen safely in September, including a blended learning offer. A key positive this quarter is Keele University and Staffordshire University have both been shortlisted for the Times Higher Education Awards 2020, University of the Year category. The awards demonstrate the county's growing reputation as a prime location for innovation and investment.
42. In response to feedback from residents and Councillors a £2 million investment, on top of the £5 million already allocated by the Council, will be made to improving problem road drains, gully emptying, additional roadside grass cutting at the end of this summer and the start of the 2021 season, and more road sweeping and weed control. The Council will also be working with landowners, or taking direct action where necessary, to make improvements to problem ditches and overhanging trees that they have responsibility for. This investment will allow the organisation to target some of the worst trouble spots and reduce the overall backlog.
43. Further work is planned to resume pre-COVID projects and programmes, such as Enterprise Centre expansion leading to more local jobs, mineral and waste site inspections, Farms Investment Programme and flood risk management programme, where access to sites has not been possible.
44. The financial position at Quarter 2 for Economy, Infrastructure and Skills is a forecast saving of £0.134m, which represents a reduction of £0.499m since Quarter 1. On top of this, the forecast financial impact of COVID-19 for the directorate is £4.684m, which is a reduction of £2.550m since Quarter 1.

45. Corporate Services



46. Corporate Services is providing vital support to the Council's priority areas of recovery.
47. A significant amount of corporate support has been provided to Local Outbreak Control in the effective identification and management of outbreaks. Customer Services have completed over 1,500 local contact tracing calls to potential contacts of positive cases to help facilitate the containment of outbreaks. In addition, dedicated data and analytical support, has and continues to be core to spotting outbreaks and incidents early, to ensure action is taken to prevent the spread of the virus and protect residents. This includes the development and management of interactive dashboards that brings together a range of key COVID-19 datasets.
48. The Council's Registration Services has significantly amended their processes and methods of engagement as part of the response to COVID-19. Since mid-June, registration services have successfully addressed the backlog of birth registrations resulting from the national lockdown and accommodated approximately 1000 marriage ceremony moves to a future date. Face to face appointments are now

also available across Staffordshire for both births and marriage preliminaries, with death registrations continuing to be carried out by telephone.

49. COVID-19 has also delivered new challenges that have required involvement from Legal Services. This service has directly supported the organisation's recovery priorities, alongside carrying out their usual business of supporting vulnerable children and adults and other legal proceedings.
50. In Corporate Services the financial position at Quarter 2 is a forecast saving of £0.372m, however there is a forecast overspend in HR, which is non-delivery of 2019/20 MTFS savings, offset by a saving in ICT and Business Support. The change from the breakeven position reported at Quarter 1 is largely due to vacancies in the Commercial and Property Teams. At Quarter 2 the impact of COVID-19 is £4.857m, representing an increase of £2.104m from Quarter 1. This significant increase in the forecast is PPE in preparation for local outbreaks and a potential second wave.

51. Strategic Plan Principles

52. Recovery plans that cut across all service areas is being led through recovery groups linked to the Council's Strategic Plan Principles – Communities, Digital, Workforce and Climate Change. A summary of progress against these is set out below.

53. Communities

54. To build on our Communities approach, a new £200,000 #DoingourBit Community Grants fund was launched in September and is available to all voluntary and community groups working with vulnerable residents, particularly older people and children and families. Individual grants will be awarded in November 2020.
55. As part of the Council's response to COVID-19 the county Councillors' Members Fund was refocused for 2020/21 to provide emergency support to communities. Following a successful first phase it was agreed to extend the fund for a second tranche, seeing a further investment of £2,000 per Member. As at 23rd September 2020, the total amount paid or currently being funded to community groups to support vulnerable residents and community recovery is £152,180.
56. In August the Council also launched its COVID-19 Resident Survey, encouraging all sections of the community to participate. Following closure of the survey on 13th September 2020, a total of 3,775 Staffordshire residents gave their views on the impact of the pandemic and priorities for recovery. Findings are being analysed and will be used to inform both the Council's recovery and business planning activities.
57. A key focus for this quarter has been to identify learning from our response to COVID-19, and how this can be sustained. A set of recommendations has now been developed and is being used to inform Council change programmes and a refresh of the Communities Delivery Plan for finalisation in November. The Communities Recovery Group continues to work with partners, members and the

Communities Leadership Group to mitigate identified risks for communities as a result of COVID-19.

58. Digital

59. Despite COVID-19 challenges, the Council continues to develop an ambitious Digital Strategy and Programme of work for 2020/21 onwards. Significant progress has been made, working with colleagues and Cabinet Members, to reset the priorities and agree key projects for delivery. Both the Digital Strategy and Programme will be discussed and agreed by Cabinet in November 2020.

60. Digital has been a key element of the response to COVID-19, providing the Council with opportunities to transform its future operations. One example within Adult Social Care is the embedding of virtual social work practice. Remote working has also resulted in the rapid rollout of Microsoft Teams across the organisation, enabling the workforce to remain agile and flexible in their day to day work.

61. Climate Change

62. Key activities this quarter include the ongoing work of the Climate Change Working Group to agree and prioritise key climate change activities for the next 12 months, to inform an action plan for delivery across the Council.

63. Furthermore, a baseline organisational carbon assessment has recently been developed and finalised. This baseline is helping the Council to understand where it needs to target efforts, to inform a 5-year action plan to deliver carbon reductions.

64. The council has secured some national funding to help deliver the Council's Local Cycling and Walking Infrastructure Plan, with further funding opportunities coming up that could help to advance this agenda further and contribute to the carbon neutral agenda.

65. Workforce

66. As part of resetting the Council's People Strategy priorities, a key focus this quarter has been on the easing of lockdown and supporting the organisation respond to new ways of working. The Council launched its iManage offer to help manage capability and ongoing appraisals, as well as its digital learning platform, iLearn, to all employees.

67. Council buildings have been made COVID-19 secure and teams are being supported to return to the office where necessary. The HR function has also supported home working arrangements, with a recent survey of its employees generating over 1,400 responses on their views and experiences of remote working.

68. One positive outcome of the COVID-19 response has been a significant reduction in sickness absence levels, currently 10.68 days lost per employee (August 2020), representing a reduction of 10% from the same period last year. Long term absence still accounts for nearly three-quarters of all days lost. Of particular note

is the reduction of psychological absences, currently 2.74 days lost per employee, a reduction of 18% from last year.

Link to Strategic Plan

69. Cross-cutting as the performance of the Corporate Delivery Plan represents the most significant activity that directly delivers against all areas of the strategic plan.

Link to Other Overview and Scrutiny Activity

70. Detailed scrutiny of the council's activity in relation to the various areas discussed in this report takes place at the Healthy Staffordshire Select Committee, Prosperous Staffordshire Select Committee, Safe and Strong Communities Select Committee or Corporate Review Committee, as appropriate.

Community Impact

71. This report represents a strategic summary of the county council's performance against key indicators, finances and delivery of priorities. The individual projects and programmes are reported separately where specific decisions are required, and community impact assessments are completed where appropriate. As such there is no community impact presented with this report.

List of Appendices:

1. Finance Quarter 2 Summary
2. Finance Quarter 2 Detailed Report
3. Corporate Checklist
4. Revenue Forecast Outturn 2020/21
5. Capital Forecast Outturn 2020/21
6. Financial Health Indicators 2020/21

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Latest Financial Summary

The following graphs summarise the financial performance of the council. Full details are contained in this report.

The graphs and charts are compiled using quarter 2 forecast information.

The latest revenue forecast outturn shows an overspend of £1.8m (0.8%), compared to the overspend of £10.1m (1.9%) at quarter 1. Since the budget was set Covid 19 has become a global pandemic. Central Government have issued additional grant payments to support the additional pressures of continuing to provide vital services while protecting the workforce and local residents.

There has been use of £0.750m of the Exit and Transition Fund which was established in 2018/19.

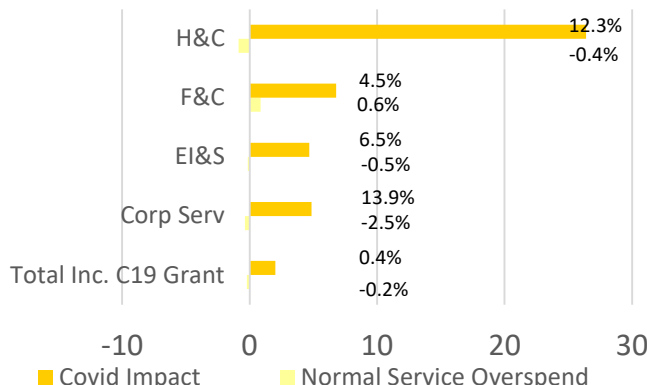
There is a forecast non-Covid overspend of £2.4m on Education Services. This is due to SEND Transport increasing costs and demand, due to increased use of single occupancy taxis.

Savings are categorised into confidence of delivery. There are £15.2m savings currently classified as Low confidence of delivery, of which £10.3m is due the impact of Covid 19, and the remaining are non-Covid related. We are only at the half way through the year, so this position will inevitably change as we move forwards. Some savings classified as low confidence include – Adult Social Care In House Services, Reduction in Looked After Children as a result of transformation and property rationalisation.

The latest capital outturn projection is £143m, compared to the quarter 1 position of £149m, an decrease of 4%. This projection is a fully funded position. This reduction is due to changes within Social Care projects due to Covid 19 as well as reprofiling of Basic Needs funding into future years. More detail is available within the report.

Within the national context, the retail price index is currently 0.5%, and the latest consumer price index is 0.2%. GDP is estimated to be a reduction of 20.4% in the three months to June 2020. Current unemployment figures show Staffordshire benefit claimant rate remains below that of the West Midlands and Great Britain.

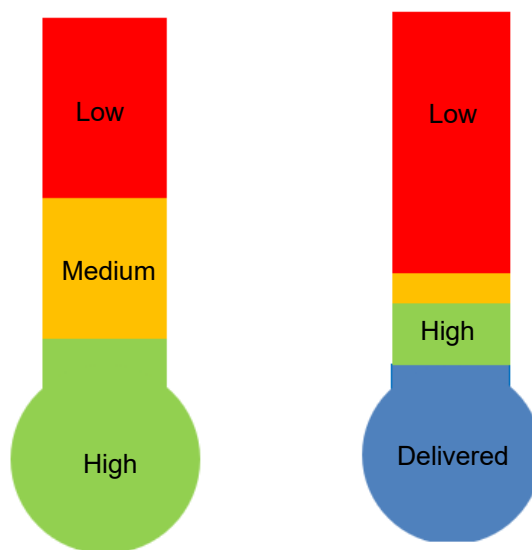
Revenue Budget Variance



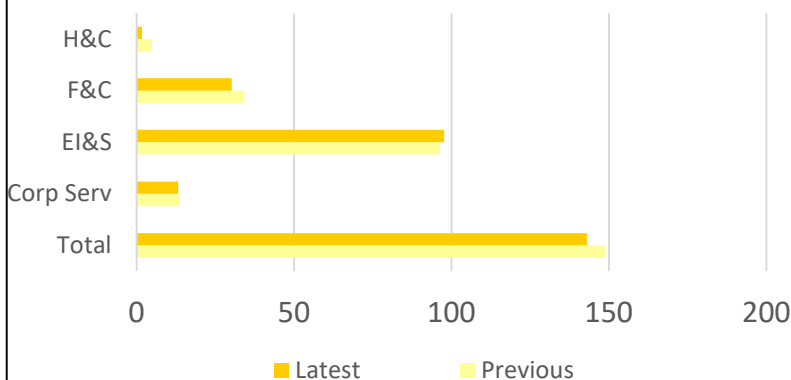
Savings Tracker – Target £28.079m

Quarter 1 - £28.079m

Quarter 2 - £28.079m



Capital Programme



Introduction

Revenue Forecast

1. The latest revenue forecast outturn (as provided in appendix 4) shows a forecast overspend of £1.809m (0.3%). This is mostly due to the COVID-19 pandemic.
2. Since the 2020/21 budget was set, Covid 19 has become a global pandemic requiring a combined response from public sector services and which is also having a severe impact on the economy. Central Government has issued two payments of general grant to local authorities, totalling £42.9m, in order to support the additional pressures of continuing to provide vital services during the pandemic while protecting both workforce and local residents.
3. The table below sets out the current forecast of additional costs relating to the pandemic, plus lost income and delayed savings caused by the crisis. This can be mostly funded by the government grant provided; however, this is not enough and a gap of £2.0m is likely to remain.

	£m
Additional Costs	31.054
Lost income	2.872
Delayed savings	10.336
Grant funding	(42.244)
Shortfall	2.018

There was £0.680m of costs incurred in 2019/20 which has been funded in total from the grant.

4. The forecast spend in the table above could change significantly if there is a 'second wave' of the virus and the County Council may have to divert resources into dealing with the crisis, as previously. If this situation occurs then the £2m shortfall in the grant could increase.
5. Taking this grant shortfall into account, plus some pressures and savings resulting from normal service activity results in the current forecast overspend of £1.059m. In addition, there is a great deal of uncertainty regarding future funding levels which taken together mean that services must continue to follow

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the '£ in, £ out' principle and find mitigating savings wherever possible and aim to live within their allocated budgets for 2020/21.

6. The following paragraphs consider the key financial issues in each of the council's portfolios.
7. **Health and Care** **Covid impact - £26.385m**
Normal service forecast – £0.878m saving
8. *Adults Social Care & Safeguarding* *Covid impact - £45,000*
Normal service forecast – £0.794m saving
9. The forecast for the service is a saving of £0.794m. Covid related costs are forecast to be £45,000.
10. The restructure of the Adults Learning Disability Team (ALDT) was completed last year. There have been a number of vacancies in the new teams in the first half of the year which has led to a forecast saving of £0.599m. These vacancies are expected to be filled in the second half of the year. The £0.3m MTFS saving for the team is still expected to be delivered in full.
11. A new Section 75 agreement for Mental Health South has been agreed for the year and it is forecast that the service will breakeven. There is now a forecast saving on the Mental Health North Team of £0.205m arising from savings on the amount of agency staff used to deliver the service. It is forecast that the MTFS saving of £0.1m for the Mental Health North team will be delivered in full.
12. There is a forecast overspend of £0.591m in the Learning Disability In-House Residential services due to the vacancy factor build into the budget which is not being met so far this year. There is also a small overspend of £49,000 forecast for the Specialised Day Opportunity Service due to vacancy factor not being fully met. Additional cost from the temporary operating model for these services are being funded by the Covid 19 grant funding.
13. Business Support is forecasting a saving of £0.150m due to the staff restructure and generating more income than in the budget.

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14. Within Care Systems and Adult Safeguarding there is a forecast saving of £0.383m resulting from staff turnover and holding vacant posts. Other variances amount to a small saving of £97,000.
15. *Care Commissioning* *Covid impact - £26.340m*
Normal service forecast – £84,000 saving
16. The forecast for the service a saving of £84,000. Covid related costs are forecast to be £26.340m.
17. The Older Peoples budget is now forecast to save £2.430m. This saving is mainly due to the significantly reduced number of residential and nursing placements, with the total number being over 300 fewer than compared to March 2020. The hospital discharges to free capacity in NHS hospitals during the Covid 19 pandemic are currently being funded by our Health partners. Under the latest agreement, the Council will commence reviews in September for these discharges. It is currently anticipated that these assessments will be completed by March 2021. The revised forecast number of residential and nursing places has resulted in a reduction in the forecast of £6.797m.
18. However, providers are facing increased operating costs due to additional personal protective equipment (PPE) and increased cleaning regimes to reduce the spread of Covid 19. Furthermore, the reduction in demand has meant reduced income for providers and it is not known how long this might continue given possible perceptions of whether care homes are a desirable option for care delivery which may result in a longer term reduction in demand, potentially leading to some loss of capacity from the market. This uncertainty around future demand in conjunction with the financial pressures faced by the market could present significant risk to the Council moving forward.
19. There has been a significant increase in the forecast for home care. There are multiple factors that are impacting the position. There was a push to clear our Provider of Last Resort in April to free up capacity to allow them to take new hospital discharges, which resulted in sourcing 1,142 hours of home care. In addition, the number of hours provided for health services provisions has been rising recently and increased by 631 hours since April 2020. Under the Section 75 agreement, the Council receives a fixed sum for commissioning health tasks on behalf of the Clinical Commissioning Group (CCG) and the cost of health service provisions in 2019/20 already exceeded the sum received. Therefore,

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the additional hours represent an additional cost to the Council. The total forecast overspend arising from the issues mentioned above is £1.371m.

20. The number of older people in receipt of a direct payment has reduced significantly since April 2019, a reduction of approximately 23% although numbers seem to have stabilised during the first half of 2020/21. This has resulted in an overall forecast saving of £1.178m.
21. Other community based service budgets are forecast to save £0.352m due to reduced activity as a result of the Covid 19 outbreak.
22. Short term intervention budgets are forecast to save £0.417m as a direct result of the actions (e.g. shielding vulnerable people) taken to prevent the spread of Covid 19.
23. There is a significant shortfall against forecast income for Older People placements of £5.164m. This is largely as a result of the reduction in client contributions due to the reduction of residential and nursing placements forecast for the remainder of year. This has been offset to some degree by growth in the home care income forecast due to increased demand.
24. There is a forecast saving of £0.599m on the Physical Disabilities budget. This is partly due to the net impact of the reduction in the forecast of £0.445m for residential and nursing placements due to a reduction as a result of the pandemic. In addition, we are forecasting a saving on community based services of £0.480m due to a reducing number of people taking direct payments to provide their care plus a saving on the home care budget as numbers are lower than forecast. This has been offset by reduction in client contribution of £0.278m.
25. The Mental Health budget is forecast to overspend by £0.374m, which is largely due to delays in delivering the £0.250m MTFS saving due to the pandemic, plus a continuation of the overspend from the growth in Supported Living placements which first arose in 2019/20. This has been partially offset by a forecast saving on the Mental Health Employment and Recovery contract of £0.195m.
26. The Learning Disability Placement budget is forecast to save £2.921m, which is partly due to reductions in the number of people with Learning Disabilities being

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cared for in Nursing Homes as well as savings on our Supported Living Transports costs and savings in Direct Payments. We are also experiencing the full benefit of increases in health income negotiated in recent years.

27. The council will continue to work with the local CCG's to support the discharge of people with learning disabilities or autism from specialist hospitals to community-based settings under the Transforming Care Partnership (TCP). Because the National Health Service England (NHSE) reduced the amount of funding that accompanied each individual, there has been a substantial cost pressure for the Staffordshire Health and Care economy in recent years. The government has provided the Staffordshire and Stoke-on-Trent TCP grant funding of £0.467m in 2020/21 to support further discharges. Despite this, there remains a risk of further pressures in year and future years.
28. The planned recommissioning of the Carers services has been delayed due to the Covid 19 pandemic and the new service will now begin next year. As a result, the savings from last year are forecast to occur again this year, a total of £0.383m now forecast. There is also a forecast saving for the Advocacy contract of £0.210m.
29. Prisoners related care activities are now forecast to save £0.422m, of which £0.276m is an underlying saving from previous years and £0.146m is due to staffing savings and lower care costs.
30. Given the level of current client debt (in excess of £10m collectable debt in July, with just over £2m of this in excess of 3 years old) and the further risk that amounts due may increase due to the economic impact of Covid 19, we believe it is prudent to increase the Health and Care bad debt provision by a further £2m.
31. The pandemic has had a significant impact on the care provider market and the Council has already provided a significant amount of financial support to the sector from the Emergency Covid grant allocations (with over £16m made available to support the sector) and the Infection Control grant allocation (over £8m allocated to date). However, the longer-term impact of Covid 19 on demand for placements is currently unknown, particularly given possible perceptions about care delivery. Furthermore, providers are incurring additional costs (cleaning, staffing, PPE), as well as income levels being reduced. Finally, there is still uncertainty about future funding levels for Local Authorities and

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Social Care in particular. These factors mean that the Council still faces significant financial risk in the short to medium term. Therefore, the opportunity has been taken to re-profile spending commitments to ensure the budget available is utilised for maximum benefit.

32. The Council is keen to invest in digital transformation to revolutionise not only how we work but also how we interact with our partners and the citizens of Staffordshire. We can use technology and data to work closer with our communities to encourage more residents to help themselves and one another, In addition, new systems can reduce costs through automation and streamlining of processes. In order to work towards delivering the Council's vision it is essential that the service starts to make prudent provision for this response and a £1.5m contribution has been made to the Corporate IT reserve.
33. Other variances amount to a saving of £1.284m.
34. The Council was allocated £9.915m from the £600m Adult Social Care Infection Control Fund announced by the government. Of this funding, 75% was to be passported directly to care homes in the county who comply with the requirements set out in the national guidance. The balance of the funding can be used to support care homes or domiciliary care providers and to support workforce resilience. To date, £8.902m has been allocated and we are on track to allocate the remainder of the funding this financial year.
35. In addition, the Council was allocated £3.634m of Test and Trace grant funding. This grant is to provide support to local authorities in England towards expenditure incurred in relation to the mitigation against and management of local outbreaks of Covid 19. To date £0.430m has been allocated and there are plans in place to utilise the remainder of the funding.
36. **Families & Communities** **Covid impact - £6.799m**
Normal service forecast - £0.875m overspend
37. The forecast is an overspend of £0.875m, a decrease of £1.7m since the quarter 1 report. While services continue to face pressures as a result of the non delivery of prior year savings, at this time it is considered that these can be mitigated through savings across services.

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38. In response to the outbreak of Covid 19, further overspends of £6.799m are forecast as a result of non delivery of savings of £3.3m, additional exceptional costs of £2.6m and lost income of £0.9m.
39. *Children’s Services* *Covid impact - £4.989m*
Normal service forecast - £1.502m saving
40. The forecast saving on normal services is mainly a result of a £1.2m saving within Looked after Children, due to staff vacancies in the Intensive Prevention Service, Family Group Conference teams and Short Stay Residential teams along with additional grant income. There is also a saving of £0.3m in Early Help and Safeguarding primarily arising through staffing vacancies of £0.7m in the Early Help and First Response teams but offset by additional agency costs of £0.4m in the Safeguarding teams.
41. The budget this year included additional investment of £2.570m for the continuation and progression of planned transformation works as outlines in the business case previously approved. This is expected to be fully spent this year and, before the Covid 19 outbreak, was anticipated to deliver in full the target savings of £4.7m. Unfortunately, due to the pandemic, it is likely that planned savings this year will be delayed.
42. There are non-delivery of planned savings due to Covid 19 – the service has been unable to progress the necessary transformation programmes as intended and this has most significantly impacted the number and cost of our Looked after Children. This will be funded by the Covid 19 grants.
43. There has been additional exception costs due to Covid 19, for example to support providers that have seen reduced demand for services, additional support for our foster carers, and additional care package costs to ensure that the most vulnerable are protected and that in the longer term, business continuity and market sustainability is assured. There has also been lost income from contributions for respite care. These additional costs and loss of income will be funded by Covid 19 grants.
44. *Education Services* *Covid impact - £1.266m*
Normal service forecast - £2.428m overspend
45. The forecast is an overspend of £2.428m, a small improvement from the quarter 1 position.

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46. The overspend is largely due to the continued pressure from SEND Transport which is forecast to be £1.8m overspent. This is a result of both increasing transport costs and demand due to a greater move of pupils towards single occupancy taxis to manage more effectively any disruptive behaviour.
47. The overspend also includes £0.815m for additional investment in SEND stabilisation works as approved by Cabinet earlier this year.
48. The overspend has been offset by a saving on historic pension costs of £0.2m.
49. While the service faces further pressures of £0.5m as a result of the non delivery of historic savings in SEND Assessment, it is forecast that this can be mitigated this year by the use of other service reserves and savings across the service, mostly staff vacancy savings. However, this will remain a pressure in future years and will be addressed as part of the wider transformation programme.
50. There have been additional exceptional costs due to Covid 19 in relation to SEND transport of £0.6m and cleaning.
51. *SEND High Needs Block*
52. The High Needs Block is currently forecast to overspend by £2m. This is higher than previously forecast and reflects the additional pressure for SEND support arising as the backlog of outstanding Education, Health and Care Plan (EHP) assessments is addressed through the SEND stabilisation programme approved earlier this year.
53. The overspend will be charged against the DSG reserve and it is expected this reserve will be fully depleted by the end of the year. Going forward, it is forecast that the SEND transformation programme, with the imminent full roll out of the district hub model, will provide for a more inclusive system that enables the necessary early support and intervention to manage demand with overall resources.
54. The above does not include spend on service transformation and stabilisation which have been funded from existing revenue resources.

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55. *Culture & Communities* *Covid impact - £0.308m*
Normal service forecast - £4,000 saving
56. There is a £0.245m overspend resulting from prior year undelivered MTFS savings within Archives following an unsuccessful bid for Staffordshire History Centre Lottery Fund funding. Although a further bid has been submitted, it is forecast that these savings will be delivered in future years from a staffing restructure, irrespective of whether the bid is successful or not. In the current year other savings, mostly as a result of vacancies, will largely mitigate the shortfall and will provide a small saving.
57. The Covid 19 pandemic has led to reduced income for the service from reduced trading activity.
58. *Rural County* *Covid impact - £0.236m*
Normal service forecast - £48,000 saving
59. While the service has a forecast overspend of £0.2m as a result of prior year undelivered savings, it is anticipated that these will be delivered on going once planned transformation can be finalised. In the meantime, other vacancy savings are forecast to mitigate the shortfall in the current year and will result in a small saving of £48,000.
60. The Covid 19 pandemic has meant loss of income for the service from reduced trading activity, parking and penalty fines.
61. *Community Safety* *Covid impact – nil*
Normal service forecast - £1,000 overspend
62. The service has a forecast overspend of £0.250m due to prior year undelivered savings, however these are anticipated to be delivered on going once planned transformation programmes can be finalised. In the meantime, it is forecast that vacancy savings will mitigate the overspend and result in a small overspend.
63. **Economy, Infrastructure & Skills** **Covid impact - £4.684m**
Normal service forecast - £0.134m saving
64. The forecast saving is £0.134m, which is a reduction of £0.499m since quarter 1. On top of this, the forecast financial impact of Covid 19 for the directorate is £4.684m, which is a reduction of £2.550m since quarter 1. This is a total forecast overspend of £4.5m.

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65. *Business & Enterprise* *Covid impact - £0.265m*
Normal service forecast - £199,000 overspend
66. The forecast is an overspend of £199,000 until the Exit and Transition Fund monies are included, this will result in a forecast saving of £51,000 which is an improvement from the forecast overspend of £68,000 at quarter 1.
67. This saving is largely due to the delay in the achievement of the £75,000 MTFS saving on St Albans Enterprise Centre, off-set by savings forecast on Farms repairs and maintenance of £50,000, a staffing saving in Planning Policy and additional income being received in year from the Business Energy Industrial Strategy.
68. The decrease in the additional impact of Covid 19 is largely due to the shortfall of income to Enterprise Centres now estimated at £0.150m from £0.310m reported at quarter 1. This is due to a rental income being actively managed by the team during this challenging period.
69. *Infrastructure & Highways* *Covid impact - £1.1m*
Normal service forecast - breakeven
70. The forecast for the service is breakeven which is an improved position from the £0.349m forecast overspend from quarter 1.
71. The small forecast overspend on Lighting and Signals which is the non-achievement of the advertising MTFS saving of £50,000 has now been mitigated by vacancies in the Street Lighting and Traffic Signals teams. There is a small increase of £50,000 to the forecast pressure in the Developments and Improvements area due to having to buy in additional resource. This has been mitigated through vacancies in the wider Community Infrastructure team, Flood Risk Management and Highway Asset Strategy Management.
72. The expected impact of Covid 19 is forecast to be £1.1m this is an increase of £0.2m from the quarter 1 position and related to the likelihood increased spend on school crossing patrols due to the phased starts for different school years from September.

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73. *Transport, Connectivity & Waste* *Covid impact - £0.919m*
Normal service forecast - £17,000 saving
74. The Transport and Connectivity service is forecast to save £17,000, a small change from the breakeven position at quarter 1.
75. There are significant savings due to vacancies in the Transport Planning team and an increase in staff recharges in this area as a result of the North Staffordshire Air Quality Project, savings in the Concessionary Fares budget area, as well as a forecast saving of £0.250m on Public Transport which has been impacted by the Covid 19 pandemic. It is forecast that spend in future years will be in line with budgets as passenger demand increases. Nearly all of these savings – totalling £0.630m – will be used to contribution to the proposed Eastgate Regeneration project, which is subject to approval, as well as Transport Assessment work to support Local Plans in 2021/22 and 2022/23. This work is necessary to ensure significant development is planned in sustainable locations and made acceptable in transport and environment terms.
76. At quarter 2 the additional costs relating to Covid 19 have decreased by almost £2m as government guidance has allowed home to school transport to return without social distancing. An allowance of £0.750m has been made for the additional costs associated with mainstream entitled pupils for extra capacity and additional cleaning costs. Additional grant funding has been made available by DfE for costs (in the initial six weeks) associated with increasing capacity on the public transport network for all pupils (entitled and non-entitled) and assisting with travel demand management around schools. Future costs in this area are still uncertain and a greater understanding of Covid 19 costs which will need to be met directly by the authority will be clear at quarter 3.
77. The waste budget is forecast to breakeven however it should be noted that with many of the waste budgets being demand led there could be significant changes during the year.
78. Covid 19 costs in the Sustainability and Waste area are now estimated at £0.140m which is a £0.450m reduction from quarter 1. The loss of income at the Household Recycling Centres forecast previously has not materialised. There has however been a shortfall of income in the Woodfuels area when biomass boilers had to be shut down due to school closures.

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79. *El&S Business Support* *Covid impact - £0.911m*
Normal service forecast - breakeven

80. There are forecast £0.911m Covid 19 related costs, a small increase since quarter 1. This increase includes cleaning materials, hazardous waste removal and packaging for food parcels.

81. Corporate Services **Covid impact - £4.857m**
Normal service forecast - £0.372m saving

82. The service is forecast to have a saving of £0.372m, there is a forecast overspend in HR, which is non-delivery of 2019/20 MTFS savings, offset by a saving in ICT and Business Support. The change from the breakeven position reported at quarter 1 is largely due to vacancies in the Commercial and Property Teams.

83. At quarter 2 the impact of Covid 19 is £4.857m which is an increase of £2.104m from quarter 1. This significant increase in the forecast for PPE in preparation for local outbreaks and a possible second wave.

84. Centrally Controlled

85. There has been a steady increase in insurance premiums and this results in a forecast overspend of £0.3m.

86. There is also £1.537m of Covid 19 related pressures which includes £0.264m of cleaning materials, £0.170m forecast loss of income and the non-delivery of the 2020/21 MTFS property rationalisation saving, and £0.687m for the delay in the rental of Staffordshire Place 2.

87. A pay award of 2.75% has been agreed nationally for NJC Green Book, JNC Chief Officers and Soulbury pay scales. Within the budget, 2% pay inflation was awarded to services and a 0.5% provision was created for any additional need. Therefore, the remaining 0.25% needs to be funded and amounts to £380,000. It is recommended that this additional pay award is funded from Contingency.

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88. Capital Forecast

89. Appendix 5 compares the latest capital forecast outturn of £143.0m, a decrease from the quarter 1 position of £149.0m. The key reasons for this decrease of £6.0m are set out in the following paragraphs.

90. Health and Care Forecast spend £1.778m

91. There has been a reduction of £3.038m since the quarter 1 report. This reduction is due to continued significant uncertainty as a result of Covid 19 which has resulted in works on the Hillfield House proposed refurbishment being halted. The forecast for Histon Hill and Rowley Hall nursing home new builds is reduced and being rephased into future years. In addition, the Care Director upgrade budget has been further refined and an element reprofiled into 2021/22.

92. Families and Communities Forecast spend £30.226m

93. *Maintained Schools* *Forecast Spend £29.898m*

94. There has been a reduction in forecast spend of £3.852m since the quarter 1 forecast.

95. There has been £8m of Basic Need money reprofiled into future years, offset by budget refinements on Branston Road s106 of £0.640m, Weston Road Expansion (s106) of £0.452m, Hollies relocation ESFA grant of £0.484m and Fradley Park new school s106 of £0.272m. There have also been other smaller budget refinements across a number of projects resulting in the net reduction of £6.777m.

96. There has also been an additional £1.9m Schools Capital Allocation awarded plus additional school contributions and loans across a number of projects leading to a total increase of £2.925m. Together this and the net reduction of £6.777m total an overall reduction of £3.853m

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- 97. Economy, Infrastructure and Skills** **Forecast spend £97.688m**
98. *Economic Planning & Future Prosperity* *Forecast spend £17.425m*
99. There has been an increase of £2.175m since the quarter 1 report. This is primarily due to the reprofiling of the i54 Western Extension project due to accelerated works of £0.938m, the introduction of the recently approved Enterprise Centre projects at Cannock and Silverdale, £0.498m and £0.213m respectively, and the rephasing of Kingswood Lakeside Ground Treatment budget following the receipt of grant monies of £0.430m.
100. There has been minimal increase to the forecast spend of £40,000 on fees for the Library and Public Realm element of the Tamworth Enterprise Quarter project over the approved £0.5m budget. Work is ongoing to bring this figure down, and it will reduce significantly if all the contingency isn't realised in the second phase of the library works.
101. *Highways Schemes* *Forecast spend £77.660m*
102. There has been a decrease in forecast spend of £0.901m since quarter 1.
103. This includes a £2.075m increase on Major schemes which is largely the reprofiling of Stafford Western Access Route, in particular the costs associated with Covid 19 being brought forward from 2021/22 to 2020/21. This has been offset by a minor reprofiling of costs on Lichfield Southern Bypass. The small additional costs on Lichfield Southern Bypass reported at quarter 1 are now forecast to be met from the Corporate Priorities budget. Maintenance and Integrated Transport schemes have increased by £2.657m which is the net effect of the inclusion of £3.1m of additional pothole funding, offset by a number of smaller refinements across a number of schemes.
104. These are offset by a decrease in Other Highways and Developer funded schemes which is the net effect of the refinement of a number of Developer funded scheme including both rephasing as well as in year fluctuations.

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105. Finance and Resources & ICT **Forecast spend £1.883m**

106. There has been a reduction of £0.522m in the forecast since the quarter 1 report, this is due to refining of ICT projects budgets and some project completions.

107. Property **Forecast spend £10.160m**

108. There has been an increase in forecast spend of £0.285m since the quarter 1 forecast due to the refining of budgets for asset renewal across the programme of works.

109. Financial Health

110. Appendix 6 provides a forecast outturn performance against the key Financial Health Indicators approved as part of the 2020/21 budget setting process.

111. There have been 97.6% of invoices were paid within 30 days of receiving them at the end of quarter 1, exceeding the financial health indicator target. This reflects early payments to suppliers to help them with cashflow during the pandemic.

112. The estimated level of outstanding sundry debt over 6 months old is £19.011m, this is over the target of £14.7m by £4.311m. This is an increase of £3.045m since the quarter 1 report. The debt recovery process involves chasing by a range of methods with the eventual escalation to the external collection agent or to Legal for the possibility of a court decision to recover the debt. It should be noted that full debt recovery services have only been 'switched on' in the last 6 weeks since debt recovery was suspended from March 2020 due to Covid 19.

113. The level of CCG health debt over 6 months old is £1.3m below the target figure. The increase from June to September relates to debt newly falling into the over 6 month old age category. It is recoverable and payable as nothing has been disputed.

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114. There is an element of seasonal profile – in 2019/20 the level of debt over 6 months old increased by £4.1m between quarter 1 and 2, more than the £3.9m this year.
115. Client debt now stands at £10.033m and could potentially increase as a consequence of the pandemic. A working group has been established to look at why clients are not paying debts and to implement ways to avoid clients getting into debt in the first instance.

Debtor Type	2020/21 Target	30/06/2020	30/09/2020	Increase / (Decrease)
	£m	£m	£m	£m
Health Bodies & CCGs	3.900	1.409	2.568	1.159
Other Govt. and Public Bodies	2.000	2.063	2.699	0.636
Other General Debtors (Individuals & Commercial)	4.700	3.581	3.711	0.130
Health & Care Client Debt	4.100	8.913	10.033	1.120
TOTAL	14.700	15.966	19.011	3.045

Appendix 3 – Corporate Checklist

Equalities implications:

Through the delivery of county council business plans, service delivery is increasingly reflecting the diverse needs of our various communities.

Legal implications:

There are no legal implications arising from this report.

Resource and Value for money implications:

The resource and Value for money implications are set out in the report.

Risk implications:

The risk implications concern the robustness of the forecast outturn which may change owing to pressures on services with a consequent effect on county council functions being able to keep within budgets and a potential call on balances.

Climate Change implications:

Staffordshire's communities are places where people and organisations proactively tackle climate change, gaining financial benefit and reducing carbon emissions' is one of the county council's priority outcomes. Through the monitoring and management of this outcome; climate change and carbon emissions are being addressed in an active manner.

Health Impact Assessment and Community Impact Assessment screening:

Not required for this report.

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Revenue Forecast Outturn 2020/21









	Revised Budget Qtr 2 £m	Forecast Outturn £m	Covid Impact	Normal Service Overspend / (Savings)	Total Variation £m
Health and Care					
Public Health & Prevention	(5.932)	(5.932)	0.000	0.000	0.000
Adult Social Care & Safeguarding	38.075	37.281	0.045	(0.794)	(0.749)
Care Commissioning	183.663	183.579	26.340	(0.084)	26.256
Specific Grant Allocation (Public Health)	(1.307)	(1.307)	0.000	0.000	0.000
Exit and Transition Fund	0.000	0.000	0.000	0.000	0.000
Health and Care Total	214.499	213.621	26.385	(0.878)	25.507
Families and Communities					
Children's Services	114.537	113.035	4.989	(1.502)	3.487
Children's Public Health	(4.546)	(4.546)	0.000	0.000	0.000
Education Services	26.813	29.241	1.266	2.428	3.694
Culture and Communities	5.253	5.249	0.308	(0.004)	0.304
Rural	1.952	1.904	0.236	(0.048)	0.188
Community Safety	7.938	7.939	0.000	0.001	0.001
Specific Grant Allocation (Public Health)	(1.710)	(1.710)	0.000	0.000	0.000
Exit and Transition Fund	0.000	0.000	0.000	0.000	0.000
Families and Communities Total	150.237	151.112	6.799	0.875	7.674
Economy, Infrastructure and Skills					
Business & Enterprise	1.063	1.262	0.265	0.199	0.464
Infrastructure & Highways	27.643	27.643	1.100	0.000	1.100
Transport, Connectivity & Waste	39.476	39.459	0.919	(0.017)	0.902
Skills	2.379	2.313	0.000	(0.066)	(0.066)
EI&S Business Support	1.068	1.068	0.911	0.000	0.911
Specific Grant Allocation (Public Health)	0.000	0.000	0.000	0.000	0.000
Covid related capital project costs	0.000	0.000	1.489	0.000	1.489
Exit and Transition Fund	0.000	(0.250)	0.000	(0.250)	(0.250)
Economy, Infrastructure and Skills Total	71.629	71.495	4.684	(0.134)	4.550
Corporate Services	34.992	35.120	4.857	0.128	4.985
Specific Grant Allocation (Public Health)	0.000	0.000	0.000	0.000	0.000
Exit and Transition Fund	0.000	(0.500)	0.000	(0.500)	(0.500)
Corporate Services Total	34.992	34.620	4.857	(0.372)	4.485
Traded Services	(0.528)	(0.528)	0.000	0.000	0.000
TOTAL PORTFOLIO BUDGETS	470.829	470.320	42.725	(0.509)	42.216
Centrally Controlled Items					
Interest on Balances & Debt Charges	34.203	34.203	0.000	0.000	0.000
Pooled Buildings and Insurances	14.523	14.823	1.537	0.300	1.837
Investment Fund	2.431	2.431	0.000	0.000	0.000
Contingency Position	4.000	4.000	0.000	0.000	0.000
Covid 19 Grant	0.000	0.000	(42.244)	0.000	(42.244)
TOTAL FORECAST OVERSPEND	525.987	525.778	2.018	(0.209)	1.809

CAPITAL PROGRAMME 2020/21

	1st Quarter Budget	Enhancements to Programme	2nd Quarter Budget
	£m	£m	£m
Health and Care			
Care and Independence	4.816	(3.038)	1.778
Health and Care Total	4.816	(3.038)	1.778
Families and Communities			
Maintained Schools	33.751	(3.853)	29.898
Academy Conversion Residual	0.027	0.000	0.027
Rural County (Countryside)	0.309	(0.172)	0.137
Tourism and Culture	0.163	0.000	0.163
Families and Communities Total	34.250	(4.025)	30.225
Economy, Infrastructure and Skills			
Economic Planning & Future Prosperity	15.250	2.175	17.425
Highways Schemes	78.561	(0.901)	77.660
Connectivity	1.805	0.045	1.850
Waste & Sustainability Projects	0.753	0.000	0.753
Economy, Infrastructure and Skills Total	96.369	1.319	97.688
Trading Services - County Fleet Care	1.200	0.000	1.200
Finance, Resources & ICT	2.405	(0.522)	1.883
Property	9.875	0.285	10.160
Corporate Leased Equipment	0.050	0.000	0.050
Total	148.965	(5.981)	142.984

Financial Health Indicators 2020/21

Appendix 6

Indicator	Current Performance	
<p><u>Debtors</u> Level of outstanding general debtors more than 6 months old does not exceed £14.7m (Current Performance – £19.011m, of this £13.2m is more than 12 months old)</p>		
<p><u>Payments to suppliers</u> At least 90% of invoices have been paid within 30 days of us receiving them during the last quarter (Current Performance – 97.6%) This reflects early payments to suppliers to help them with cashflow during the pandemic.</p>		
<p><u>Monitoring</u> Quarterly financial monitoring reports have been issued to Cabinet during the last 12 months</p> <p>The council's most recent revenue outturn forecast did not vary by more than +/-2% when compared to the overall revenue budget</p> <p>Quarterly monitoring reports of progress against MTFs savings have been produced for the Senior Leadership Team during the last 12 months</p>	  	
 Indicator not met	 Indicator not met by small margin	 Indicator met