

**CYFARFOD BWRDD / BOARD MEETING: 23.11.17**

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| **EITEM/ITEM:** | **9** |
| **TEITL/TITLE: SCW/17/26** | **Business Plan 2017-18: Quarter 2 update** |
| **AWDUR/AUTHOR:**  **CYFRANIADAU GAN/ CONTRIBUTIONS FROM:** | **Sue Evans**  **Gerry Evans**  **Joanne Oak**  **Sarah McCarty** |
| **ATODIADAU/APPENDICIES:** |  |
| **Appendix 1** | **Business plan six month progress exception report** |
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| **TRAFODWYD YN FLAENOROL YN/ITEM PREVIOUSLY DISCUSSED AT:** | |
| The Board approved the 2017-18 Business Plan at their meeting in May 2017. In September the Board scrutinised the 3 month progress against the business plan. This 6 month progress report against the business plan has been approved by the Leadership Group. | |
| **PENDERFYNIAD / DECISION:**  Members are invited to **consider** and **approve** the progress against the Business Plan 2017 – 2018 at the six month stage.  Members are invited to **consider** the report, to assess variances between the budgeted and actual expenditure, discuss progress to date and recommend action to ensure that the budget expenditure proceeds as planned. | |

**Business Plan 2017-18: Quarter 2 update**

1. **Purpose of report and recommendation**

1.1 This report provides Members with the six month progress against our 2017-18 business plan (Appendix 1). This is an opportunity for Members to scrutinise the performance progress of our activities and Members are invited to **consider** and **approve** the progress against the Business Plan at the six month stage.

1.2 Appendix 2 provides an overview of the financial performance of Social Care Wales for the financial year to date by comparison with the agreed budget.

1.3 Members are invited to consider and approve the progress against the Business Plan 2017 – 2018 at the six month stage. Members are also invited to consider the report, to assess variances between the budgeted and actual expenditure, discuss progress to date and recommend action to ensure that the budget expenditure proceeds as planned.

**2. Context**

2.1 The Business Plan 2017 – 2018 sets out our objectives, activities and budget for the year which derives from the vision set out in the Strategic Plan. It is the tool through which our Board and the Welsh Government monitor our performance in delivering the targets set.

2.2 During discussions on the 3 month progress report at the last Board meeting Members asked for further information in relation to timescales, measures and targets (and where possible benchmarking).

2.3 Work on developing a suite of performance indicators and targets (and benchmarking) is in progress. Examples of where we have identified suitable indicators have been included within this report. Lead officers are continuing to develop these for future business planning reporting.

2.4 Members will also be discussing possible strategic measures and indicators during the seminar in December.

**3. Performance against business plan as at 6 months**

3.1 As at six months the overall status of Social Care Wales’ progress against its remit letter target activities is:

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| --- | --- | --- | --- | --- | --- |
|  | Activities | On track | Requires additional support | Major concerns | To start |
| Remit letter targets | 49 | 38 | 8 | - | 3 |
| % as at 6 months | | **78%** | **16%** | **-** | **6%** |

3.2 Lead officers have provided a forecast position for the progress at the end of nine months which is:

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| --- | --- | --- | --- | --- | --- |
|  | Activities | On track | Requires additional support | Major concerns | To start |
| Remit letter targets | 49 | 42 | 6 | - | 1 |
| Predicted % at 9 months | | **88%** | **12%** | **-** | **1%** |

3.3 Remedial action is being taken where possible for the activities currently with an amber status. Further information on the amber activities are outlined in the report below. Four out of the nine amber targets are forecasted to be green by the next quarter.

3.4 The financial position follows at Appendix 2.

**Business plan overview against objectives as at 6 months**

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| **Ensuring the Social Care workforce is fit to practise through our regulatory role** | | |  | **Being an effective and transparent organisation** | | |  | **Supporting the sustainability of the workforce** | | |  | **Improve the quality and management of social work and social care training** | | |
|  | develop and promote the Codes of practice and Guidance |  |  | demonstrate values through behaviours |  |  | develop and maintain a careers, recruitment and retention framework |  |  | provide and influence investment in workforce training |  |
|  | develop and maintain the Register |  |  | ensure comprehensive stakeholder engagement and use our influencing role |  |  | maintain and develop resources to support the recruitment, CPD, Supervision and use of Welsh Language in the sector |  |  | deliver national training programmes |  |
|  | raise standards through our fitness to practise processes |  |  | define and promote our outcomes |  |  |  |  |  | develop and maintain apprenticeships and qualifications |  |
|  | continue to implement the requirements of the Regulation and Inspection (Wales) Act |  |  | develop our capacity to deliver |  |  |  |  |  | review and maintain induction frameworks |  |
|  | regulate qualifying and post-qualifying Social Work training and develop the process for regulating Social Care Training |  |  | manage risk and performance |  |  |  |  |  |  |  |
|  |  |  |  | deliver effective accountability |  |  |  |  |  |  |  |
| **Support the workforce in improving practice in line with social care legislation and evidence** | | | **Drive service improvement priorities through working in partnership** | | | **Establish effective approaches to service improvement and work with you to decide future priorities** | | | **Use data and evidence to improve services and inform policy and planning** | | |
|  | support the implementation of the Social Services and Well-Being (Wales) Act |  |  | lead the development of the implementation plan for the Care and Support at Home Strategic Plan |  |  | develop our methodology and approaches to service improvement |  |  | develop and implement a data and information management Strategy for Social Care Wales |  |
|  | identify, share best practice and support innovation with the sector through Networks, Forums and research studies |  |  | work with partners to establish requirements in relation to supporting the ministerial priorities of working with people with dementia; children who are looked after |  |  | work with you to determine future improvement priorities |  |  | develop a national social care data set for Wales |  |
|  | scope workforce plans to meet the needs of the future |  |  |  |  |  |  |  |  |  | maintain and develop an information Hub |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  | develop and implement a research strategy |  |

**Business Plan Progress: 6 months update – performance commentary**

**Aim: We want people to have confidence in the social care sector and in the effectiveness of Social Care Wales**

**1.1 Ensuring the Social Care workforce is fit to practise through our regulatory role**

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| --- | --- | --- |
| **Business plan activity 2016/17**  We will - | **As at 6 months** | **Future quarter forecast** |
| * develop and promote the Codes of practice and Guidance | On track | On track |
| * develop and maintain the Register | On track | On track |
| * raise standards through our fitness to practise processes | On track | On track |
| * continue to implement the requirements of the Regulation and Inspection (Wales) Act | Requires improvement | On track |
| * regulate qualifying and post-qualifying Social Work training and develop the process for regulating Social Care Training | Requires improvement | On track |
| **Performance Commentary**  All key activities are proceeding to plan and where there have been delays progress is being made to bring the activities back to the planned timetable. A number of activities are dependent on the completion and outcome of the consultation on extending the register but are ready to be progressed later this month. Some of the activity on data sharing with CSSIW has been delayed due to the staff restructuring of CSSIW but will be initiated again when the new structure is in place. Regular conversations are being held at Executive level to monitor progress. | | |

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| **Performance Indicators** | **At 30.09.2017** | **Comparator / Target** |
| Processing times of applications (from complete form being received to registration being granted/renewed)  No of Fitness to Practise cases open  No of regulatory hearings held  No of cases referred to the Care Standards Tribunal | **100%** completed less than 3 days  **112**  **19**  **0** | Within 3 days  Same period 16/17 – **130**  Same period 16/17 **- 25**  **0** |

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| --- | --- | --- |
| **Strategic risks** | **Inherent score** | **Residual score** |
| If information sharing between regulators regarding the registered workforce is not effective there will be a loss of confidence. | Medium | Low |

**Exception report - summary of amber activities**

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| --- | --- | --- | --- | --- |
| **Business plan activity** | **Timeline** | **Narrative** | **As at 6 months** | **Future quarter forecast** |
| Collaboration and joint partnership working with CSSIW – including sharing of data and collective intelligence | On-going | The CSSIW collaboration work has not progressed this quarter as we are awaiting information from them before we can continue with the project. | Requires additional development | Will require additional support |
| Learning resources to support implementation of the Regulation and Inspection of Social Care (Wales) Act 2016 | By March 2018 | The timeline for the development of the resource for responsible Individuals was revised due to ill health of associate. However, the overall timescale is broadly back on track for completion by the end of the calendar year. The roll out plan is to be developed. | Project timescales slipped | On track |
| Develop proposals for the Regulation of Social Care Training | By January 2018 | There have been challenges in finding suitable availability of dates with relevant stakeholders. This has now been rectified and a date in October has been arranged, this will now progress back on track with some revision to timescales. | Timescales revised | On track |

**1.2 Being an effective and transparent organisation**

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| --- | --- | --- |
| **Business plan activity 2016/17**  We will - | **As at 6 months** | **Future quarter forecast** |
| * demonstrate values through behaviours | On track | On track |
| * ensure comprehensive stakeholder engagement and use our influencing role | On track | On track |
| * define and promote our outcomes | On track | On track |
| * develop our capacity to deliver | Requires improvement | On track |
| * manage risk and performance | On track | On track |
| * deliver effective accountability | On track | On track |
| **Performance commentary**  All key activities are on target, one area of concern relates to the low intake of new students on to the Social Work Programmes in Wales and the impact on our Bursary budget. Of the 288 approved places in 2017/18 at the Social Work Programmes it is anticipated that in the region of only 240 places will be taken up. The Programmes where there has been a significantly lower than anticipated intake numbers are at Cardiff University, Cardiff Metropolitan University and the University of South Wales. Anecdotal evidence suggests that the financial pressures for students is one of the main factors of lower intake. Therefore, this has a direct impact on both the Bursaries and Practice Learning Opportunity budgets based on the nomination information received to date initial projections indicate an underspend at the end of the financial year of around £150k in these budgets. This issue has been raised with our Sponsor division and we are closely monitoring the financial implications.  In relation to staff engagement levels the score was based on a staff temperature test taken at June 2017. Following the results of the survey there have been a number of opportunities to work with staff to understand the messages coming through this survey. This has included opportunities to meet with Directors, managers sessions with teams, departmental development days. There will be a further staff survey in February 2018 to assess staff engagement levels following these various engagement sessions. | | |

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| **Key Performance Indicators** | **As at 30.09.17** | **Comparator / Target** |
| Timely laying of Statutory Annual Accounts  Staff sickness levels (Average days lost per employee)  Website hits (average monthly)  Staff engagement levels    ISO 27001 audit | Laid August 2017  **2.5** days  **102,531**  **56%**  **Re-accreditation achieved – no conformities and no observations** | August 2017  **6.3** days (CIPD comparator)  **97,466**  **80% (by 2022)** |

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| **Strategic risks** | **Inherent score** | **Residual score** |
| If the sector is not engaged in the work of Social Care Wales then we will be unable to deliver our aims and activities as we cannot achieve these in isolation. | Medium | - |
| If we do not understand the issues and reality of the sector then we will destabilise an already fragile sector and our products will not be fit for purpose. | Medium | Medium |
| If we are not clear on the positive difference that we will make on the care sector and the wider Welsh public service then we will lose credibility. | Medium | - |

**Exception report - summary of amber activities**

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| --- | --- | --- | --- | --- |
| **Business plan activity** | **Timeline** | **Narrative** | **As at 6 months** | **Future quarter forecast** |
| Managing and monitor our financial resources ensuring value for money and effective budgetary control | On-going | Regular Budget meetings are being held to discuss performance to date and forecasted year-end outturn. Based on the student nomination information indications are we will be predicting an outturn underspend position at the mid-year point. Discussions being held with our Sponsor Division at Welsh Government in the management of our outturn position. | Requires improvement | Requires improvement |

**Aim: We want Wales to have a sufficient, high quality and skilled social care and early years workforce**

**1.3 Supporting the sustainability of the workforce**

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| **Business plan activity 2016/17**  We will - | **As at 6 months** | **Future quarter forecast** |
| * develop and maintain a careers, recruitment and retention framework | Requires development | On track |
| * maintain and develop resources to support the recruitment, Continuous Professional Development (CPD), Supervision and use of Welsh Language in the sector | On track | On track |
| **Performance commentary**  All key activities are proceeding to plan, the recruitment, retention and careers framework project has encountered delays against progress. Details are reported below. | | |

**Exception report - summary of amber activities**

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| --- | --- | --- | --- | --- |
| **Business plan activity** | **Timeline** | **Narrative** | **As at 6 months** | **Future quarter forecast** |
| Develop a recruitment, retention and careers framework and clear career pathways for the sector | On-going | A paper for discussion within the organisation has been produced to explore a longer term, sector wide raising awareness campaign. Discussions are being held with Welsh Government and key sector stakeholders to consider the impact of such campaign prior to making progress.  Engagement events were carried out in the Summer and feedback collated. Regional and national links have been made to progress a multi-agency task force to begin to move forward with this work.  Update of care ambassador resources is underway. | Initial project timescales have slipped | Requires development |
| Expand early years resources in response to demand and need from the sector | As required | No new resources identified to date by the sector | N/A | N/A |

**1.4 Improve the quality and management of social work and social care training**

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| **Business plan activity 2016/17**  We will - | **As at 6 months** | **Future quarter forecast** |
| * provide and influence investment in workforce training | Requires improvement | Further development |
| * deliver national training programmes | On track | On track |
| * develop and maintain apprenticeships and qualifications | On track | On track |
| * review and maintain induction frameworks | On track | On track |
| **Performance commentary**  Main objective level activities are progressing within timelines, however as reported previously indications are that there will be a potential underspend due to the 2017/18 Bursary allocation not being fully utilized with the majority of the underspend being in relation to the intake at Cardiff University being below the approved places level.  In relation to the review of CPEL there are on-going discussions being held within the organisation to scope a revised project plan with conversations having taken place with SCIE at to what assistance they can provide on what has become a wider scope to the project. Decisions still needed on a way forward and particular as to whether this requires a dedicated lead officer to manage the commissioned project or whether this particular piece of work can be overseen by a “steering group”. | | |

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| **Key Performance Indicators** | **As at 30.09.17** | **Comparator / Target** |
| No bursaries awarded  No of Practice Learning Opportunity placements | Pre 30.09.17 – 154  (post 30.09.17 – 42)  61 have been funded as at 30.09.17 | 227 (annual target)  750 planned placement (annual target) |

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| **Strategic risks** | **Inherent score** | **Residual score** |
| If Welsh Government removes the funding for Level 2 apprenticeships, then it will reduce the amount of funding to support the achievement of qualifications in the sector. This will have a specific impact for the domiciliary care workforce achieving the proposed Level 2 qualification for registration. | High | Medium |

**Exception report - summary of amber activities**

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| --- | --- | --- | --- | --- |
| **Business plan activity** | **Timeline** | **Narrative** | **As at 6 months** | **Future quarter forecast** |
| Manage Social Work Bursary Scheme | On-going | Bursaries are being paid in line with timetable however some postgraduate bursaries were not paid in September as final information had not been received from the HEIs. Final numbers are still to be received from all HEIs in order that outturn predictions can be made in relation to both the Bursary and PLOF budgets.  However initial indications are that there will be a potential underspend due to the 2017/18 Bursary allocation not being fully utilized with the majority of the underspend being in relation to the intake at Cardiff University being below the approved places level. This has been discussed with our sponsor division and identifying remedial action | Requires additional development | Requires additional development |
| Review CPEL Framework for Social Workers post 2019 | March 2018 | Discussions within the organisation indicated the need for a revised project plan. The project is bigger than anticipated at the beginning of the year. Discussions are taking place about resources to lead and deliver the project. | Requires additional development | On track |

**1.5 Support the workforce in improving practice in line with social care legislation and evidence**

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| **Business plan activity 2016/17**  We will - | **As at 6 months** | **Future quarter forecast** |
| * support the implementation of the Social Services and Well-Being (Wales) Act | On track | On track |
| * identify, share best practice and support innovation with the sector through Networks, Forums and research studies | On track | On track |
| * scope workforce plans to meet the needs of the future. | On track | On track |
| **Performance commentary**  A wide ranging of activities is underway to support both the ongoing support for the Social Services and Well- Being (Wales) Act as well as the Regulation and Inspection Social Care (Wales) Act, this builds on positive work over the last two years. We are working with Welsh Government, the sector and stakeholders in the development of this work. Next quarter we will beginning to scope out the requirements of a workforce strategy.  Progress against the high level activities are all progressing well however there is one activity within support the implementation of the Act where the original timescale for completion of the work has slipped. This issue has been resolved but this will mean that the delivery of the final product will not be completed within the set timeline but will be finalised before the financial year. Details are reported below. | | |

**Exception report - summary of amber activities**

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| **Business plan activity** | **Timeline** | **Narrative** | **As at 6 months** | **Future quarter forecast** |
| Initial scoping of an All Wales Workforce Strategy | March 2018 | Scoping of a workforce strategy will commence in the Autumn. | To start | On track |
| Review and update of Evidence Matters to embed Social Services and Well-being Wales Act | October 2017 | The contractors have had some difficulty as a key contributor has pulled out. Alternatives are now in place however there may be a delay in delivery of the final product. | Timescales slipped | Timescales amended |

**Aim: We want improved outcomes for individuals using care and support their families and carers**

**1.6 Drive service improvement priorities through working in partnership**

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| **Business plan activity 2016/17**  We will - | **As at 6 months** | **Future quarter forecast** |
| * lead the development of the implementation plan for the Care and Support at Home Strategic Plan | On track | On track |
| * work with partners to establish requirements in relation to supporting the ministerial priorities of: * working with people with dementia * Children who are looked after | On track | On track |
| **Performance Commentary**  We continue to lead the development of the full implementation plan for the Care and Support at Home Strategic Plan with national and regional partners. The 5 year implementation plan was published in September to coincide with the launch of the strategic plan. In relation to our children who are looked after work we are currently working with Heads of Children’s Services and the operational working group of the Ministerial Advisory Group to map out current work in Wales in relation to improvement priority areas within children’s services. We are exploring e-learning routes in regards to pre and post evaluation in relation to Good Work Dementia learning and development framework.  The Care at Home project is broadly on track however one of the activities relates to running a campaign to promote the benefits of working in the sector. We have revisited this activity to identify whether this is a broader project for the whole sector not just specifically for the care and support at home workforce. We are currently scoping the requirements in relation to a campaign to promote the benefits and awareness of working in the sector. Originally this was planned to be a specific campaign in relation to the care and support workforce however considerations and discussions are being held about the breadth and length of the campaign and its requirements. | | |

**Exception report - summary of amber activities**

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| **Business plan activity** | **Timeline** | **Narrative** | **As at 6 months** | **Future quarter forecast** |
| Run a campaign to promote the benefits and raise awareness of working in the sector | March 2018 | A paper for discussion within the organisation has been produced to explore a longer term, sector wide raising awareness campaign. Discussions are being held with Welsh Government and key sector stakeholders to consider the impact of such campaign prior to making progress. | Timescales slipped | Requires development |

**1.7 Establish effective approaches to service improvement and work with you to decide future priorities**

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| **Business plan activity 2016/17**  We will - | **As at 6 months** | **Future quarter forecast** |
| * develop our methodology and approaches to service improvement | On track | On track |
| * work with you to determine future improvement priorities | On track | On track |
| **Performance Commentary**  We are progressing well against the business plan activities which will underpin our approach to service improvement. Initial scoping work to develop our methodology and approaches to service improvement framework has started. Members of the Improvement Committee will feed into this scoping work during the next Improvement Committee in Jan 2018. This follows on from the draft proposal which was endorsed by the Committee in September 2017. | | |

**1.8 Use data and evidence to improve services and inform policy and planning**

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| **Business plan activity 2016/17**  We will - | **As at 6 months** | **Future quarter forecast** |
| * develop and implement a data and Information Management Strategy for Social Care Wales | To start | On track |
| * develop a national social care data set for Wales | On track | On track |
| * maintain and develop an information Hub | On track | On track |
| * develop and Implement a research strategy | On track | On track |
| **Performance Commentary**  All data related projects are proceeding well with key developmental work having taken place or under way. The next phase for many of the projects will be to engage with external stakeholders and key groups that will access the data and information. In general, all this work should form a firm evidence foundation for the developmental work of Social Care Wales. | | |

**Exception report - summary of amber activities**

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| **Business plan activity** | **Timeline** | **Narrative** | **As at 6 months** | **Future quarter forecast** |
| Develop and implement an organisational data and information management strategy for Social Care Wales | March 2018 | This activity relates to a strategy to support how we manage data and information within the organisation. No progress has taken place to date. The development of the data and information management strategy will happen in Quarter 3 and 4. | To start | On track |

**Budget Report for the period to 30 September 2017**

**Expenditure Analysis**

As at the end of September 2017 we are currently reporting a £265K underspend against budget. The functional areas that contribute to the largest proportion of the underspend is, the Salaries budget (£44k) and the Grants Programme (£204k) budget.

* + The £44K underspend in salaries is due to vacancy and maternity savings. Based on present information it is now predicted that that this budget will be underspent by £103k by the end of the year.
  + The £204K underspend in the Grants Programme Budget is a matter of timing. The primary reason being that we were not in a position at the end of September to pay the postgraduate bursaries to students at both Bangor and Swansea as we had not received the required information from the HEI’s. At the end of the financial year we are projecting an underspend of £175k in the Grants Programme budget. This shortfall in the projected outturn is a result of information from HEI’s demonstrating a lower intake of new students, in particular Cardiff University and the University of South Wales.

The Functional budgets are currently underspent by £13k at the six month point, however it is projected that the total of this budget area will overspend by £65k at the end of the financial year. This is due to additional costs associated with extending the current ICT maintenance agreement to align the timings with the upgrade project and predicted increase of activity in relation to the Hearings Budget. This overspend will be off set against the underspend within the salaries budget.

Based on the current financial position we are forecasting a year-end outturn position of an **underspend of £212k.**

£154k of the Development and Improvement Programmes budget presently has not been allocated to specific projects. However, these monies will be utilised in response to sector priorities in response to our Strategic Plan, and Research and Development and Transforming Care consultations. Early ideas and project concepts are being formulated.



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| **Gofal Cymdeithasol Cymru / Social Care Wales** |  |  |  |  |  |  |
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| **Summary of Commissioned Work and Projects** | **Annual Budget** | **Actual Spend** | **Budgeted Spend** | **Variance** | **Annual Budget Spent** | **Predicted Out-turn** |
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|  |  |  |  |  |  |  |
| **Ongoing Projects** |  |  |  |  |  |  |
|  | **£** | **£** | **£** | **£** | **%** | **£** |
|  |  |  |  |  |  |  |
| **Ensuring the social care workforce is fit to practice** | 3,920 | - | 3,920 | 3,920 | 0.00% | 3,920 |
| **Being an effective and transparent organisation** | 8,670 | - | 850 | 850 | 0.00% | 8,670 |
| **Supporting the Sustainability of the Workforce** | 136,470 | - | 2,250 | 2,250 | 0.00% | 127,470 |
| **Support the workforce in improving practice** | 49,170 | - | 2,400 | 2,400 | 0.00% | 44,170 |
| **Drive Service Improvement Priorities - Working in Partnership** | 10,600 | 4,064 | 3,600 | (464) | 38.34% | 10,600 |
| **Dementia** | 76,000 | 53 | - | (53) | 0.07% | 76,000 |
| **Children who are Looked-After** | 85,000 | - | - | - | 0.00% | 75,000 |
| **Est. effective approaches to service improvement** | 50,000 | 1,717 | - | (1,717) | 3.43% | 50,000 |
| **Use Data and Evidence to improve services and inform planning** | 65,980 | 12,654 | 8,205 | (4,449) | 19.18% | 70,634 |
|  | **485,810** | **18,489** | **21,225** | **2,736** | **3.81%** | **466,464** |
|  |  |  |  |  |  |  |
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| **Additional Monies** |  |  |  |  |  |  |
|  | **£** | **£** | **£** | **£** | **%** | **£** |
| **Learning Resources for the Acts** | 265,000 | 10,403 | - | (10,403) | 3.93% | 265,000 |
| **Step-up to Management National Roll-Out** | 110,500 | 232 | 1,000 | 768 | 0.21% | 110,500 |
| **Safeguarding** | 50,000 | - | - | - | 0.00% | 50,000 |
| **Establishment of the Data Function** | 35,000 | 216 | 7,500 | 7,284 | 0.62% | 35,000 |
| **Promotion of Roll-Out of Registration to Domiciliary Care Workers** | 45,000 | 2,645 | - | (2,645) | 5.88% | 29,680 |
| **Roll-Out of Registration to Domiciliary Care Workers** | 74,500 | 7,016 | 11,050 | 4,034 | 9.42% | 89,820 |
|  |  |  |  |  |  |  |
| **Reserved Funds** | **133,866** |  |  |  |  | **153,212** |
|  |  |  |  |  |  |  |
|  | **1,199,676** | **39,000** | **40,775** | **1,775** | **3.25%** | **1,199,676** |
|  |  |  |  |  |  |  |

