



# Budget Monitoring Report Period 6



For decision



For discussion



For information

## SUMMARY

The purpose of this report is to provide the Board with budget monitoring report for period six.

## OWNER

Report Author:

BFfC Finance Team

## DRAFT

V1.0

## DATE

15<sup>th</sup> October 2023

---

© Brighter Futures for Children

Brighter Futures for Children  
Civic Offices, Bridge Street,  
Reading RG1 2LU

Company number 11293709

## Contents

1.	Purpose of report .....	3
2.	Executive summary.....	3
3.	Income and Expenditure Summary .....	4
4.	Risk and Opportunities Table.....	5
5.	Budget by Directorate 2023-2024 .....	6
6.	Children’s Social Care (CSC) – Maria Young .....	7
7.	Early Help and Preventative Services – Graham Genoni .....	8
8.	Education Services – Brian Grady .....	9
9.	Finance and Resources – Kit Lam.....	11
10.	Corporate – Kit Lam & Lara Patel.....	12
	Appendix 1 – Dedicated Schools Grant Monitoring.....	13
	Appendix 2 – School Travel Update .....	15
	Appendix 3 – Cash Flow .....	17
	Appendix 4 – Debtors Update.....	18
	Appendix 5 – Inter-Company update.....	18
	Appendix 6 – Grants update .....	19
	Appendix 7 – Reserves update.....	20
	Appendix 8 – Transformation update including shadow of covid funding .....	20
	Appendix 9 – Monthly Budget Monitoring Information Schedule 2023/24 .....	21

## 1. Purpose of report

- 1.1 The purpose of this report is to provide Finance Committee with the latest budget monitoring position as at Period 6 (September 2023).

## 2. Executive summary

- 2.1 Contract sum (excluding SLAs and Property) totals £44.933m against a forecast outturn of **£51.952m** at Period 6. This represents a negative variance of **£7.019m** which relates to:

• Children's placements and placement-related costs	£6.535m
• Payroll/agency	£0.463m
• School transport	£0.161m
• Other net positive movements across the Company	(£0.140m)

A summary of the forecast variance by directorate is shown in Table 3.

- 2.2 The forecast out-turn of £51.952m represents a negative movement of **£0.143m** from that reported in Period 5 relating to:

• Payroll / agency	£0.079m
• Placements	£0.068m
• Other net movements	-£0.004m

- 2.3 The 'risks and opportunities' table provided in Table 2 categories the overall pressure of £7.019m to be 'inflation' (£0.205m), 'demand' (£6.601m) and 'general budget' pressure (£0.213m). The impact of inflation on placements and any additional funding support from RBC is not known or confirmed at this stage and is shown as "TBC" within the table.

- 2.4 As at Period 6, the main areas of concern relate to children's placements (see page 7) and school travel (see page 9).

- Placement pressures are driven by the increasingly complex needs and risks of children and their families. If we are unable to place a child under a Special Guardianship Order (SGO) or with a foster carer (in house IFA or external IFA), we are reliant on the external residential placement market. The number of foster carers is reducing nationally. We have seen our internal IFA reduce from 53 placements at Q4 2022/23 to 47 in Q2 2023/24. The number of children placed with external IFA's remains at 94. This coupled with the lack of sufficiency of external placements with fewer providers being able to meet increasingly complex needs, has put significant strain on the placements budget.

The external placements and CYPDT residential placements attributes £6.023m of the £6.535m overspend. We currently have 145 external and CYPDT placements, of which 23 (16%) of those bring a total cost of £7.730m (57%) of the total spend of £13.662m. Our recent deep dive into all higher cost placements (weekly cost >£4,000 per week) has evidenced robust placement decisions and highlighted the complexity of needs and risks that are leading to an escalation in care costs and increased number of high-cost placements. The deep dive is ongoing and will extend to all placements.

- School transport pressures are driven by the increasing number of children with EHCPs, rising prices from fuel inflation and increasing eligibility for transport. These pressures are exacerbated by the lack of local specialist school places which impact the number and cost of transport routes (see analysis in Appendix 2).

- 2.5 In relation to managing and containing the forecast overspend, it is important to note that the Company commenced the financial year with pressures totaling £0.700m (school transport MTFS savings target of £0.150m and unbudgeted agency of c£0.550m) that was not included in the baseline budget. In line with previous years, vacancy savings are used to offset against agency cost pressures.

- 2.6 In addition, further pressures were confirmed over Q1 relating to unmanageable SEND caseloads from historical and new EHCPs in the system (£0.126m), and children's placements (c£5-6m).

- 2.7 To manage these pressures, the Company identified mitigations, savings and budget reductions totaling £1.291m at Period 6, which is reflected in the P6 forecast out-turn:

• Pay savings	£0.589m
• Budget reductions	£0.154m
• School transport (savings target)	£0.150m
• Interest and other income	£0.398m

### 3. Income and Expenditure Summary

The budget for 2023-2024 with a contract value of **£44.933m** is shown below:

**Table 1: Summary of income and expenditure at Period 6**

BUDGET SUMMARY	22/23 Outturn £000	22/23 Variance £000	23/24 Budget YTD £000	23/24 Spend YTD £000	23/24 Variance YTD £00	23/24 Annual Budget £000	23/24 Forecast Outturn £000	23/24 Forecast Variance £000
Employee Expenditure	25,778	(2,479)	15,795	13,105	(2,690)	31,591	28,902	(2,689)
Agency Expenditure	4,962	4,944	9	1,212	1,203	18	3,170	3,152
Other Employee Related Expenditure	736	(81)	424	348	(76)	849	849	0
<b>Employee &amp; Agency Total</b>	<b>31,476</b>	<b>2,385</b>	<b>16,229</b>	<b>14,665</b>	<b>(1,564)</b>	<b>32,457</b>	<b>32,921</b>	<b>464</b>
Premises Related Expenditure	304	126	67	(110)	(176)	133	141	8
Transport Related Expenditure	3,632	813	1,538	1,377	(161)	3,666	3,827	161
Supplies and Services Expenditure	11,516	(335)	5,722	5,963	242	11,524	11,611	87
Contracted Expenditure	44,352	5,759	21,629	22,750	1,120	42,444	49,003	6,559
Support Services & Recharges Expenditure	3,248	(2,701)	3,296	3,401	105	5,434	5,486	52
<b>Other Expenditure Total</b>	<b>63,052</b>	<b>3,663</b>	<b>32,251</b>	<b>33,381</b>	<b>1,129</b>	<b>63,201</b>	<b>70,068</b>	<b>6,867</b>
Government Grant Income	(2,205)	1,864	(1,380)	(2,829)	(1,449)	(4,105)	(4,120)	(15)
Other Income	(9,186)	385	(4,460)	(1,148)	3,312	(9,123)	(9,420)	(297)
Contract Sum Income	(45,043)	(3,477)	(22,466)	(22,357)	110	(44,933)	(44,933)	0
Dedicated Schools Grant Income	(38,197)	(4,921)	(18,749)	(18,749)	(0)	(37,498)	(37,498)	0
<b>Income Total</b>	<b>(94,630)</b>	<b>(6,149)</b>	<b>(47,055)</b>	<b>(45,083)</b>	<b>1,973</b>	<b>(95,658)</b>	<b>(95,970)</b>	<b>(312)</b>
<b>Grand Total</b>	<b>(102)</b>	<b>(102)</b>	<b>1,425</b>	<b>2,963</b>	<b>1,538</b>	<b>0</b>	<b>7,019</b>	<b>7,019</b>

#### Description notes to I&E lines:

- **Employee and Agency:** agency spending relates to filling vacant posts, agency/interim staff who are employed to undertake project work that is funded from transformation or other grants and cover for maternity and long-term sickness.
- **Premises Related:** limited budget as most property costs are part of the lease and SLA facilities management with RBC.
- **Transport Related:** most of the budget relates to School Travel (£3.452m out of £3.666m) and the remaining elements relate to car allowances and other staff travel.
- **Supplies and Services:** this budget line includes over £11m budget relating to Early years Block universal entitlement expenditure. There is also a smaller element that relates to minor (non-placement) contracts.
- **Contracted Expenditure:** this largely relates to Education SEN provisions and Social Care placements and allowances.
- **Support Services and Recharges:** this relates to two main areas: (1) £6m budget relating to SLAs with RBC and property leases; and (2) movement of grant internally to avoid duplicate capture of the same income e.g., income is receipted for DSG and transferred from the early years block to our internal nurseries. This is therefore treated as an internal recharge.
- **Other Income:** mostly include SLA and property Lease income from RBC alongside other government grants transported via RBC and fees and charges that relate to Schools SLAs, Charges to Adults and Health.

## 4. Risk and Opportunities Table

**Table 2: Summary of identified risks and opportunities at Period 6**

Risks	Pressure	Pressure	Budget	Mitigated
	(Inflation)	(Demand)	Variance	Reported Total
	£0	£0	£0	£0
School Travel	41	120	0	161
Social Care Placements	TBC	4,730	0	4,730
Social Care (High-Cost Placements)	TBC	1,805	0	1,805
Social Care agency costs	0	0	718	718
Freeze on Staff recruitment	0	0	-589	-589
National Pay Award (based on 6%)	164	0	0	164
Redundancy Costs	0	0	100	100
Demand Management in SEN	0	126	0	126
Internal Nurseries Agency	0	0	96	96
Other Pressures	0	0	245	245
Other Savings	0	0	-139	-139
Interest from investments and Bank	0	0	-168	-168
Homes for Ukraine	0	0	-50	-50
Remand Income	0	-180	0	-180
<b>Total Risks and Opportunities (incl. in P6)</b>	<b>205</b>	<b>6,601</b>	<b>213</b>	<b>7019</b>
Early Help Targeted Savings	0	0	-4	-4
Additional Contract Funding	TBC	0	0	0
Potential Placement Mitigations	0	-180	0	-180
Unacc. Asylum Seeker Net Spend	0	150	0	150
<b>Total Risks and Opportunities (excl. in P6)</b>	<b>0</b>	<b>-30</b>	<b>-54</b>	<b>-84</b>
<b>Grand Total</b>	<b>205</b>	<b>6,571</b>	<b>209</b>	<b>6985</b>

4.1 A forecast outturn (including mitigations) of £7.019m is reported. This relates to:

- £0.205m inflation pressure (school travel, payroll)
- £6.601m net demand pressure, which largely relates to placements and high-cost placements
- £0.213m general budgetary pressures

4.2 Further opportunities/savings/mitigations/reductions will be discussed within the wider Reading Borough Council in year budget mitigations process.

## 5. Budget by Directorate 2023-2024

3.1 The budget for 2023-2024 with a contract sum of **£44.933m** is shown below:

**Table 3: Contract Budget for 2023/2024**

DEPARTMENTAL SUMMARY	22/23 Outturn £000	22/23 Variance £000	23/24 Budget YTD £000	23/24 Spend YTD £000	23/24 Variance YTD £00	23/24 Annual Budget £000	23/24 Forecast Outturn £000	23/24 Forecast Variance £000
Education	43,551	5,518	22,567	21,048	(1,519)	43,167	43,478	311
Early Help and Preventative Services	2,939	(507)	2,044	1,844	(200)	3,691	3,495	(196)
Childrens Social Care	32,406	3,675	15,625	19,344	3,719	30,801	37,960	7,159
Finance & Resources	2,940	(320)	2,006	1,622	(384)	3,727	3,444	(283)
Corporate Services	1,302	(69)	399	210	(189)	1,045	1,072	27
Dedicated Schools Grant	(38,197)	(4,921)	(18,749)	(18,749)	(0)	(37,498)	(37,498)	0
Contract sum	(45,043)	(3,477)	(22,466)	(22,357)	110	(44,933)	(44,933)	0
<b>Total</b>	<b>(102)</b>	<b>(102)</b>	<b>1,425</b>	<b>2,962</b>	<b>1,538</b>	<b>0</b>	<b>7,019</b>	<b>7,019</b>

3.2 The key areas of focus:

### Education:

- School Travel forecast for Autumn term changes.
- High Needs Deficit/management plan.
- Budget Monitoring DSG grant and forecasting High Needs.
- Early Years Settings – Increased funding vs Agency Vs numbers.

### Children Social Care

- Social Care Placements and Placement related costs
- Income forecast for UASC.
- Agency monitoring.

## 6. Children's Social Care (CSC) – Maria Young

**Table 3: Overview of 2023-2024 Children Social Care Budget as of Period 6**

Departmental & Income and Expenditure Summary (Children Social Care Services)	22/23 Outturn £000	22/23 Variance £000	23/24 Budget YTD £000	23/24 Spend YTD £000	23/24 Variance YTD £00	23/24 Annual Budget £000	23/24 Forecast Outturn £000	23/24 Forecast Variance £000	Key
<b>By Directorate</b>									
Together for Families	7,453	1,137	3,495	3,341	(154)	6,792	6,802	10	
Corporate Parenting, Fostering, Special Guardianship & Adoption	7,502	1,004	8,642	12,190	3,548	17,125	22,259	5,134	
Childrens and Young People Disability Team	5,291	1,153	2,498	3,058	560	4,825	6,731	1,906	
CSC Senior Management Team	2,160	380	990	755	(234)	2,059	2,168	109	
<b>Total Childrens Social Care</b>	<b>32,406</b>	<b>3,675</b>	<b>15,625</b>	<b>19,344</b>	<b>3,719</b>	<b>30,801</b>	<b>37,960</b>	<b>7,159</b>	
<b>By Income and Expenditure</b>									
Employee Expenditure	10,532	(1,653)	6,933	5,316	(1,617)	13,866	11,432	(2,434)	1
Agency Expenditure	3,558	3,540	9	1,181	1,172	18	3,170	3,152	1
Other Staff related Expenditure	167	(227)	207	96	(111)	414	414	0	
Premises Related	14	(22)	18	1	(17)	36	36	0	
Transport Related	87	9	43	41	(2)	87	87	0	
Supplies and Services Expenditure	978	(129)	414	273	(141)	1,041	1,067	26	
Contracted Expenditure	20,840	4,082	8,491	11,541	3,049	16,922	23,481	6,559	2
Support Services & Recharges	(131)	89	(107)	(120)	(12)	(273)	(273)	0	
Government Grant Income	(2,996)	(1,775)	(334)	1,079	1,412	(1,211)	(1,211)	0	
Other Income	(645)	(240)	(50)	(63)	(13)	(100)	(244)	(144)	3
<b>Total Childrens Social Care</b>	<b>32,406</b>	<b>3,675</b>	<b>15,625</b>	<b>19,344</b>	<b>3,719</b>	<b>30,801</b>	<b>37,960</b>	<b>7,159</b>	

### Key information

- Net pay – the net cost of agency due to vacant post and cover for absent staff has impacted the Together for Families Team (TffT) (£209k), IFA team (£276k), CSPOA (£102k), CYPDT (£66k) and the Family & Friends Team (£55k) the most. In relation to the TffT, the permanency rate has improved from 44% in Sept 2022 to 69% in October 2023, with a pipeline of 8 new starters in the next 3 months. In relation to the other teams, we are focused on actively managing staff absences and progressing recruitment to minimise the spend on agency. The net overspends is forecast at **£0.718m** at Period 6. **HIGH**
- Contracted expenditure – largely relates to the Placement and Placement related budget which has a forecast overspend of £6.535m. Further work is underway to ensure costs have been coded to the correct categories. However, the greatest pressure is in External Placements and CYPDT residential placements categories with a total variance of £6.023m:
  - External placements – there is a forecast outturn of £11.101m against a budget allocation of £6.711m (variance of £4.390m). There are 114 placements, of which 15 (13%) of those placements costs £4.977m (75% of the budget).
  - CYPDT: the forecast outturn is £3.047m against a budget allocation of £1.415m (variance of £1.633m). There are 31 placements, of which 8 (26%) of those placements costs £2.752m (more than the base budget by £1.337m). **HIGH**
- We have received the majority of the 2022/23 UASC claims but still have some post 18 and high levels of children payments to be confirmed by the Home Office. **MED**
- As the capital works at Cressingham have not yet commenced, this is having a negative impact on the planned opportunities to generate income. The current state of repair and level of accessible facilities both internally and externally means that until the capital work has concluded there will be limited opportunities to generate income. **MED**

## 7. Early Help and Preventative Services – Graham Genoni

Table 4: Overview of 2023-2024 Early Help and Preventative Services Budget at period 6

Departmental & Income and Expenditure Summary (Early Help and Preventative Services)	22/23 Outturn £000	22/23 Var £000	23/24 Budget YTD £000	23/24 Spend YTD £000	23/24 Var YTD £00	23/24 Annual Budget £000	23/24 Forecast Outturn £000	23/24 Forecast Var £000	Key
<b>By Directorate</b>	-	-							
Childrens Centres & Childcare Provision	1,223	(64)	706	622	(85)	1,413	1,362	(51)	
Youth Family Workers and Welfare	1,597	(43)	980	1,095	114	1,841	1,758	(83)	
Youth Offending Service	284	(121)	195	343	149	393	346	(48)	
Partnership and Preventions and Troubled Families	(147)	(147)	108	(259)	(367)	0	(15)	(15)	
Early Help Management	(17)	(132)	55	43	(12)	45	45	0	
<b>Total Early Help and Preventative Services</b>	<b>2,939</b>	<b>- 507</b>	<b>2,044</b>	<b>1,844</b>	<b>(200)</b>	<b>3,691</b>	<b>3,496</b>	<b>(196)</b>	
<b>By Income and Expenditure</b>	-	-							
Employee Expenditure	4,700	238	2,576	2,466	(111)	5,153	4,978	(175)	1
Agency Expenditure	18	18	0	34	34	0	0		
Other Staff related Expenditure	8	8	0	5	5	0	0		
Premises Related	91	(40)	43	27	(16)	85	93	8	2
Transport Related	17	(8)	7	12	4	14	14		
Supplies and Services Expenditure	984	585	117	387	270	233	224	(9)	3
Contracted Expenditure	48	48	0	21	21	0	0		
Support Services & Recharges	(323)	(21)	(66)	(140)	(75)	(406)	(406)		4
Government Grant Income	(2,293)	(1,145)	(579)	(962)	(382)	(1,215)	(1,230)	(15)	5
Other Income	(311)	(190)	(54)	(5)	49	(173)	(178)	(5)	6
<b>Total EH and PS</b>	<b>2,939</b>	<b>507</b>	<b>2,044</b>	<b>1,844</b>	<b>(200)</b>	<b>3,691</b>	<b>3,495</b>	<b>(196)</b>	

### Key information

- Vacancies across Youth (£0.121m), Children Centres (£0.054m) contributed to **(£0.175m)** savings. There is a waiting list for Early Help Services. **LOW**
- An overspend of **£0.015m** in premises costs (business rates) from the Caversham nursery is offset by the other premise-related savings **(£0.007m)**. **LOW**
- Further savings from activities and equipment generated **(£0.009m)** of savings. **LOW**
- Supporting Families grant (PbR) is forecast to generate **(£0.015m)** of savings. This is achieved in relation to the budgeted PbR income for Q1 & Q2. However, there are some indications that the income from Q3 & Q4 will be lower. **LOW**
- We anticipate that the income from PCC Community Safety Fund Grant will be lower by **£0.0175m**. This will partly be offset by additional income **(£0.015m)** from the Park Lane and Moorland schools relating to 22/23 and an additional income (probation 22/23) **(£0.0075m)**. We are also liaising with Thames Valley regarding the income towards a probationary post. Once agreed, the additional income (£0.039m) will be reflected on the P7 report. **LOW**



## 8. Education Services – Brian Grady

Table 5: Overview of 2023-2024 Education Budget at period 6

Please note that the Early Help areas that moved to Education have been included from Period 6

Departmental & Income and Expenditure Summary (Education Services)	22/23 Outturn £000	22/23 Variance £000	23/24 Budget YTD £000	23/24 Spend YTD £000	23/24 Variance YTD £00	23/24 Annual Budget £000	23/24 Forecast Outturn £000	23/24 Forecast Variance £000	Key
<b>By Directorate</b>	-	-							
Director of Education	77	(7)	52	(76)	(127)	103	103	0	
Education Access & Support	239	(183)	220	(65)	(285)	427	402	(25)	1
Virtual School	(30)	(30)	118	254	136	0	0	0	
School Effectiveness	(0)	(0)	0	12	12	0	0	0	
SEND & School Travel	4,191	889	1,843	1,613	(230)	4,107	4,394	287	2/3
Early Years	72	72	45	(203)	(248)	5	77	72	3
Dedicated Schools Grant	38,194	4,917	19,614	18,841	(774)	37,507	37,507	0	
Education Psychology and Mental Health	809	(140)	675	672	(3)	1,018	995	(23)	
<b>Total Education Services</b>	<b>43,551</b>	<b>5,518</b>	<b>22,567</b>	<b>21,048</b>	<b>(1,519)</b>	<b>43,167</b>	<b>43,478</b>	<b>311</b>	
<b>By Income and Expenditure</b>	-	-							
Employee Expenditure	6,092	(586)	3,793	3,326	(467)	7,586	7,667	81	
Agency Expenditure	446	446	0	101	101	0	0		
Other Staff related Expenditure	87	85	2	25	24	4	4		
Premises Related	29	18	6	3	(3)	12	12		
Transport Related	3,529	823	1,484	1,326	(158)	3,557	3,718	161	2
Supplies and Services Expenditure	9,032	(781)	4,754	5,112	358	9,886	9,883	(3)	3
Contracted Expenditure	23,462	1,629	13,138	11,169	(1,969)	25,522	25,522		
Support Services & Recharges	4,556	4,278	663	584	(79)	(108)	(56)	52	
Government Grant Income	(1,874)	(174)	(467)	(62)	405	(1,581)	(1,581)		
Other Income	(1,808)	(218)	(805)	(536)	269	(1,711)	(1,691)	20	
<b>Total Education Services</b>	<b>43,551</b>	<b>5,518</b>	<b>22,567</b>	<b>21,048</b>	<b>(1,519)</b>	<b>43,167</b>	<b>43,478</b>	<b>311</b>	

### Key Information

- School Attendance (Education Welfare) is one of the areas that has moved into Education following the redesign of Early Help. Funding for this area comes from public health, School SLA income and DSG (de-delegated funding). It is currently reporting savings of £0.025m through vacancies and activities savings of **£0.025m**.
- Within 2023/2024 the service has been supported with additional staff to manage the demand for EHCPs and to data clean the SEN data to complete the SEN data migration to the new Education Management System (Synergy). An approved pressure of **£0.126m** is included in the forecast. **MED**

3. Over the course of the year there has been a reduction in the number of high-cost, single child taxi routes which has supported achievement of the savings target (£0.150m) attached to the baseline budget to 2023/24. The Period 6 forecast includes a reported pressure of **£0.161m** to reflect the summer term requirements and transport route changes. **HIGH**

## Risks

- 'Invest to save' projects are underway in SEN placements, and this will increase the pressure on the High Needs Block for 23/24. RBC are exploring enhanced governance around this area, given that the spend/deficit on DSG rests with RBC.
- The high demand of work within the SEN team is placing additional pressure on the team, which is impacting the timeliness of EHCP processes.

## Notes relating to 2023-2024

- Education continues to have 3 pressure areas:
  - School transport
  - SEN Team
  - Dedicated School Grant (High Needs Block)
- Dedicated Schools Grant activity/Outturn will be shown as a break-even position for BFfC, as the deficit/surplus is accounted for in the RBC reserve accounts. Funds are either provided by RBC to pay for additional expenditure or BFfC would refund any surplus funds to RBC. Additional funds are recorded under the DSG income line in Table 1.

## 9. Finance and Resources – Kit Lam

**Table 6: Overview of 2023-2024 Finance and Resources Budget at period 6**

Departmental & Income and Expenditure Summary (Finance & Resources)	22/23 Outturn £000	22/23 Variance £000	23/24 Budget YTD £000	23/24 Spend YTD £000	23/24 Variance YTD £00	23/24 Annual Budget £000	23/24 Forecast Outturn £000	23/24 Forecast Variance £000	Key
<b>By Directorate</b>									
Human Resources	362	(54)	230	149	(81)	461	437	(24)	
Communications & Marketing	287	(80)	231	174	(57)	461	389	(72)	
Finance & Audit	416	25	89	62	(27)	398	460	62	
Information, Advice and Support Service	73	(54)	66	47	(20)	133	133	0	
Commissioning	433	(51)	221	336	115	504	392	(112)	
Finance & Resources	145	(22)	86	87	1	172	172	0	
Performance Management	259	(36)	461	272	(188)	355	355	0	
Business Support	966	(48)	622	495	(127)	1,243	1,106	(137)	
<b>Total Finance &amp; Resources</b>	<b>2,940</b>	<b>(320)</b>	<b>2,006</b>	<b>1,622</b>	<b>(384)</b>	<b>3,727</b>	<b>3,444</b>	<b>(283)</b>	
<b>By Income and Expenditure</b>									
Employee Expenditure	3,363	(330)	2,106	1,703	(402)	4,211	3,917	(295)	1
Agency Expenditure	138	138	0	91	91	0	0		
Other Staff related Expenditure	115	34	50	46	(4)	101	101		
Premises Related	0	0	0	5	5	0	0		
Transport Related	(1)	(9)	3	(3)	(6)	6	6		
Supplies and Services Expenditure	242	(144)	421	237	(183)	331	343	12	2
Contracted Expenditure	(5)	(5)	0	0	0	0	0		
Support Services & Recharges	(441)	42	(362)	(396)	(34)	(362)	(362)		
Government Grant Income	15	15	0	(39)	(39)	(98)	(98)		
Other Income	(486)	(62)	(212)	(24)	188	(462)	(462)		
<b>Total Finance &amp; Resources</b>	<b>2,940</b>	<b>(320)</b>	<b>2,006</b>	<b>1,622</b>	<b>(384)</b>	<b>3,727</b>	<b>3,444</b>	<b>(283)</b>	

### Key Information

- Vacancy savings mainly driven by the Commissioning team (£0.112m), Marketing (£0.072m), Human Resources (£0.024m) and Business Support (£0.137m) will generate in-year savings of (£0.295m). There will be additional agency cost relating to the finance team £0.030m. **LOW**
- The RSM audit review cost £0.019m. There will be an additional recruitment cost (£0.013m). The impact will be partly offset by savings from Marketing (0.020m) **LOW**

### Actions to be taken.

- The inter-company transactions 22/23 was finalised resulting in £4m being transferred to BFFC bank account. The interest earned from the current account (5.15%) should generate around £0.024m income monthly basis.
- The bank balance floor limit will be changed from £2m to £0.5m during Sep 23 – Dec23.

## 10. Corporate – Kit Lam & Lara Patel

**Table 7: Overview of 2023-2024 Corporate Budget at period 6**

Departmental & Income and Expenditure Summary (Corporate Services)	22/23 Outturn £000	22/23 Variance £000	23/24 Budget YTD £000	23/24 Spend YTD £000	23/24 Variance YTD £00	23/24 Annual Budget £000	23/24 Forecast Outturn £000	23/24 Forecast Variance £000	Key
<b>By Directorate</b>									
Chair and Non-Executive Directors	207	6	100	102	1	201	201	0	
Operational Directors	634	36	168	64	(105)	473	473	0	2
Support Services SLAs	393	(68)	130	211	81	371	234	(137)	2 / 3
Holding Codes and Old Codes	69	(43)	0	(167)	(167)	0	164	164	
<b>Total Corporate Services</b>	<b>1,302</b>	<b>(69)</b>	<b>399</b>	<b>210</b>	<b>(189)</b>	<b>1,045</b>	<b>1,072</b>	<b>27</b>	<b>1</b>
<b>By Income and Expenditure</b>	-	-							
Employee Expenditure	1,091	(148)	388	294	(93)	775	909	134	
Agency Expenditure	802	802	0	(196)	(196)	0	0		
Other Staff related Expenditure	359	19	165	176	11	330	330		4
Premises Related	170	170	0	(146)	(146)	0	0		
Transport Related	1	(2)	0	1	1	1	1		
Supplies and Services Expenditure	277	132	17	(47)	(63)	33	94	61	2
Contracted Expenditure	6	6	0	19	19	0	0		
Support Services & Recharges	5,063	(1,637)	3,277	3,473	196	6,802	6,802		4
Government Grant Income	415	415	0	0	0	0	0		
Other Income	(6,882)	174	(3,448)	(3,365)	83	(6,896)	(7,064)	(168)	3
<b>Total Corporate Services</b>	<b>1,302</b>	<b>(69)</b>	<b>399</b>	<b>210</b>	<b>(189)</b>	<b>1,045</b>	<b>1,072</b>	<b>27</b>	<b>1</b>

### Key Information

- Corporate Services are currently forecasted to overspend by (£0.027m). **LOW**
- This includes funding unbudgeted items such as arbitration costs (Elite care dispute) (£0.025m), a provision for settlement costs (£0.020m), EDI training (£0.010m) and ESOS (environmental survey) costs (£0.006m). **LOW**
- Due to Interest rates increasing, the Company will be over performing on interest receivable by an estimated (£0.168m). Further opportunities in January and February 2024 via investing £1m - £1.5m for another year could increase this figure.
- Property service level agreements have not changed in value since April 2019, we are expecting this to happen in year and this could create a small positive variance as we pay more property costs than we receive from RBC. To be reviewed when the agreements have been revised and approved. **LOW**
- There will be (£0.030m) savings from the Operational director post (Q4). **LOW**
- Estimated 2023-2024 Payroll inflation figures based on 6% rather than the budgeted average of 4% has been included for RBC reporting. This equates to £0.164m. **LOW**

## Appendix 1 – Dedicated Schools Grant Monitoring

DSG Block	Reading Allocation (£m)	Recoupment & Adjustments (£m)	LA DSG Allocation (£m)	Forecasted Outturn (£m)	In year Variance (£m)	C/Fwd from 22/23 (£m)	DSG Balance (£m)
Schools Block	117.762	(66.289)	51.473	50.583	(0.890)	(1.546)	(2.436)
Central Schools Block	1.133	0.000	1.133	1.140	0.007	(0.007)	0.000
Early Years Block	13.620	(0.352)	13.268	13.557	0.289	(0.289)	0.000
High Needs Block	30.364	(4.006)	26.358	30.546	4.188	5.307	9.495
<b>Total Net Expenditure</b>	<b>162.879</b>	<b>(70.647)</b>	<b>92.232</b>	<b>95.826</b>	<b>3.594</b>	<b>3.465</b>	<b>7.059</b>

### Funding changes to be expected.

- There are no scheduled conversions of maintained schools to academy status. When a school converts there funding is paid by the ESFA rather than the LA. The LA's school block funding is therefore reduced. However, this is funding already budgeted to the school/academy and would have minimal impact on the overall budget. **LOW**
- High needs block funding was adjusted in July due to the import/export adjustment. If there is a change to the number of Reading pupils placed in settings outside Reading or a change in the number of pupils from other LAs attending settings in Reading. This is because the LA where the setting is located is responsible for the place funding, so this adjustment ensures any changes in pupil numbers transferring between LAs are properly funded. Reading's position as a "Net" exporter worsened, with the position changed by a further 23 pupils. The High Needs allocation reduced by £122k. High needs funding is also adjusted for any changes in the number of high needs places in academies, which is deducted from our allocation. **MED**
- We were anticipating a reduction on the Early Year block due to lower than anticipated pupil uptake. The Early year block allocation reduced by £343k. **LOW**
- The total overall reduction in the July DSG settlement was £465k. Only £122k applied to the High Needs block. **LOW**
- The government announcement in March 2023 regarding increased entitlement within the early years sector and additional funding will need to be distributed to nurseries as a 100% pass through. This has no impact on the overall DSG budget. Final confirmation of the distribution of the additional funding are being now being worked on. **LOW**

### Risks and Opportunities

#### Schools Block (SB)

- No request for bulge class funding was received this year. The current growth fund budget remains unspent currently with no anticipation of spending through bulge class requests.
- Falling Rolls was re-introduced in June 2022 and a revised policy was agreed at Schools Forum in March 2023. Falling rolls does not have a dedicated budget and any funding required in year will be met from the Growth fund. No request has currently been received for falling rolls funding.
- The only impact that could be felt within the school's block were a maintained school to convert to academy status would be the fall in de-delegated funding. De-delegated funding applied only to maintained schools and supports central services. Upon conversion, the maintained school would cease to contribute to these budgets. No conversions are scheduled.

#### Central Schools Services Block (CSSB)

- Most of the central school services budgets are contributions and the majority will not therefore have a variance. There will be no variance on copyright licences, as this is a national contract agreed in advance. The small surplus brought forward from 2022/23 is likely to be required in 2023/24 as the DSG allocation for this block has reduced again for 2023/24. Any

surplus at the end of the financial year will be carried forward. This will contribute towards the reduction in the central block allocation in which the historic cost allocation is reducing annually by 20%.

### Early Years Block (EYB)

- Over 95% of Early Years Funding is relating to the free early year's entitlement for 2, 3 and 4 -year-olds. The budget for 2023/24 is based on the draft Spring 2023 census hours at the set hourly rates laid out in March 2023 Schools Forum paper. The DSG funding due to be received this year is based on an average of January 2023 and January 2024.
- It is difficult to make any reasonable forecast when both funding and expenditure is based on actual take up of places at a date in the future. If the budget was to overspend, this would then have an impact on the funding rate to providers in the following financial year.
- Government have announced supplementary funding rates for nurseries. This is 100% pass through, meaning the LA will need to delegate any funding received to nurseries. As separate funding stream and all funds will be delegated, this will have no impact on the DGS.
- There is £289k contingency carried forward from 2022/23. Note that the contingency can only be used to fund providers through the Early Years' formula as already set and cannot be used to increase the hourly rates or to change the formula after these have been set for the year.

### High Needs Block (HNB)

- Annual expenditure in the HNB is increasing the deficit due to the ongoing growth of the EHCP population and the increasing need of pupils. The High Needs budget has increased, and more budget has been added to the placement/top-up expenditure, but this will be tested with the national demand and inflation issues. Top-up Rates for Reading schools were increased by 5% in April 2023 and forms part of the increase to this budget. It is unlikely that the budget will be contained within its annual DSG allocation, and the overall deficit is increasing.
  - The High Needs Block allocation has reduced due to the increasing Import/Export ratio. Reading is stopped £2.412m as a net exporter of SEN pupils.
  - 12% increase in pupils requiring support from the High Needs Budget since the start of the financial year.
  - Cost of Education Health and Care Plans have increased by £1.486m since the start of the financial year.
- As top up/placement fees represent 89% of the high needs budget this will be closely monitored throughout the year, including comparing actual number and average cost of placements by each type to the original budget set.
- Reading is part of the "Delivering Better Value (DBV) in SEND Programme". This programme is commissioned by the DfE which supports LAs to identify the highest impact, sustainable changes that the LA can make to better support local CYP with SEND. Part of this programme results in an application of grant funding which can be used to implement improvements within the SEN support structure for schools and children. This grant funding has been approved and the initial stages of the project have been started.
- The DBV plan aims to deliver (cumulative) circa £2m additional savings year on year from 2024/25 through both savings and cost avoidance. Reducing the growth rate of EHCP request as well as reducing the number of young people requiring support from the High Needs Block. The full impact of any savings from the DBV are not likely to be felt until the next financial year.

## Appendix 2 – School Travel Update

Number of travel routes:

	2022/2023	2023/2024	Increase	% change
April	183	208	25	14%
May	191	208	17	9%
June	188	209	21	11%
July	173	220	47	27%
September	192	216	24	13%
October	194	216	22	11%
November	196	216	20	10%
December	189	216	27	14%
January	197	216	19	10%
February	197	216	19	10%
March	192	216	24	13%
Financial Year Average	190	214	24	13%
Academic Year Average	200	216	16	8%
Apr-Jul	184	211	28	15%
Sep-Mar	194	216	22	11%

Average cost per route

	2022/2023	2023/2024	Increase	% change
April	1,184	1,120	-64	-5%
May	1,643	1,698	55	3%
June	1,655	1,790	134	8%
July	1,252	1,222	-30	-2%
September	1,613	2,090	477	30%
October	1,379	1,777	397	29%
November	1,987	2,299	313	16%
December	1,273	1,359	86	7%
January	1,823	2,195	372	20%
February	1,574	1,672	98	6%
March	2,047	2,090	43	2%
Financial Year Average	1,585	1,756	171	10%
Academic Year Average	1,593	1,926	333	21%
Apr-Jul	1,434	1,458	24	2%
Sep-Mar	1,671	1,926	255	15%

	2022/2023	2023/2024
Summer	14,844	20,295
Autumn	16,691	22,575
Spring	18,572	22,575
Year	16,533	21,746

#### Average cost per day pre and post summer

Average Cost per day	2022 / 2023	2023 / 2024	% change
Apr-Jul	14,844	20,295	37%
Sep-Mar	17,497	22,575	29%

- The number of routes required to provide for pupils eligible for transport is increasing. For the period April to July this increased by 15% against the same period last year. Since the start of the financial year there has been an increase of 8 additional routes above those stopped or merged.
- The figures for July peaked as these include the early establishment of September requirements before the updated for ceased routes.
- The average cost of a route has also increased. For the April to July period the average cost of a route has increased by 2% against the same period last year.
- The average daily cost of providing transport has risen between summer and autumn by £2,280 per day, with an increased cost to the budget of £0.294m to the end of the financial year.
- Savings targets are being met, with in-year savings of £0.150m already achieved and an additional saving for reducing single occupancy taxis savings a further £0.135m up to period 6.



## Appendix 3 – Cash Flow

		Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
	opening balance		-7,409,077	-7,586,650	-8,788,102	-3,790,140	-588,545	-1,549,136	-2,421,374	-2,405,392	-669,411	-1,005,043	-1,489,062
	BACS	609,700						400,000	400,000	400,000	400,000	400,000	400,000
	BACS												
8th	Contract Sum	-8,230,843				-8,230,843	-8,230,843	-8,230,843	-8,230,843	-8,230,843	-8,230,843	-8,230,843	-8,230,843
	Other income							-996,605					
	BACS		1,150,000	2,065,000	1,514,000	1,528,000	2,500,787	1,360,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
	Investment										-2,000,000	-1,000,000	
	Other income	-255,700	-164,000	-163,000	-352,000	-150,000	-70,847	-150,000	-150,000	-150,000	-150,000	-150,000	-150,000
14th	VAT monthly		251,613	251,613		251,613	251,613		251,613	251,613		251,613	251,613
15th	High needs payments	1,310,822	1,691,106	1,825,502	1,127,835	1,955,689	1,510,916	1,600,000	1,550,000	2,000,000	2,000,000	1,800,000	3,600,000
	Residential placement	96,323	472,653	180,159	190,797	326,510	58,456	334,949	334,949	334,949	334,949	334,949	334,949
	External Placements	135,483	1,075,634	1,253,803	775,271	1,014,363	826,268	1,060,262	1,060,262	1,060,262	1,060,262	1,060,262	1,060,262
18th	BACS 22/23 (outstanding)				614,401								
19th	Grant 22/23 (outstanding)	-106,250		-234,300	-5,528,775		-996,576						
20th	Grant 23/24 (outstanding)			-1,084,887				-700,000	-700,000	-1,500,000	-700,000	-700,000	-500,000
	BACS	1,987,503	620,939	373,076	1,906,741	1,757,188	603,416	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	EY payments	1,000,000				1,000,000				1,000,000			
25th	Payroll	2,148,169	2,227,724	2,235,425	2,182,580	2,135,075	2,113,918	2,150,000	2,150,000	3,220,000	2,400,000	2,400,000	2,400,000
27th	VAT quarterly	847,799			2,044,112			450,000			1,200,000		
31st	Bank balance	-456,994	-83,407	-884,259	-4,313,140	-2,202,545	-2,021,436	-3,271,374	-3,255,392	-1,519,411	-1,855,043	-2,339,062	176,919
	Contract Sum paid 1 week earlier	-8,230,843	-8,230,843	-8,230,843									-8,230,843
4th	2 bacs payments	1,278,760	727,600	327,000	523,000	1,614,000	472,300	850,000	850,000	850,000	850,000	850,000	850,000
6th	balance on 6th	-7,409,077	-7,586,650	-8,788,102	-3,790,140	-588,545	-1,549,136	-2,421,374	-2,405,392	-669,411	-1,005,043	-1,489,062	-7,203,924

The key expenditure areas (in blue) have the biggest impact on the cashflow:

- High needs payments
- Placements costs
- EY payments
- Quarterly VAT.

We fell below the ideal 'floor limit' during Q1 due to outstanding grants from 2022/23 that were not transferred to BfFC until July 2023. BfFC are proactively collecting outstanding grants from RBC. The floor limit was updated to reflect the cashflow re-forecast (from £2m to £0.5m between Sep 23 – Dec 23).

## Appendix 4 – Debtors Update

Customer	Outstanding Amount	Current	1-30	31-60	61-90	91-120	121-150	150+
	574,757.44	441,544.70	1,282.00	13,950.00	1,726.25	2,201.60	23,041.90	91,010.99

### 150 + days is driven by:

CHRIST THE KING RC PRIMARY [33230]	12,792.10	0.00	0.00	1,140.00	0.00	0.00	0.00	11,652.10
SOUTHCOTE PRIMARY SCHOOL [33305]	25,647.86	0.00	0.00	0.00	0.00	0.00	0.00	25,647.86
Thames Valley Police [24002]	10,000.00	0.00	0.00	0.00	0.00	0.00	0.00	10,000.00

### Current process

Aged Debt is being reviewed monthly. Accounts assistant is chasing the oldest and the largest balances first.

## Appendix 5 – Inter-Company update

Inter-company transactions 2022/23 have been finalised and the remaining grants have been transferred to BfFC.

BfFC has collected £997,094 of grants relating to 2023/24.

RBC and BfFC agreed to quarterly reconciliations & payments, which would directly improve the BfFC cashflow.

We are projecting £6m of grant income for 2023/24.

## Appendix 6 – Grants update

Name of grant	Allocation 23.24	Already Collected in 23.24
Supporting Families Grant	688,334.00	494,334.00
Extended Rights to Free School Transport	18,500.00	14,900.00
S31 Staying Put Implementation Grant (New Burdens)	52,559.50	52,559.50
Youth Justice Board	319,700.00	
Unaccompanied asylum-seeking children (UASC) funding	1,500,000.00	
Public Health (from RBC Adults)	310,000.00	
Sec 31 Extension of the Role of Virtual School Heads (Pupils)	400,000.00	
Sec 31 Extension of the Role of Virtual School Heads S31	102,800.00	
S31 PPP Post 16	25,000.00	
Reducing Parental Conflict	18,116.00	
Mental Health Trailblazer	440,100.00	
MHST 2	368,100.00	
Futures in Mind	100,000.00	
Holiday Activities and Food Programme	520,000.00	435,300.50
Turnaround Funding	75,900.00	
DBV	1,000,000.00	
Young carers	11,000.00	
PCC funding	73,000.00	
	<b>6,023,109.50</b>	<b>997,094.00</b>

## Appendix 7 – Reserves Update

Subjective	Description	Final Outturn 2023-2024	Notes	Type of grant	Unconditional Grants	Conditional Grants
Unapplied Revenue Grant	School Improvement Monitoring and Brokering Grant	- 80,356.00	Request to be submitted	Unconditional	- 80,356.00	-
Unapplied Revenue Grant	Sec 31 Extension of the Role of Virtual School Heads to Certain Pr	- 90,000.00	Request to be submitted	Unconditional	- 90,000.00	-
Unapplied Revenue Grant	S31 PPP Post 16	- 21,610.00	Request to be submitted	Unconditional	- 21,610.00	-
Unapplied Revenue Grant	Supporting Families Grant	- 95,761.00	Request to be submitted	Unconditional	- 95,761.00	-
Unapplied Revenue Grant	SEND Preparation for Employment Grant	- 41,750.00	Request to be submitted	Unconditional	- 41,750.00	-
Unapplied Revenue Grant	Reducing Parental Conflict	- 25,704.30	Request to be submitted	Unconditional	- 25,704.30	-
Unapplied Revenue Grant	Unaccompanied asylum-seeking children (UASC) funding	-	Ringfenced for Improvement	Unconditional	-	-
Unapplied Revenue Grant	Retained deficit correction & Deficit Outturn	-	Reserves Policy	Unconditional	-	-
	Consolidation of Unconditional reserves	- 355,181.30			- 355,181	-
Unapplied Revenue Grant	One Reading Social Impact Bond	-	Committed	Conditional	-	-
Unapplied Revenue Grant	Youth Justice Board	- 158,757.00	Ring Fenced	Conditional	-	- 158,757.00
Unapplied Revenue Grant	Sec 31 Extension of the Role of Virtual School Heads to children w	- 15,951.00	Committed	Conditional	-	- 15,951.00
Unapplied Revenue Grant	Mental Health Trailblazer	- 75,443.00	Committed	Conditional	-	- 75,443.00
Unapplied Revenue Grant	MHST 2	- 48,316.00	Committed	Conditional	-	- 48,316.00
Unapplied Revenue Grant	Flexible Support Fund	- 13,893.00	Committed	Conditional	-	- 13,893.00
Unapplied Revenue Grant	Data Accelerator	- 476,185.00	Partnership Provision	Conditional	-	- 476,185.00
Unapplied Revenue Grant	Futures in Mind	- 98,518.00	Committed	Conditional	-	- 98,518.00
Unapplied Revenue Grant	Early Years Professional Development Programme	- 27,300.00	Ring fenced	Conditional	-	- 27,300.00
Unapplied Revenue Grant	Delivering Better Value	- 23,200.00	Ring fenced	Conditional	-	- 23,200.00
Unapplied Revenue Grant	Holiday Activities and Food Programme	- 2,193.00	Ring fenced	Conditional	-	- 2,193.00
		- 939,756.00			-	- 939,756
		- 1,294,937.30				

## Appendix 8 – Transformation update including shadow of covid funding

### Synergy project

The budget for 2023/24 was £167k. YTD spend is £94k. The remaining amount £73k will be fully spend in the next 6 months.

### Shadow of Covid

Shadow of Covid funding is finishing in 2023/24.

Both cost centers (Vulnerable Adolescence) and (O-2 Recovery) are trending on budget.

Vulnerable Adolescence (EBSA) – staffing budget 2023/24 £272,400:

- £70,900 (funded by BfFC)
- £201,500 (funded by RBC).

O-2 Recovery – budget 2023/24 £363,360 fully funded by RBC.

## Appendix 9 – Monthly Budget Monitoring Information Schedule 2023/24

Information Sets	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Outturn
Income and Expenditure	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Estimated Outturn		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Risks and Opportunities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Children Social Care Summary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Early Help Summary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Education Summary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Corporate Summary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dedicated Schools Grant		✓				✓			✓			✓
Schools Balances		*					✓			✓		✓
High Needs Management Plan					✓**		✓			✓		✓
School Transport (Review)			✓			✓						✓
Agency (Review)			✓		✓				✓			✓
Social Care Placements (Review)			✓		✓		✓		✓		✓	✓
UASC (Review)			✓				✓					✓
Inflation (Review)							✓		✓			✓
Cash Flow			✓			✓			✓			✓
Debtors Update						✓				✓		✓
Inter-Company Update			✓			✓			✓			✓
Grants Update						✓			✓			✓
Reserves Update			✓			✓			✓			✓
Transformation Funding			✓			✓			✓			✓

\*Schools Balances will have its own separate report in Period 2 that will go into more detail per school and will include updated balances information.

\*\* Committee agreed to mover High Needs to Period 5 Finance Committee

End of Report

## Appendix 2 - Brighter Futures for Children (BFfC) Budget Monitoring Report Quarter 2 (2023/24)

BRIGHTER FUTURES FOR CHILDREN						
RECOVERY PLAN TRACKER						
	To P5	From P6	TOTAL	POTENTIAL SAVINGS	POTENTIAL SAVINGS	RISK AND IMPACT ASSESSMENT
	2023/24			2024/25	2025/26	
<b>WORKSTREAMS</b>						
<b>WORKSTREAM 1: PAY SAVINGS</b>			0			
1.1 Vacancy savings / freeze on recruitment	410	179	589	250	250	Staff overcapacity and / or work not being delivered
1.2 Cease agency cover	0	0	0	0	0	
1.3 Remove post from establishment	0	0	0	25	0	Staff overcapacity and / or work not being delivered
1.4 Restructure or redesign	0	0	0	151	0	
<b>WORKSTREAM 2: NON-PAY SAVINGS</b>			0			
2.1 Freeze on non-statutory and essential services	92	29	121	0	0	
2.2 Contract savings	0	18	18	8	0	
<b>WORKSTREAM 3: PLACEMENTS</b>			0			
3.1 Deep dive of placements (VFM incl. /decisions/commissioning	0	0	0			
3.2 More stringent 'sign-off'	0	0	0			
3.2 Contributions from Health	0	0	0			
3.4 Edge of Care			0			
<b>WORKSTREAM 4: SCHOOL TRANSPORT</b>			0			
4.1 Chiltern Edge Bus route			0	90		Politically sensitive. Consultation required.
4.2 Reduce or remove transport provided for identified children/routes	150		150			
4.3 Transport planning efficiencies (working with RBC Transport Team)			0			
<b>WORKSTREAM 5: SERVICE CHANGES</b>			0			
5.1 Review/Redesign of Children's Centres			0	252		Further detailed consideration needed
5.2 Review/Redesign of Early Help / Youth Services offer			0	486		Further detailed consideration needed
5.3 Integrate mangement posts on nursery provision		15	15	60		Staff overcapacity and / or work not being delivered
5.4 Greater use of RBC support functions						
<b>WORKSTREAM 6: INCOME</b>			0			
6.1 Increase bank interest	168		168			
6.2 Remand income	180		180			
6.3 Homes for Ukraine		50	50			
<b>TOTAL SAVINGS</b>	<b>1,000</b>	<b>291</b>	<b>1,291</b>	<b>1,322</b>	<b>250</b>	
<b>Unbudgeted items</b>						
- Placements	(6,467)	(68)	(6,535)			
- School Travel	(161)	0	(161)			
- Agency	(526)	(192)	(718)			
- SEND support (EHCPs)	(126)	0	(126)			
- Restructure cost	(100)	0	(100)			
- National pay award	(164)	0	(164)			
- Internal nurseries	(96)	0	(96)			
- Other	(236)	(246)	(482)			
<b>TOTAL PRESSURES</b>	<b>(7,876)</b>	<b>(506)</b>	<b>(8,382)</b>	<b>0</b>	<b>0</b>	
<b>NET POSITION</b>	<b>(6,876)</b>	<b>(215)</b>	<b>(7,091)</b>	<b>1,322</b>	<b>250</b>	

Management accounts Variance - check	6,876	7091
	0	0