

22 NOVEMBER 2016

**CORPORATE FINANCIAL PERFORMANCE – QUARTER 2 FINANCIAL
MONITORING POSITION FOR 2016/17**

Ward(s) All

Portfolio: Councillor Burley – Children's Services and Education

Summary of report

The forecast for 2016/17 year end financial position for services under the remit of the Children's Services Directorate Management Team and based on the financial performance for quarter 2 of the financial year (April 2016 to September 2016) is a revenue variance of **£1.144m**, (net of the use of earmarked reserves and assuming the full implementation of currently undelivered action plan items).

Without the use of corporate and service reserves (excl. those reserves being utilised in relation to the Dedicated Schools Grant of £4.333m), and implementation of the in year action plan, the over spend would be **£4.316m**.

The total capital programme for the Directorate is £13.204m with forecasted costs of £12.204m as at the end of September. The remaining balance of £1.000m is to be carried forward into 2017/18. The Children's Services Forecast Capital outturn 2016/17 is summarised in the table on page 7.

Reason for Scrutiny

To inform the Panel of the forecast financial position for 2016/17 for services within their areas of responsibility and to enable scrutiny and challenge of the position.

Financial System closures and subsequent reporting processes do not always fall in line with Scrutiny Reporting dates. As such the information reported in this report is the most up to date available and any material variations to this will be reported to the panel verbally.

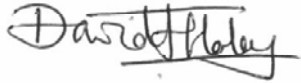
Recommendation

1. To note the revenue forecast for the 2016/17 year end financial position for services under the remit of the Children's Services Directorate Management Team.
2. To note the capital forecast for the 2016/17 year end financial position for services under the remit of the Children's Services Directorate Management Team.
3. To note the actions being taken to address the areas of over spend.

Background papers

Various financial working papers.
2016/17 Budget Book on Council's Internet and Intranet

Signed:

A handwritten signature in black ink that reads "David Haley". The signature is written in a cursive style with a large initial 'D' and a horizontal line underlining the name.

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1. Resource and legal considerations

The Council is required to set a balanced budget and requires services to operate within their approved budget allocation. Any variances are required to be managed as far as is reasonably possible. The revenue and capital financial monitoring is reported quarterly to Overview and Scrutiny Committees along with corrective action plans when variances arise. All accounting entries are undertaken in line with the required corporate and statutory accounting guidance and standards.

2. Citizen impact

Resource allocation is aligned to service activity and is undertaken in accordance with the Council's corporate plan priorities.

3. Performance management

Financial performance is considered alongside service targets. Managers are required to deliver their service targets within budget, wherever possible. Corrective action plans are put in place to mitigate overspends where possible, with any remaining variances against budget identified in the report.

4. Equality Implications

Services consider and respond to equality issues in setting budgets and delivering services. Irrespective of budgetary pressures, the Council must fulfil equal opportunities obligations.

5. Consultation

Consultation was undertaken as part of the budget setting process and throughout the financial year on the financial position and reporting thereof.

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1. Forecast Revenue Outturn 2016/17

- 1.1 The revenue budget for the Directorate continues to experience significant pressures mainly relating to further increases in placement costs of looked after children (LAC) being supported. This has impacted not only on the existing LAC budget but also the ability to deliver savings associated with reducing costs associated with LAC provision.
- 1.2 Following a review of current levels of caseloads and the numbers allocated across the Social Worker establishment within Children's Services, a need for an additional 25 Social Workers has also been identified. This additional support will ensure caseloads per Social Worker are at a level where more successful outcomes for children are achieved and provide a platform to encourage permanence within the workforce by setting a maximum caseload threshold.
- 1.3 The current forecast overspend taking into account those pressures, is £4.316m prior to any mitigating action and use of reserves. **Table 1** shows the forecast outturn for each service, and **Appendix 1** provides an analysis of the reasons for material forecast variances.
- 1.4 In year actions totalling **£3.172m**, including the use of earmarked reserves of **£1.194m** are identified to partially offset these pressures, with a further **£736k** of corporate reserves allocated, as agreed by Cabinet, resulting in a remaining forecast overspend of **£1.144m**. (The action plan for Children services is shown in **Appendix 2**).
- 1.5 The movement in the forecasted variance from Quarter 1 to Quarter 2 is (£0.085k).
- 1.6 Included within the approved budget for 2016/17 are £8.162m of approved savings relating to services within the remit of this panel. An update on the achievement of 2016/17 approved savings is reported monthly to CMT as part of the corporate performance report.

BRAG	Explanation	Amount £m
Blue	Delivered in Full	6.305
Green	To be Delivered by 31/03/17	0.275
Amber	Low Risk of none Delivery	0.098
Red	High Risk of none delivery	1.484
	Total Savings for 2016/17	8.162

- 1.7 Within the services associated with the panel there are a number of risks totalling £1.898 which have not been included within the above forecast. At this stage the risks are not certainties and as such are not included in the monitoring as an under or over spend. If the risks become certainties then alternative action will need to be identified or included in the position as over spends. A summary of the risk assessment is attached as **Appendix 4**.

Table 1 – Children’s Services Forecast Revenue Outturn 2016/17

	Annual Budget	Budget to Date	Spend to Date	Variance to Date	Year End Forecast	Year End Variance	Un-delivered Action Plan	Use of Reserves	Year End Variance after use of Reserves
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Children’s Wide									
Children’s Management	0.187	0.094	0.238	0.144	0.414	0.227	0.000	0.000	0.227
Administrative Services	1.788	0.894	1.014	0.120	1.755	(0.033)	0.000	0.000	(0.033)
Performance Services	0.195	0.097	0.095	(0.003)	0.193	(0.002)	0.000	0.000	(0.002)
Information Services	0.019	0.009	(0.148)	(0.157)	0.039	0.020	0.000	(0.021)	(0.001)
WCS Statutory Licences	0.254	0.127	0.153	0.026	0.319	0.064	0.000	(0.064)	0.000
Total Children’s Wide	2.443	1.221	1.352	0.131	2.719	0.276	0.000	(0.085)	0.191
Access & Achievement									
Access & Achievement Management	0.240	0.120	0.214	0.094	0.456	0.216	0.000	(0.216)	0.000
School Improvement	0.455	0.228	0.462	0.235	0.627	0.172	0.000	(0.172)	0.000
Access & Attendance	0.194	0.097	(0.093)	(0.190)	0.228	0.034	0.000	0.000	0.034
Virtual School	0.000	0.000	0.156	0.156	0.000	0.000	0.000	0.000	0.000
Youth Support Services	0.990	0.512	0.774	0.262	1.255	0.265	0.000	(0.240)	0.025
Youth Justice Services	0.348	0.184	0.075	(0.109)	0.460	0.112	0.000	(0.042)	0.070
Targeted Youth Support	0.000	0.000	0.059	0.059	(0.002)	(0.002)	0.000	0.002	0.000
SEN Transport	1.967	0.984	0.968	(0.015)	2.214	0.247	0.000	0.000	0.247
Special Education Needs	0.586	0.293	1.113	0.819	0.860	0.274	0.000	(0.155)	0.119
Children with Disabilities	1.314	0.657	0.298	(0.359)	1.141	(0.173)	0.000	0.000	(0.173)
Education Funding – Accountable body	(2.885)	(1.415)	5.805	7.219	1.448	4.333	0.000	(4.333)	0.000
Education - Mainstream	1.423	0.712	1.425	0.713	1.423	(0.000)	0.000	0.000	0.000
Total Access & Achievement	4.634	2.372	11.256	8.885	10.111	5.477	0.000	(5.155)	0.322

	Annual Budget	Budget to Date	Spend to Date	Variance to Date	Year End Forecast	Year End Variance	Un-delivered Action Plan	Use of Reserves	Year End Variance after use of Reserves
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Children's Social Care									
Children's Social Care Management	1.691	1.751	0.568	(1.183)	1.729	0.038	0.000	(0.039)	(0.001)
SW Agency within establishment	1.232	0.000	0.001	0.001	0.000	(1.232)	0.000	0.000	(1.232)
SW Agency above establishment	0.586	0.003	0.003	0.000	1.144	0.558	(0.158)	(0.558)	(0.158)
Safeguarding Board	0.087	0.043	0.016	(0.027)	0.141	0.054	0.000	(0.055)	(0.001)
Practice Development	0.092	0.046	0.022	(0.024)	0.098	0.006	0.000	0.000	0.006
Review & Child Protection	1.179	0.589	0.613	0.023	1.374	0.196	0.000	(0.178)	0.017
Initial Response Service	1.908	0.970	0.935	(0.035)	2.162	0.255	0.000	0.000	0.255
Safeguarding & Family Support	2.719	1.370	2.001	0.632	3.559	0.840	0.000	0.000	0.840
Looked After Children	16.285	8.142	8.866	0.724	18.304	2.019	0.000	0.000	2.019
Transition & leaving Care	0.806	0.408	0.414	0.007	0.836	0.030	0.000	0.000	0.030
Fostering & Adoption	3.294	1.656	1.490	(0.166)	3.054	(0.240)	0.000	0.000	(0.240)
Residential Services	3.156	1.586	1.524	(0.062)	3.158	0.003	0.000	0.000	0.003
Children with Disabilities - Employees	0.407	0.204	0.244	0.040	0.506	0.098	0.000	0.000	0.098
Total Social Care	33.441	16.769	16.698	(0.071)	36.065	2.624	(0.158)	(0.830)	1.636
Early Help									
Early Help Management	0.162	0.081	0.204	0.122	0.161	(0.002)	0.000	0.000	(0.002)
Early Years	(0.219)	(0.109)	0.149	0.258	(0.218)	0.000	0.000	0.000	0.000
Edge of Care	(0.012)	(0.006)	0.227	0.233	(0.010)	0.001	0.000	0.000	0.001
Early Help 0-19 Model	3.167	1.634	1.518	(0.115)	3.342	0.175	0.000	(0.256)	0.010
Commissioning & Transport	0.272	0.136	0.160	0.024	0.278	0.006	0.000	0.000	0.006
Workforce Development	(0.003)	(0.002)	0.058	0.060	0.026	0.029	0.000	(0.029)	0.001
Total Early Help	3.368	1.734	2.315	0.581	3.578	0.210	0.000	(0.285)	0.017
Walsall Adult CC	0.000	0.000	0.101	0.101	0.000	0.000	0.000	0.000	0.000
Every Penny Counts	1.022	0.511	0.000	(0.511)	0.094	(0.927)	(0.94)	0.000	(1.022)
Total Children's Services	44.907	22.607	31.722	(9.983)	52.482	7.660	(0.253)	(6.236)	1.144

2 Forecast Capital Outturn 2016/17

2.1 The total capital programme for the directorate is £13.204m with forecasted costs of £12.204m as at the end of September, with the remaining balance of £1.000m to be carried forward into 2017/18. The summarised breakdown is in the table below.

Service	Annual Budget	Actual Year to Date	Forecast	Variance	Carry Forward to 2017/18
	£m	£m	£m	£m	£m
Council Funded					
Mosaic	0.149	0.149	0.149	0	0
Rushall JMI Improvements	1.121	0.173	1.121	0	0
Total Council Funded	1.27	0.322	1.27	0	0
Externally Funded					
Devolved Formula Capital	1.506	0.078	0.506	(1.000)	1.000
Capital Maintenance	2.932	1.017	2.932	0.000	0.000
Basic Need	1.313	0.000	1.313	0.000	0.000
Basic Need: Christ Church Enlargement	0.111	0.000	0.111	0.000	0.000
Basic Need: King Charles Enlargement	2.682	1.732	2.682	0.000	0.000
Basic Need: Fibbersley Enlargement	1.500	0.187	1.500	0.000	0.000
Basic Need: St Giles Enlargement	0.198	0.000	0.198	0.000	0.000
Basic Need: Beacon Enlargement	0.203	0.001	0.203	0.000	0.000
Basic Need: Meadowview Enlargement	0.035	0.016	0.035	0.000	0.000
Basic Need: Greenfields Enlargement	0.311	0.002	0.311	0.000	0.000
Basic Need: Kingshill Enlargement	0.360	0.139	0.360	0.000	0.000
Universal Infant Free School Meals	0.104	0.013	0.104	0.000	0.000
Targeted Capital bids - Barcroft	0.044	0.000	0.044	0.000	0.000
SEND - Alumwell Health Tech	0.092	0.000	0.092	0.000	0.000
Academies - Darlaston	0.369	0.000	0.369	0.000	0.000
Academies - Shelfield	0.070	0.000	0.070	0.000	0.000
Youth capital funding	0.016	0.000	0.016	0.000	0.000
2 yr old capital funding	0.067	0.067	0.067	0.000	0.000
Windows Server 2012 (RCCO)	0.021	0.021	0.021	0.000	0.000
Total Externally Funded	11.934	3.273	10.934	(1.000)	1.000
Total Capital	13.204	3.595	12.204	(1.000)	1.000

Children's Capital Allocations Held Corporately			
	Total	Committed in Future Years	Uncommitted
Basic Needs	5.000	2.768	2.232
Devolved Formula Capital	1.000	0	1.000
Total Capital Held Corporately	6.000	2.768	3.232

Appendix 1 - Explanation of Significant Revenue Variances

Service	(Under) / Over spend £m	Explanation of Year end Variance (Over £10k)	Forecast Variance £m
Children's Wide			
Children's Management Team	0.227	Undeliverable Vacancy Management	0.202
		Additional Officer support to CSE	0.035
		Regional CSE contribution - underspend	(0.010)
		Variance after reserves & action plan	0.227
Administrative Services	(0.033)	Two admin posts being funded via traded activity	(0.033)
Performance Services	(0.002)	Variance less than £0.010m	(0.002)
Information Services	0.000	Shortfall net traded income forecast	0.020
		Use of Troubled Families Reserve	(0.020)
			0.000
WCS Statutory Licences	0.000	Capita One team no budget & insufficient income	0.064
		Use of Troubled Families Reserve	(0.064)
		Variance after reserves & action plan	0.000
Total Children's Wide	0.192		0.192
Access & Achievement			
Access & Achievement Management	0.000	Capital consultant working on education projects	0.094
		Interim Officer support to SEND to Dec16	0.078
		School to School Support	0.005
		Costs associated with staff savings	0.040
		Education Standard Fund Grant Reserve	(0.216)
		Variance after reserves & action plan	0.000
School Improvement	0.000	School Cluster & NQT funding	0.172
		Education Standard Fund Grant Reserve	(0.172)
		Variance after reserves & action plan	0.000
Access & Attendance	0.034	Education Welfare Officer support	0.034
		Variance after reserves & action plan	0.034
Virtual School	0.000	Variance less than £0.010m	0.000
Youth Support Services	0.025	Targeted Youth Work delay in saving delivery	0.056
		My Place running costs	0.025
		Education Business Partnership full year costs	0.106
		Grant funded post	0.016
		Youth Opinions Unite PYE staffing savings	0.010
		Costs associated with staff savings	0.051
		Education Business Partnership Reserve	(0.106)
		Parent Partnership Service Reserve	(0.018)
		Teenage Pregnancy Reserve	(0.018)
		Redundancy Reserve	(0.073)
		My Place Reserve	(0.025)
		Variance after reserves & action plan	0.025

Youth Justice Service	0.070	Reduction in Youth Justice Board grant Three fixed term posts to cover maternity leave Use of Youth Justice Reserve Variance after reserves & action plan	0.040 0.072 (0.042) 0.070
Targeted Youth Support	0.000	Redundancy over provision Transfer to Redundancy Reserve Variance after reserves & action plan	(0.002) 0.002 0.000
SEN Transport	0.247	On going pressure SEN Transport Costs Variance after reserves & action plan	0.247 0.247
Special Education Needs	0.119	Education Psychology traded income shortfall Costs associated with staff savings SEN/SEN Assessment redundancy costs Redundancy Reserve SEN New Burdens reserve Variance after reserves & action plan	0.053 0.116 0.028 (0.027) (0.050) 0.119
Children with Disabilities	(0.173)	Efficiencies within CWD Short Breaks/Direct Payments/Holiday & Term Time Groups Variance after reserves & action plan	(0.173) (0.173)
Education Funding – Accountable body	0.000	DSG - School Readiness DSG - Creating 2 year old places DSG - 2 year old Trajectory DSG - Creating special school and PRU places DSG - Walsall Governors Association DSG reserve Variance after reserves & action plan	0.982 1.098 0.746 1.500 0.007 (4.333) 0.000
Education - Mainstream	0.000	Variance less than £0.010m	0.000
Total Access & Achievement	0.322		0.322
Children's Social Care Children's Social Care Management	(0.001)	Interim Appointments Reserve agreed for interim appointments Variance less than £0.010m	0.038 (0.039) (0.001)
SW Agency within establishment	(1.232)	Funding for 47 agency, costs within service areas Variance after reserves & action plan	(1.232) (1.232)
SW Agency above establishment	(0.158)	16 actual as at September with the remainder to be recruited October onwards Reserve Agreed Reserve to be agreed Variance after reserves & action plan	0.558 (0.558) (0.158) (0.158)
Safeguarding Board	(0.001)	Shortfall in funding from Partner Organisations Use of Troubled Families Reserve Use of Safeguarding Board Reserve Variance after reserves & action plan	0.039 (0.039) (0.016) (0.001)
Practice Development	0.006	Variance less than £0.010m	0.006
Safeguarding – Review & Child Protection	0.017	Cost of 3 IRO's (to be funded from reserve) Agency Staff covering vacancies Consultant Fees Corporate Reserve Variance after reserves & action plan	0.178 0.010 0.007 (0.178) 0.017

Initial Response Service	0.255	Agency Cost Car Allowances & Premises Transfer Payments Variance after reserves & action plan	0.315 (0.034) (0.026) 0.255
Permanence – Safeguarding & Family Support	0.840	Agency Cost Section Payments Premises & Transport Variance after reserves & action plan	0.625 0.180 0.035 0.840
Corporate Parenting – Looked After Children	2.019	Pressure on LAC Social Work Team Pressure on External Foster Care Pressure on External Residential Savings in Internal Foster Care Savings in LAC Remand Grant Savings in Support Sec 23 of Children's Act Savings in UASC Pressure in Contact Sessional Staff Variance after reserves & action plan	0.481 3.245 0.818 (2.260) (0.059) (0.099) (0.126) 0.019 2.019
Corporate Parenting – Transition & leaving Care	0.030	Care Leavers Payments Employee costs forecast for recruitment Premises & Supplies forecast in line with spend Variance after reserves & action plan	0.027 (0.002) 0.005 0.030
Provider Services – Fostering & Adoption	(0.240)	Foster Care Plus model pressure Inter-Agency net Inflation hold Variance after reserves & action plan	0.053 (0.211) (0.082) (0.240)
Provider Services – Residential Services	0.003	Variance less than £0.010m	0.003
Children with Disabilities - Employees	0.098	Short Breaks & Inclusion Lead post without budget Variance after reserves & action plan	0.098 0.098
Total Children's Social Care	1.636		1.636
Early Help			
Early Help Management	(0.002)	Variance less than £0.010m	(0.002)
Early Years	0.000	Variance less than £0.010m	0.000
Edge of Care	0.001	Variance less than £0.010m	0.001
Early Help 0-19 Model	0.010	Increased pressure on Agency Increased Premises Costs Use of Troubled Families Reserve Variance after reserves & action plan	0.158 0.016 (0.164) 0.010
Commissioning & Transport	0.006	Variance less than £0.010m	0.006
Workforce Development	0.001	Variance less than £0.010m	0.001
Total Early Help	0.016		0.016
Every Penny Counts	(1.022)	Centralisation of Non Essential Budgets	(1.022)
Total Every Penny Counts	(1.022)		(1.022)
Total Children's Services	1.144		1.144

Appendix 2 – Action Plan

Action	Value of Delivered Action Plan included in outturn	Value of action plan to be Delivered	BRAG
SEND new burdens reserve 2015/16 cfwd	0.035	0.000	Blue
Utilisation of Troubled Families reserve to fund additional pressures	0.137	0.000	Blue
Earmarked reserves - IRO's in Safeguarding within MTFO	0.178	0.000	Blue
SEND - Interim mgmt reserve - to offset potential interim leadership costs	0.039	0.000	Blue
MTFO funding for 2016/17 of £6.8m for demand led services. Cost reductions through improved efficiencies (Contact services/SEN transport) or natural cost reductions (SW Agency/LAC) has reduced the total cost pressure and allowed the directorate to fund circa £600k of the additional SW workforce required to reduce caseloads.	0.591	0.000	Blue
Every Penny Counts – a corporate response to the centralisation of non-essential spend	0.927	0.094	Blue
Use of Children services reserves - Old Education Grants	0.408	0.000	Blue
Utilisation of one off corporate reserve to fund additional social workers required above establishment	0.589	0.000	Blue
Utilisation of one off corporate reserve to fund additional pressures	0.000	0.138	Blue
Forecast under spend on section 17 payments	0.035		
Total Children's Services	2.939	0.233	

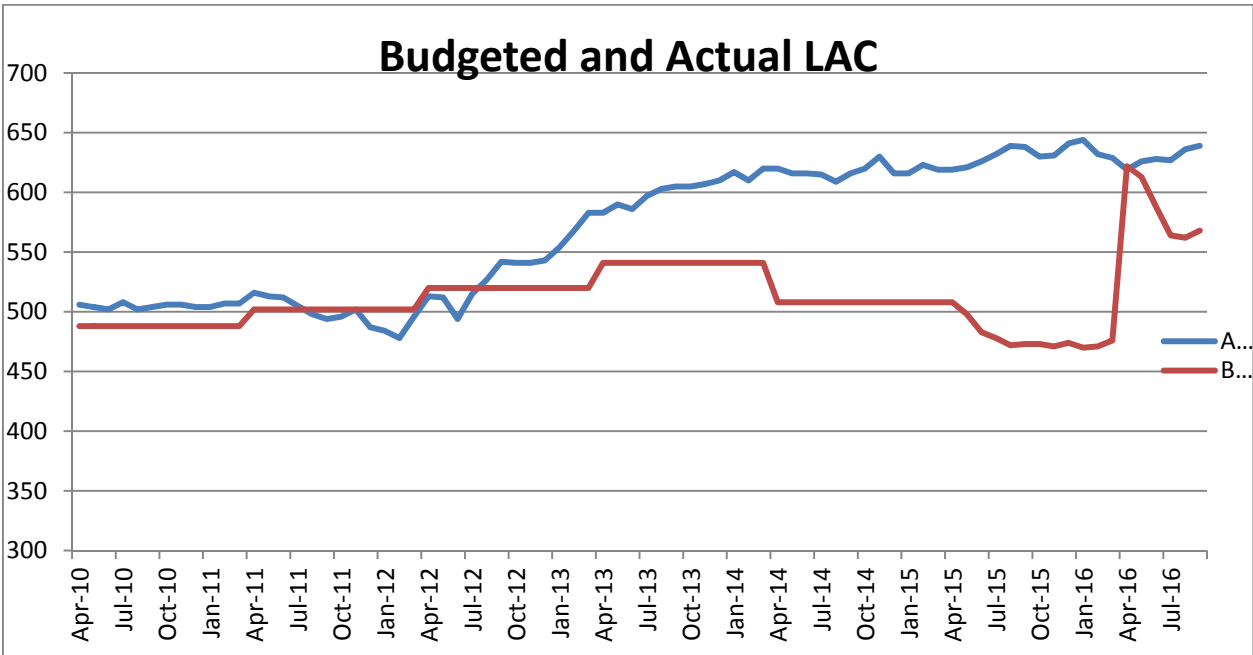
Appendix 3 – Risks associated with 2016/17 Quarter 2 position

Service	Reason / explanation of risk	Risk £m
Corporate Parenting – Looked After Children	Potential further increases in the number and mix of looked after children throughout the year.	0.450
Corporate Parenting – Looked After Children	If, as expected, the government proceeds with allocating unaccompanied asylum seeking children to local authorities with responsibility for social care.	0.750
Children’s Wide	£1.449m of high risk savings still remain. Work is ongoing to identify what proportion of this saving is likely to be achievable. The remaining Amber risks of £0.133m include savings to reduce the Lac cost pressure through investment in voluntary organisations and Increase foster care places through targeted and intense recruitment	0.098
Corporate Parenting – Looked After Children	Review of Education contribution towards Out of Borough LAC placements	0.400
Troubled Families	Risk associated with income generated through the Troubled Families Programme - due to increased criteria there may be delays in the income received for each family successfully supported during this financial year.	0.200
TOTAL RISK		1.898

Appendix 4 - Looked After Children Trends

Looked After Children

In common with national trends, the number of Looked After Children in Walsall has shown an increase over recent years. The number reduced markedly in Walsall in 2012; however an ‘inadequate’ Ofsted judgement that year suggested that thresholds had become too low leading to some children being at unnecessary risk. There followed two years of increasing numbers and there are 636 children in care as at the end of 22nd September 2016. The graph below represents LAC numbers over an extended period of time.



The LAC placements budget is a £14.537m; however projected costs based on the current profile of 639 placements for 2016/17 are estimated at £16.104m, £1.567m above budget an increase in 3 children from August. Reviewing the profile and mix of LAC placements highlights an increase in expensive external residential placements as a key contributor to the increase in costs between financial years. It must be noted that as this service is demand led and changes daily, forecasting the LAC population and its associated costs is complex and volatile. Current forecasting is based on the actual costs incurred within the year to date and a forecast position assuming the current placement mix and numbers are maintained, however a number of placements have been identified with these savings being included in the current forecast.

Efforts continue to be made to control the number and cost of Looked After Children, this includes:

- Children services working with a significant number of families to ensure that children remain with their families if possible. Implementation of multi-agency protection plans, the establishment of the Edge of Care Team and the introduction of a Gateway Panel are all in place to support this goal.
- Checks on whether decisions taken are correct and necessary continue to be carried out via the courts, Independent Reviewing Officers and case file audits taken together, these processes indicate that children are only in care when necessary and the thresholds in Walsall are correct.
- Finding suitable adopters and progressing children's cases through the approval and court processes, aimed at reducing number of children in care. Work is in place to review process and timescales for adoption to ensure effectiveness.
- Working to replace current Care Orders with ones that do not require continued Social Work involvement such as Special Guardianship Orders. The number of LAC could reduce markedly, allowing resources to be better targeted at preventative strategies.
- A monthly Children's Services Strategic Group is in place, chaired by the Assistant Director and attended by Children's Social Care and Safeguarding teams, to implement strategies aimed at reducing LAC and monitoring their impact. A key element to this work is preventing children coming into care and once in, enabling them to be removed from care safely and quickly. This strategic Group is to broaden and become a Council wide Group with membership and support from across the Council.

Table 1 - LAC Placements

Placement Group	Placement Type	LAC Numbers as at 22.08.16														Movement from Aug to Sep 16	Forecast Outturn 2016-17	Ave Cost £ p/w Sep 16
		Mar 14.15	Sep	Oct	Nov	Dec	Jan	Feb	Mar 15.16	Apr	May	Jun	Jul	Aug	Sep			
Internal Fostering	Internal Fostering	211	201	200	205	205	222	200	195	210	209	205	214	219	222	3	3.886	£ 352
	Family & Friends	124	131	131	130	132	131	131	130	121	133	130	129	133	131	-2	1.369	£ 203
Pre Adoption	Pre Adoption	19	24	24	22	21	4	20	16	14	13	13	5	5	4	-1	0.211	£ 451
External Fostering	IFA's	162	165	160	159	165	179	176	182	166	168	173	175	175	179	4	6.552	£ 730
	Temporary placement	0	2	2	2	2	0	2	2	1	1	0	0	0	0	0	0.000	n/a
	Other LA placements	10	1	1	2	2	0	1	2	0	0	0	0	0	0	0	0.000	
External Residential	Ext Residential	16	24	25	26	28	32	27	27	24	26	35	35	34	32	-2	4.334	£3355
	M&B Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000	N/A
	Secure Units / Remands	4	4	4	1	2	2	2	2	2	2	0	1	1	2	1	0.000	
	Internal Residential	18	17	17	17	16	15	16	20	22	19	18	16	15	15	0	N/A	N/A
	Placed with Parents	43	55	53	54	55	49	52	45	53	49	48	49	49	49	0	N/A	N/A
	NHS / Health Trust	1	1	1	2	2	0	1	1	1	1	0	0	0	0	0	N/A	N/A
	UASC														0	(0.189)		
	Remand														0	(0.059)		
Total		619	637	630	631	641	639	632	629	619	626	628	627	636	639	3	16.104	
TOTAL BUDGET 2016-17																	14.537	
FORECAST VARIANCE 2016-17																	1.567	

	Apr	May	Jun	Jul	Aug	Sep	UASC Forecasted Contribution	Gross Cost	Net Cost
IFA	3	3	4	5	5	5	(120,747)	174,060	53,313
Internal Fostering	1	1	2	1	1	1	(20,874)	14,775	(6,099)
Internal Residential	1	1	1	1		1	(21,280)		(21,280)
Independent Living					1	1	(25,773)		(25,773)
Total	5	5	7	7	7	8	(188,674)	188,835	161

