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## **Children, Families & Adults Service**

### **Finance and Performance Report – October 2016**

#### **1. SUMMARY**

##### **1.1 Finance**

<b>Previous Status</b>	<b>Category</b>	<b>Target</b>	<b>Current Status</b>	<b>Section Ref.</b>
<b>Red</b>	Income and Expenditure	Balanced year end position	<b>Red</b>	2.1
<b>Green</b>	Capital Programme	Remain within overall resources	<b>Green</b>	3.2

##### **1.2. Performance and Portfolio Indicators – Sept 2016 Data (see sections 4&5)**

<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
Sept Performance (No. of indicators)	8	7	6	21
Sep Portfolio (No. of indicators)	0	7	1	8

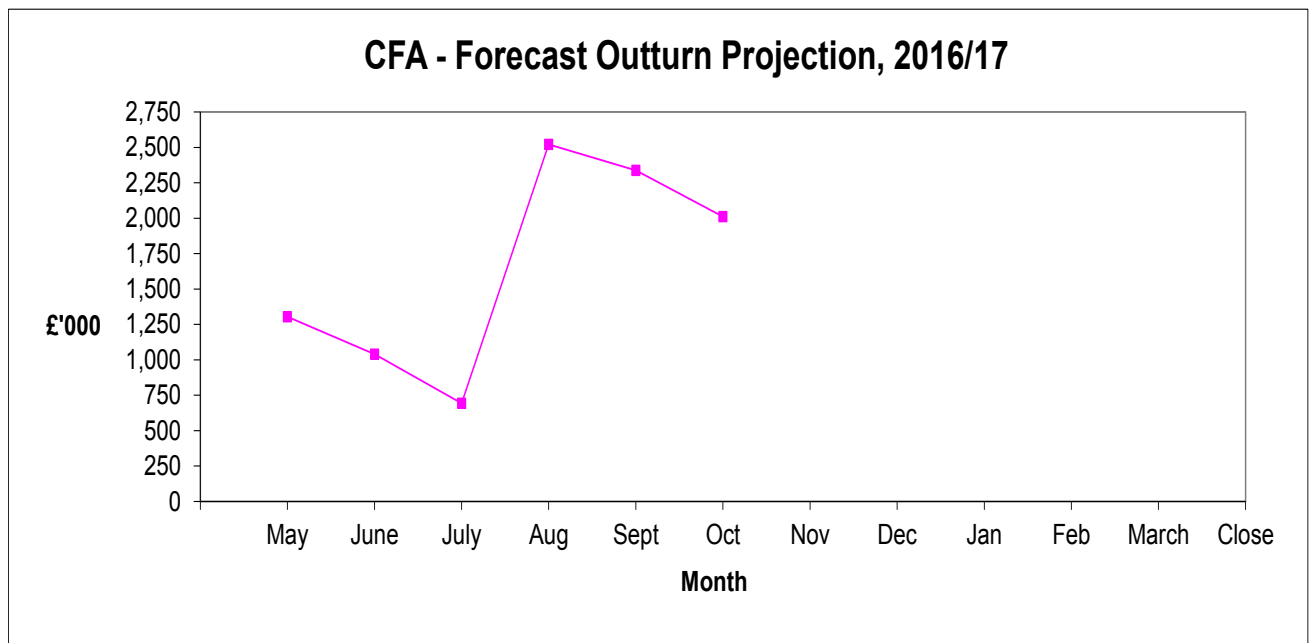
#### **2. INCOME AND EXPENDITURE**

##### **2.1 Overall Position**

<b>Forecast Variance Outturn (Sep) £000</b>	<b>Directorate</b>	<b>Original Budget 2016/17 £000</b>	<b>Current Budget 2016/17 £000</b>	<b>Current Variance £000</b>	<b>Forecast Variance Outturn (Oct) £000</b>	<b>Forecast Variance - Outturn (Oct) %</b>
1,142	Adult Social Care	81,325	81,295	-39	945	1.2%
-3,156	Older People & Mental Health	82,450	83,081	-1,538	-3,066	-3.7%
5,012	Children's Social Care	50,217	51,862	2,572	5,083	9.8%
-268	Strategy & Commissioning	29,795	26,937	141	43	0.2%
-92	Children's Enhanced and Preventative	30,439	30,544	-226	-95	-0.3%
-100	Learning	19,837	20,209	-167	-199	-1.0%
<b>2,538</b>	<b>Total Expenditure</b>	<b>294,063</b>	<b>293,929</b>	<b>744</b>	<b>2,712</b>	<b>0.9%</b>
-200	Grant Funding	-51,499	-51,613	-408	-700	-1.4%
<b>2,338</b>	<b>Total</b>	<b>242,563</b>	<b>242,316</b>	<b>335</b>	<b>2,012</b>	<b>0.8%</b>

The service level finance & performance report for October 2016 can be found in [appendix 1](#).

Further analysis of the forecast position can be found in [appendix 2](#).



## 2.2 Significant Issues

At the end of October 2016, CFA is forecasting a year end overspend of £2,012k. Significant issues are detailed below:

- In Adult Social Care, the Learning Disabilities overspend forecast is unchanged since last month. Although there is an increase in care spending commitments, this is offset by identification of underspends on staff employed by the NHS, as part of the pooled budget.
- In Older People and Mental Health, Central Commissioning reports a new pressure totaling £205k. Utilisation of block contract beds at care homes is occurring faster than anticipated. This pressure is offset by a corresponding reduction in spot placement purchasing, in localities.
- In Older People and Mental Health, the City & South Locality budget is reporting an underspend increasing by £108k since last month, the result of fewer spot residential placements (see above) and a significant reduction in domiciliary care purchasing compared to September.
- In Strategy and Commissioning the Special Educational Needs (SEN) Placements budget is now reporting a forecast overspend of £500k. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG) and as such will be met from DSG carry-forward to be applied in-year.

- In Strategy and Commissioning the Out of School Tuition budget within Commissioning Services is forecasting to overspend by £200k. There are a number of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative education (tuition) packages whilst the process to place at other schools is followed. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG) and as such will be met from DSG carry-forward to be applied in-year.
- In Strategy and Commissioning the Home to School Transport - Special budget is reporting a forecast underspend of £180k as a result of savings on the retendering of contracts under the Council's Dynamic Purchasing System and also a result of fewer mid-year route additions than originally budgeted.
- In Learning, Home to School Transport – Mainstream is now forecasting a £200k underspend primarily due to the implementation of policy changes to the financial support provided by the Council to post-16 students and the re-tendering of contracts under the Council's Dynamic Purchasing System.
- In Grant Funding, the Financing DSG budget is now showing a contribution of £700k to offset the pressures identified above for SEN Placements and Out of School Tuition. These will be met by one-off DSG carry-forward in the current financial year.

### **2.3 Additional Income and Grant Budgeted this Period**

(De Minimis reporting limit = £160,000)

A full list of additional grant income anticipated and reflected in this report can be found in [appendix 3](#).

### **2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve) (De Minimis reporting limit = £160,000)**

A list of virements made in the year to date can be found in [appendix 4](#).

Following a change in line management arrangements, Sensory Services is now reported within the Older People & Mental Health directorate rather than Adult Social Care. This reflects closer alignment with Shorter Term support services, including assistive technology. There has been no change in budget allocated to this area.

### **2.5 Key Activity Data**

The Actual Weekly Costs for all clients shown in section 2.5.1-2 are calculated based on all clients who have received a service, are receiving a service, or we plan will receive a service. Some clients will have ceased receiving a service in previous months, or during this month, or we will have assumed an end date in the future.

**2.5.1 Key activity data to the end of October for Looked After Children (LAC) is shown below:**

	BUDGET				ACTUAL (Oct)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Oct 16/17	Yearly Average	Actual Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost
Residential - disability	3	£306k	52	1,960.18	2	2.99	£429k	2,743.20	-0.01	£124k	783.02
Residential - secure accommodation	0	£k	52	0.00	0	0.00	£k	0.00	0	£k	0.00
Residential schools	8	£675k	52	1,622.80	12	11.44	£911k	1,558.53	3.44	£236k	-64.27
Residential homes	23	£3,138k	52	2,623.52	24	24.00	£3,531k	2,749.33	1	£393k	125.81
Independent Fostering	180	£7,173k	52	766.31	237	230.17	£9,392k	782.99	50.17	£2,220k	16.68
Supported Accommodation	19	£1,135k	52	1,149.07	19	19.12	£1,357k	1,306.12	0.12	£222k	157.05
16+	6	£85k	52	272.60	22	18.34	£414k	479.93	12.34	£329k	207.33
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£523k	-	-	-£523k	-
<b>TOTAL</b>	<b>239</b>	<b>£12,512k</b>			<b>316</b>	<b>306.06</b>	<b>£15,512k</b>		<b>67.06</b>	<b>£3,000k</b>	
In-house fostering	187	£3,674k	55	357.74	173	162.52	£3,177k	348.43	-24.2	-£497k	-9.31
Kinship	35	£375k	55	193.23	43	42.12	£475k	186.90	6.83	£100k	-6.33
In-house residential	14	£1,586k	52	2,259.72	8	9.16	£1,586k	3,330.37	-4.34	£k	1,070.65
Concurrent Adoption	6	£100k	52	349.86	4	5.52	£92k	350.00	0.02	-£8k	0.14
Growth/Replacement	0	£k	-	0.00	0	0.00	£k	0.00	-	£221k	-
<b>TOTAL</b>	<b>241</b>	<b>£5,735k</b>			<b>228</b>	<b>219.32</b>	<b>£5,331k</b>		<b>-21.69</b>	<b>-£184k</b>	
Adoption	325	£3,000k	52	177.52	366	365.57	£3,309k	168.00	40.57	£309k	-9.52
Savings Requirement	0	£k	0	0.00	0	0.00	£k	0.00	0	-£108k	0.00
<b>TOTAL</b>	<b>325</b>	<b>£3,000k</b>			<b>366</b>	<b>365.57</b>	<b>£3,309k</b>		<b>40.57</b>	<b>£201k</b>	
<b>OVERALL TOTAL</b>	<b>805</b>	<b>£21,247k</b>			<b>910</b>	<b>890.95</b>	<b>£24,152k</b>		<b>85.94</b>	<b>£3,017k</b>	

Note: Adoption includes Special Guardianship and Residency Orders. Any unutilised growth/replacement in-house will be used to support growth externally.

**2.5.2 Key activity data to the end of October for SEN Placements is shown below:**

	BUDGET			ACTUAL (Oct 16)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Oct 16	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	92	£5,831k	£63,377	101	102.34	£7,066k	£69,047	9	10.34	£1,236k	£5,671
Hearing Impairment (HI)	4	£110k	£27k	2	2.34	£63k	£27,047	-2	-1.66	-£46k	-£359
Moderate Learning Difficulty (MLD)	3	£112k	£37k	3	2.92	£106k	£36,391	0	-0.08	-£6k	-£1,052
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	-£75k	£0
Physical Disability (PD)	1	£17k	£17k	2	1.76	£33k	£18,782	1	0.76	£16k	£1,918
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	-£41k	£0
Social Emotional and Mental Health (SEMH)	35	£1,432k	£41k	31	35.81	£1,483k	£41,413	-4	0.81	£51k	£502
Speech, Language and Communication Needs (SLCN)	3	£170k	£57k	2	2.26	£123k	£54,485	-1	-0.74	-£47k	-£2,199
Severe Learning Difficulty (SLD)	2	£163k	£82k	1	1.00	£90k	£90,237	-1	-1.00	-£73k	£8,705
Specific Learning Difficulty (SPLD)	10	£179k	£18k	5	5.68	£112k	£19,743	-5	-4.32	-£66k	£1,880
Visual Impairment (VI)	2	£55k	£27k	1	1.34	£43k	£32,126	-1	-0.66	-£12k	£4,650
Recoupment	-	-	-	-	-	-£436k	-	-	-	-£436k	-
<b>TOTAL</b>	<b>154</b>	<b>£8,185k</b>	<b>£53,148</b>	<b>148</b>	<b>155.45</b>	<b>£8,685k</b>	<b>£58,671</b>	<b>-6</b>	<b>1.45</b>	<b>£500k</b>	<b>£5,523</b>

In the following key activity data for Adults and Older People's Services, the information given in each column is as follows:

- Budgeted number of clients: this is the number of full-time equivalent (52 weeks) service users anticipated at budget setting, given budget available
- Budgeted average unit cost: this is the planned unit cost per service user per week, given the budget available
- Actual service users and cost: these figures are derived from a snapshot of the commitment record at the end of the month and reflect current numbers of service users and current average cost

The forecasts presented in Appendix 1 reflect the estimated impact of savings measures to take effect later in the year. The "further savings within forecast" lines within these tables reflect the remaining distance from achieving this position based on current activity levels.

### 2.5.3 Key activity data to the end of October for **Adult Social Care Services** is shown below:

		BUDGET			ACTUAL (Oct 16)		Forecast	
Service Type		<i>Budgeted No. of Service Users 2016/17</i>	<i>Budgeted Average Unit Cost (per week) £</i>	<i>Annual Budget £000</i>	<i>No. of Service Users at End of Oct 16</i>	<i>Current Average Unit Cost (per week) £</i>	<i>Forecast Actual £000</i>	<i>Forecast Variance £000</i>
Adult Disability Services	Residential	42	1,000	2,185	37	1,037	1,817	-368
	Nursing	25	734	954	19	968	1,003	49
	Community	687	304	10,876	639	328	11,161	285
<b>Total expenditure</b>		<b>754</b>		<b>14,015</b>	<b>695</b>		<b>13,981</b>	<b>-34</b>
<b>Income</b>				-1,941			-1,748	193
<b>Further savings assumed within forecast</b>								-451
<b>Net Total</b>				<b>12,074</b>			<b>12,233</b>	<b>-292</b>
Learning Disability Services	Residential	275	1,349	19,284	274	1,339	20,124	840
	Nursing	16	1,939	1,613	14	1,661	1,484	-129
	Community	1,297	611	41,219	1,280	647	43,473	2,254
<b>Learning Disability Service Total</b>		<b>1,588</b>		<b>62,116</b>	<b>1,568</b>		<b>65,081</b>	<b>2,965</b>
<b>Income</b>				-2,348			-2,429	-81
<b>Further savings assumed within forecast as shown in Appendix 1</b>								-461
<b>Net Total</b>								<b>2,423</b>

### 2.5.4 Key activity data to the end of October for **Adult Mental Health Services** is shown below:

		BUDGET			ACTUAL (Oct 16)		FORECAST	
Service Type		<i>Budgeted No. of Clients 2016/17</i>	<i>Budgeted Average Unit Cost (per week)</i>	<i>Annual Budget</i>	<i>Snapshot of No. of Clients at End of Oct 16</i>	<i>Current Average Unit Cost (per week)</i>	<i>Forecast Actual</i>	<i>Forecast Variance</i>
Adult Mental Health	Community based support	24	£115	£143k	25	£88	£117k	-£26k
	Home & Community support	211	£93	£1,023k	205	£84	£926k	-£97k
	Nursing Placement	19	£507	£502k	15	£625	£344k	-£158k
	Residential Placement	66	£691	£2,379k	59	£813	£2,279k	-£100k
	Supported Accommodation	138	£93	£671k	139	£101	£685k	£14k
	Direct Payments	21	£198	£217k	22	£226	£207k	-£10k
	Anticipated Further Demand						£118k	£118k
	Income			-£383k			-£297k	£86k
<b>Adult Mental Health Total</b>		<b>479</b>		<b>£4,552k</b>	<b>465</b>		<b>£4,379k</b>	<b>-£173k</b>
<b>Further savings assumed within forecast as shown in Appendix 1</b>								<b>-£517k</b>

**2.5.5** Key activity data to the end of October for **Older People (OP)** Services is shown below:

OP Total	BUDGET			ACTUAL (Oct 16)		Forecast	
Service Type	Expected No. of Service Users 2016/17	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	Current Average Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Residential	530	£456	£12,610k	469	£456	£12,172k	-£437k
Residential Dementia	368	£527	£10,111k	355	£522	£9,760k	-£351k
Nursing	306	£585	£9,845k	278	£657	£10,254k	£409k
Nursing Dementia	20	£639	£702k	37	£710	£731k	£29k
Respite			£932k			£801k	-£130k
Community based							
~ Direct payments	277	£210	£3,028k	249	£253	£3,056k	£28k
~ Day Care			£1,577k			£1,443k	-£133k
~ Other Care			£5,851k			£5,778k	-£73k
~ Homecare arranged	1,745	per hour £15.97	£15,267k	1,579	per hour £15.68	£14,319k	-£948k
~ Homecare Block			£3,161k			£3,161k	£k
<b>Total Expenditure</b>	<b>3,246</b>		<b>£63,083k</b>	<b>2,967</b>		<b>£61,476k</b>	<b>-£1,607k</b>
Residential Income			-£8,611k			-£8,577k	£33k
Community Income			-£8,308k			-£7,674k	£633k
<b>Total Income</b>			<b>-£16,918k</b>			<b>-£16,252k</b>	<b>£667k</b>
Further Savings Assumed Within Forecast as shown within Appendix 1							-£721k

OP budget has increased for Nursing and Nursing DeE this month due to funding for the nationally agreed increase for Funded Nursing Care (FNC), there is an increase in the average cost of nursing directly related to this.

**2.5.6** Key activity data to the end of October for **Older People Mental Health (OPMH)** Services is shown below:

OPMH Total	BUDGET			ACTUAL (Oct 16)		Forecast	
Service Type	Expected No. of Service Users 2016/17	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	Current Average Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Residential	33	£585	£1,082k	32	£621	£1,227k	£145k
Residential Dementia	27	£467	£707k	32	£518	£802k	£95k
Nursing	32	£695	£1,225k	30	£776	£1,184k	-£42k
Nursing Dementia	140	£658	£5,077k	125	£715	£4,905k	-£172k
Respite			£34k			£7k	-£26k
Community based							
~ Direct payments	17	£200	£177k	16	£205	£179k	£2k
~ Day Care			£5k			£2k	-£3k
~ Other Care			£80k			£83k	£2k
~ Homecare arranged	69	per hour £17.34	£549k	49	per hour £17.62	£517k	-£32k
<b>Total Expenditure</b>	<b>318</b>		<b>£8,937k</b>	<b>284</b>		<b>£8,905k</b>	<b>-£31k</b>
Residential Income			-£1,140k			-£1,203k	-£63k
Community Income			-£352k			-£289k	£63k
<b>Total Income</b>			<b>-£1,492k</b>			<b>-£1,492k</b>	<b>£k</b>
Further Savings Assumed Within Forecast as shown in Appendix 1							-£320k

OPMH have re-aligned their budget to equalise the overspend in cost of care and underspend in client contributions. They have also had an increase to Nursing budgets due to funding the nationally agreed increase for FNC, however the change to average cost was shown in August Key Activity Data.

For both Older People's Services and Older People Mental Health:

- Respite care budget is based on clients receiving 6 weeks care per year instead of 52.
- Day Care OP Block places are also used by OPMH clients, therefore there is no day care activity in OPMH

Although this activity data shows current expected and actual payments made through direct payments, this in no way precludes increasing numbers of clients from converting arranged provisions into a direct payment.

### **3. BALANCE SHEET**

#### **3.1 Reserves**

A schedule of the planned use of Service reserves can be found in [appendix 5](#).

#### **3.2 Capital Expenditure and Funding**

##### 2016/17 Funding Changes

In October an additional £100k DAAT Capital grant which was received in previous years has been reflected to fund expenditure incurred by the service for a specific capital project to create a recovery centre in Cambridge.

##### 2016/17 and Future Years Scheme Costs

There has been a £555k reduction in October 2016 in the overall capital scheme costs since the Business Plan was approved by full Council. These changes relate to future years and have been addressed through the 2017/18 Business Plan. The schemes affected include;

- Ermine Primary, Alconbury; £200k reduction due works on site completing and the final accounts being agreed without expending items on the risk register.
- Clay Farm, Cambridge; £159k reduced costs. The contractor's Milestone 4 report has reduced costs for the project,
- Fulbourn, Cambridge £115k reduced cost due to less external works than expected and no consequential improvements required by Building control,

##### 2016/17 In Year Pressures/Slippage

As at the end of October the capital programme forecast underspend continues to be zero. The level of slippage has not exceeded the Capital Variation adjustment made in May of £10,282k. A forecast outturn will only be reported once slippage exceeds this level. However in October slippage on schemes has occurred totaling £2.2m.

The significant changes in schemes are detailed below;

- Fawcett Primary, Cambridge; -£200k slippage as the required access road will not be completed until next year and has been rephased.
- Ermine Primary, Alconbury; -£147k underspend due due works on site completing and the final accounts being agreed without expending items on the risk register.
- Bearscroft, Godmanchester; -£500k slippage due to rephasing caused by pre contract delays. The nursery provision will now be constructed later in the build programme and the completion date has slipped to 31<sup>st</sup> October 2017.

- Westwood Primary, Phase 2; £100k accelerated spend, design works progressed quicker than originally anticipated as scheme to be delivered for September 2018.
- Bottisham Village college; -£300k due to the Start on site being pushed back from March 2017 to July 2017 due to delays in the feasibility stage, this has rephased the enabling works which must be complete before construction can commence.
- Cambridge City 3FE Additional places; £500k slippage on St Bede's program. Works were anticipated to start in October, however discussion with loss adjustor are ongoing to agree value of the fire damage works to be funded from insurance.
- CFA Management Information System IT Infrastructure; -£500k slippage confirmed from the most recent cost schedule provided by the Information Management Service.

A detailed explanation of the position can be found in [appendix 6](#).

#### 4. **PERFORMANCE**

The detailed Service performance data can be found in [appendix 7](#) along with comments about current concerns.

The performance measures included in this report are the new set of Key Performance Indicators (KPIs) for 2016/17 agreed by Committees in January. A new development for last year was the inclusion of deprivation indicators. These continue to be included in the new set of KPIs for 2016/17 and are those shown in italics in appendix 7. Please note, following a request at the last CYP Committee that measures in appendix 7 are now ordered by Directorate. We also now include the latest benchmarking information in the performance table.

Seven indicators are currently showing as RED:

- **Number of children with a Child Protection (CP) Plan per 10,000 children**

As predicted numbers of children subject to a CP plan have continued to rise, and we ended the month with 497. It is our highest ever number. This is 132 higher than in 2015, and 219 higher than in 2013 when numbers first started to rise from what now appears to have been artificially low figures.

We know this is the same for our colleagues nationally, statistically and regionally in terms of capacity and demand on services, and whilst the Children's Change Programme and work with Partners in Practice will hopefully impact on how cases are managed in the longer term, we know in the short term this high workload and increase will not stop.

- **The number of Looked After Children per 10,000 children**

The number of Looked After Children increased to 631 in September. This includes 66 UASC, around 10% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements: Actions being taken include:



- A weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.
- A weekly LAC monitoring meeting chaired by the Executive Director of CFA, which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions. It also challenges progress made and promotes new initiatives.

At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.

- **Percentage of Y12 in Learning**

As usual at this time of year, performance falls while data is gathered about the situation of young people in new academic year. Performance will increase across the Autumn.

- **The proportion of pupils attending Cambridgeshire Secondary Schools judged good or outstanding by OFSTED**

The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has increased again as a school moved from Requires Improvement to Good. 17 out of 30 Secondary schools with inspection results are now judged as good or outstanding, covering about 17,000 pupils.

- **Delayed transfers of Care: BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+)**

The Cambridgeshire health and social care system is experiencing a monthly average of 2,927 bed-day delays, which is 33% above the current BCF target ceiling of 2,206. In August there were 2,735 bed-day delays, down 247 compared to the previous month.

However, over the course of this year we have seen a rise in the number of admissions to A & E across the county with several of the hospitals reporting Black Alert. There continues to be challenges in the system overall with gaps in service capacity in both domiciliary care and residential home capacity. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community. We continue to work in collaboration with health colleagues to build on this work.

Between September '15 and August '16 there were 30,760 bed-day delays across the whole of the Cambridgeshire system - representing an 11% decrease on the preceding 12 months.

Across this period NHS bed-day delays have decreased by 10% from 24,619 (Sep 14 - Aug 15) to 22,051 (Sep 15 - Aug 16), while bed-day delays attributed to Adult Social Care have decreased from 8,002 in Sep 14 - Aug 15 to 7,628 in Sep 15 - Aug 16 an decrease of 5%.

- **Proportion of Adults with Learning Disabilities in paid employment**

Performance remains very low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams.

- **FSM/Non-FSM attainment gap % achieving L4+ in Reading, Writing & Maths at KS2 and FSM/non-FSM attainment gap % achieving 5+A\*-C at GCSE including Maths and English**

Provisional data for 2016 shows that there is still a significant gap in the performance of pupils eligible for FSM in the new KS2 tests. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential. All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

2016 performance at GCSE for this measure is not yet available.

## **5. CFA PORTFOLIO**

The CFA Portfolio performance data can be found in appendix 8 along with comments about current issues.

The programmes and projects highlighted in appendix 8 form part of a wider CFA portfolio which covers all the significant change and service development activity taking place within CFA services. This is monitored on a bi-monthly basis by the CFA Management Team at the CFA Performance Board. The programmes and projects highlighted in appendix 8 are areas that will be discussed by Members through the Democratic process and this update will provide further information on the portfolio.

The programmes and projects within the CFA portfolio are currently being reviewed to align with the business planning proposals.

## APPENDIX 1 – CFA Service Level Budgetary Control Report

Forecast Variance Outturn (Sep) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of Oct £'000	Actual to end of Oct £'000	Current Variance		Forecast Variance Outturn (Oct)		
					£'000	%	£'000	%	
Adult Social Care Directorate									
188	Strategic Management – ASC	1,151	-165	-227	-62	37%	97	8%	
0	Procurement	609	354	354	1	0%	11	2%	
0	ASC Strategy & Transformation	2,153	1,222	1,124	-98	-8%	1	0%	
-165	1 ASC Practice & Safeguarding	1,568	813	637	-177	-22%	-235	-15%	
Learning Disability Services									
-922	2 LD Head of Services	1,587	-1,286	-1,960	-674	52%	-1,093	-69%	
298	3 LD Young Adults	2,106	1,255	1,285	30	2%	411	20%	
927	4 City, South and East Localities	30,179	17,811	18,192	381	2%	895	3%	
1,226	5 Hunts & Fenland Localities	20,203	11,169	11,808	639	6%	1,351	7%	
247	6 In House Provider Services	5,237	3,246	3,384	138	4%	212	4%	
Physical Disability Services									
-77	PD Head of Services	1,154	672	799	127	19%	-85	-7%	
-274	7 Physical Disabilities	12,399	7,366	7,407	41	1%	-250	-2%	
-14	Autism and Adult Support	847	527	326	-201	-38%	-18	-2%	
-300	8 Carers Services	2,100	1,266	1,084	-183	-14%	-350	-17%	
1,142	Director of Adult Social Care Directorate Total	81,295	44,250	44,211	-39	0%	945	1%	
Older People & Mental Health Directorate									
-167	9 Strategic Management - OP&MH	1,493	6,082	5,960	-123	-2%	-152	-10%	
-16	10 Central Commissioning	11,183	7,718	7,785	67	1%	186	2%	
-90	11 OP - City & South Locality	13,115	7,789	8,161	372	5%	-197	-1%	
-83	12 OP - East Cambs Locality	6,078	3,532	3,513	-20	-1%	-98	-2%	
-567	13 OP - Fenland Locality	8,666	5,075	4,824	-251	-5%	-598	-7%	
-760	14 OP - Hunts Locality	11,173	6,649	6,319	-330	-5%	-763	-7%	
100	15 Discharge Planning Teams	2,064	1,202	1,160	-42	-4%	100	5%	
-260	16 Shorter Term Support and Maximising Independence	8,317	4,903	4,287	-616	-13%	-240	-3%	
8	Sensory Services	425	270	290	20	7%	8	2%	
0	Integrated Community Equipment Service	779	1,491	1,463	-28	-2%	0	0%	
Mental Health									
-40	Mental Health Central	693	385	374	-12	-3%	-40	-6%	
-642	17 Adult Mental Health Localities	6,626	3,893	2,873	-1,020	-26%	-690	-10%	
-482	18 Older People Mental Health	8,211	4,529	4,994	465	10%	-433	-5%	
-150	19 Voluntary Organisations	4,258	2,668	2,646	-22	-1%	-150	-4%	
-3,156	Older People & Adult Mental Health Directorate Total	83,081	56,186	54,648	-1,538	-3%	-3,066	-4%	

Forecast Variance Outturn (Sep) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of Oct £'000	Actual to end of Oct £'000	Current Variance		Forecast Variance Outturn (Oct)	
					£'000	%	£'000	%
Children's Social Care Directorate								
509	20 Strategic Management - Children's Social Care	5,656	3,161	3,375	213	7%	580	10%
200	21 Adoption Allowances	3,076	1,950	2,056	105	5%	200	7%
200	22 Legal Proceedings	1,540	555	647	92	17%	200	13%
251	23 Safeguarding & Standards	1,776	722	885	162	22%	251	14%
473	24 CSC Units Hunts and Fenland	3,923	2,267	2,601	334	15%	473	12%
0	Children Looked After	13,068	8,346	8,369	23	0%	0	0%
379	25 CSC Units East & South Cambs and Cambridge	3,654	2,112	2,374	261	12%	379	10%
0	Disabled Services	6,548	3,954	3,994	41	1%	0	0%
3,000	26 Looked After Children Placements	12,622	6,366	7,706	1,340	21%	3,000	24%
5,012	Children's Social Care Directorate Total	51,862	29,434	32,006	2,572	9%	5,083	10%
Strategy & Commissioning Directorate								
-84	Strategic Management – Strategy & Commissioning	460	330	197	-133	-40%	-84	-18%
0	Information Management & Information Technology	1,766	1,106	1,099	-7	-1%	0	0%
-21	Strategy, Performance & Partnerships	2,972	307	312	5	2%	-21	-1%
-163	27 Local Assistance Scheme	484	325	207	-118	-36%	-163	-34%
Commissioning Enhanced Services								
200	28 Special Educational Needs Placements	8,563	5,497	5,941	444	8%	500	6%
0	29 Commissioning Services	5,274	3,228	3,274	46	1%	191	4%
0	Early Years Specialist Support	1,323	477	427	-50	-10%	0	0%
0	30 Home to School Transport – Special	7,973	3,490	3,382	-108	-3%	-180	-2%
0	LAC Transport	1,107	554	582	29	5%	0	0%
Executive Director								
0	Executive Director	443	379	398	19	5%	0	0%
-200	31 Central Financing	-3,428	-3,068	-3,053	15	0%	-200	-6%
-268	Strategy & Commissioning Directorate Total	26,937	12,625	12,767	141	1%	43	0%
Children's Enhanced & Preventative Directorate								
-40	Strategic Management – Enhanced & Preventative	1,033	905	866	-39	-4%	-40	-4%
0	Children's Centre Strategy	520	352	347	-5	-1%	0	0%
0	Support to Parents	3,521	1,827	1,815	-12	-1%	0	0%
-16	SEND Specialist Services	5,364	3,254	3,213	-41	-1%	-16	0%
0	Safer Communities Partnership	7,057	3,677	3,673	-4	0%	0	0%
Youth Support Services								
0	Youth Offending Service	3,094	1,087	1,057	-30	-3%	0	0%
0	Central Integrated Youth Support Services	560	285	287	3	1%	0	0%
Locality Teams								
-12	East Cambs & Fenland Localities	3,314	1,853	1,838	-16	-1%	-11	0%
-12	South Cambs & City Localities	3,665	2,007	1,949	-57	-3%	-12	0%
-12	Huntingdonshire Localities	2,417	1,339	1,313	-26	-2%	-15	-1%
-92	Children's Enhanced & Preventative Directorate Total	30,544	16,586	16,360	-226	-1%	-95	0%

Forecast Variance Outturn (Sep) £'000		Service	Current Budget for 2016/17 £'000	Expected to end of Oct £'000	Actual to end of Oct £'000	Current Variance £'000   %		Forecast Variance Outturn (Oct) £'000   %	
Learning Directorate									
0	32	Strategic Management - Learning	813	589	652	63	11%	100	12%
0		Early Years Service	1,351	531	489	-42	-8%	0	0%
0		Schools Intervention Service	1,248	640	623	-17	-3%	0	0%
-196	33	Schools Partnership Service	983	351	168	-183	-52%	-196	-20%
96		Children's' Innovation & Development Service	91	-607	-342	265	-44%	97	107%
0		Integrated Workforce Development Service	1,376	608	663	55	9%	0	0%
0		Catering & Cleaning Services	-400	-30	-88	-57	-191%	0	0%
0		Teachers' Pensions & Redundancy	2,936	1,794	1,759	-35	-2%	0	0%
Infrastructure									
0		0-19 Organisation & Planning	1,774	864	826	-38	-4%	0	0%
0		Early Years Policy, Funding & Operations	86	14	-33	-46	-341%	0	0%
0		Education Capital	172	238	193	-45	-19%	0	0%
0	34	Home to School/College Transport – Mainstream	9,779	4,077	3,991	-86	-2%	-200	-2%
-100		Learning Directorate Total	20,209	9,069	8,902	-167	-2%	-199	-1%
2,538		Total	293,929	168,150	168,894	744	0%	2,712	1%
Grant Funding									
-200	35	Financing DSG	-23,326	-13,198	-13,607	-408	-3%	-700	-3%
0		Non Baselined Grants	-28,287	-18,172	-18,172	0	0%	0	0%
-200		Grant Funding Total	-51,613	-31,371	-31,779	-408	-1%	-700	-1%
2,338		Net Total	242,316	136,780	137,115	335	0%	2,012	1%

## APPENDIX 2 – Commentary on Forecast Outturn Position

Narrative is given below where there is an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater.

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>1) ASC Practice &amp; Safeguarding</b>	<b>1,568</b>	<b>-177</b>	<b>-22%</b>	<b>-235</b>	<b>-15%</b>
<p>The MCA/DoLS budget is forecast to underspend by -£235k principally due to a shortage of available Best Interest Assessors, and the resulting lower level of activity to date. This is an increase of -£70k compared to September. There continue to be delays in being able to secure appropriate staff to manage the increased demand for processing MCA/DOLS cases, as all local authorities seek to respond to changes in case law and recruit from a limited pool of best interest assessors and other suitable practitioners, and the six month training period for new BIAs. A number of additional BIAs have been recruited recently, and so it is still expected that the underspend will be lower than that in 2015/16.</p>					
<b>2) LD Head of Services</b>	<b>1,587</b>	<b>-674</b>	<b>52%</b>	<b>-1,093</b>	<b>-69%</b>
<p><u>Overall LDP position</u>            At the end of October the Learning Disability Partnership as a whole is forecast to overspend by £2,253k in 2016/17. This is unchanged compared to the end of September. The County Council's risk share of 79% is reported as £1,775k.</p> <p>As part of its savings plan for 2016/17, the LDP is currently engaged in reassessing every service user and in negotiating the costs of placements with providers. Average cost-reduction per client is much lower than planned, reflecting the constraints of meeting needs for this client group in line with the legislative framework. Non-delivery to date of this saving is a key reason for the overspend.</p> <p>Additionally, as previously reported, significant pressures also continue from:</p> <ul style="list-style-type: none"> <li>• out-of-county in-patient placements due to restricted local availability</li> <li>• cost increases following a take-over of a large scale care provider.</li> </ul> <p>The service has taken measures to mitigate the overspend. As previously reported this is principally:</p> <ul style="list-style-type: none"> <li>• exceeding targeted restrictions on price uplifts</li> <li>• underspending on staff costs where vacancies cannot be filled</li> </ul> <p><u>Actions being taken</u></p> <ul style="list-style-type: none"> <li>• Work on service-user reassessments and provider negotiations will be continuing as part of the LDP savings plan, with a dedicated team undertaking this activity from mid-November 2016.</li> <li>• Expectations have been significantly remodelled and updated based on experience to date over the past six months and fed into the Business Plan</li> <li>• Further support and challenge is being utilised by the LDP to enhance practice, appropriately address risk and improve savings delivery</li> <li>• There are ongoing negotiations with the NHS regarding contract arrangements for in-patient provision to ensure that some of these costs can be offset against the block contract.</li> </ul>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>LD Head of Services, continued:</b>					
<u>Changes since last month</u>					
<p>Whilst the overall forecast has remained the same, changes in October consisted of:</p> <ul style="list-style-type: none"> <li>Care spending commitments have increased since last month: £205k</li> <li>Improvements in In-House Provider Services (see below): -£35k</li> <li>Downwards revision in expected savings from reviews for remainder of financial year: +£50k</li> </ul> <p>A reduction on the Head of Services policy line following a revision of forecast expenditure on clinical staff employed by the NHS: -£220k</p>					
<b>3) LD Young Adults</b>	<b>2,106</b>	<b>30</b>	<b>2%</b>	<b>411</b>	<b>20%</b>
<p>The forecasted pressure for the Young Adults team has increased by £113k as a result of changing service-user need (£69k) and placement breakdown (£44k).</p>					
<b>4) Learning Disability – City, South and East Localities</b>	<b>30,179</b>	<b>381</b>	<b>2%</b>	<b>895</b>	<b>3%</b>
<p>There has been an overall decrease from the previous month's forecast of -£4k, mainly due to changes in cost of care:</p> <ul style="list-style-type: none"> <li><b>City &amp; South</b> – Commitments for service users have increased by +£5k</li> <li><b>East</b> – Costs have reduced by -£37k mainly because of reduced costs from placement breakdowns.</li> </ul> <p>The remainder of the change in the South (+£28k) relates to the reduction in forecast savings to be made in the remainder of the year.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>5) Learning Disability – Hunts &amp; Fenland Localities</b>	<b>20,203</b>	<b>639</b>	<b>6%</b>	<b>1,351</b>	<b>7%</b>
<p>There has been an overall increase from the previous month's forecast of £147k due mainly to changing care costs:</p> <ul style="list-style-type: none"> <li>• <b>Hunts</b> – Forecast costs have reduced by -£248k as a result of changing service-user need resulting in reduced and ended packages of care.</li> <li>• <b>Fenland</b> – Costs have increased by £373k mainly due to the transfer of a service-user with a high-cost care package, as well as increasing service-user need.</li> </ul> <p>The remainder of the change in the North (£22k) relates to the reduction in forecast savings to be made in the remainder of the year.</p>					
<b>6) In House Provider Services</b>	<b>5,237</b>	<b>138</b>	<b>4%</b>	<b>212</b>	<b>4%</b>
<p>In House Provider Services is expected to be £212k overspent at year-end, a change of -£35k from last month. The reduction in overspend is primarily due to revised projections of staff costs.</p>					
<b>7) Physical Disabilities</b>	<b>12,399</b>	<b>41</b>	<b>1%</b>	<b>-250</b>	<b>-2%</b>
<p>The underspend in the Physical Disability Service is predicted to be -£250k which is a decrease in the underspend of £25k compared to September.</p> <p>The change in forecast of £25k in October is due to:</p> <ul style="list-style-type: none"> <li>• £80k of demographic pressures from new care packages and increased need</li> <li>• -£55k to reflect a higher estimate of direct-payments clawed-back as unused</li> </ul> <p>In order to deliver savings in 2016/17, the Disabilities Service is engaged in reassessing all service-users and reviewing full- or joint-funding arrangements with the Clinical Commissioning Group. Actual cost-reductions from reassessments have been in-line with expectations, and likewise additional CCG funding is included within the forecast for the remainder of the year (though this must be reviewed and approved by the CCG on a case-by-case basis).</p>					
<b>8) Carers Services</b>	<b>2,100</b>	<b>-183</b>	<b>-14%</b>	<b>-350</b>	<b>-17%</b>
<p>The number of carer assessments carried out and personal budgets awarded to date continues to be much lower than anticipated, and so an underspend of -£350k is being forecast on the basis that the current trend continue throughout the remainder of the year. This is an increase of -£50k compared to September. This figure continues to be closely monitored on an ongoing basis, and work is being undertaken to ensure that more carer assessments and personal budget awards are carried out.</p>					



Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>9) Strategic Management – OP&amp;MH</b>	<b>1,493</b>	<b>-123</b>	<b>-2%</b>	<b>-152</b>	<b>-10%</b>
<p>An underspend of £152k is now being reported for Strategic Management – OP&amp;MH; this is a small decrease of £15k from last month's figure. The change in forecast is due to an increase in costs for services to respond to responsibilities for social care needs to prisoners, which is expecting to underspend by £72k in the current year.</p> <p>Previously reported minor underspends and pressures still apply.</p>					
<b>10) Central Commissioning</b>	<b>11,183</b>	<b>67</b>	<b>1%</b>	<b>186</b>	<b>2%</b>
<p>Central Commissioning is forecasting an overspend of £186k, which is an adverse change of £202k from the figure reported last month. Retendering of the older peoples service block beds contracts was completed earlier this year, and initial modelling indicated that the service would be delivered to budget. Following commencement of the new contracts in August, we have seen a faster rate of bed utilisation than expected, and this has created a pressure of £205k within the Central Commissioning budget. However, it should be noted that this is offset by an equal increase in the forecast underspend position across the older peoples locality teams, which have benefited from lower levels of spot purchased care as a result of block utilisation, so far.</p> <p>Other previously reported underspends and pressures remain unchanged.</p>					
<b>11) OP - City &amp; South Locality</b>	<b>13,115</b>	<b>372</b>	<b>5%</b>	<b>-197</b>	<b>-1%</b>
<p>This month City and South are reporting a year-end underspend of £197k; this is an improvement of £108k since last month.</p> <p>The underlying cost of care forecast is showing a current position of £36k underspend based on existing commitments. This is a reduction of £196k from last month. The main causes of this are:</p> <ul style="list-style-type: none"> <li>Utilising the new block beds, City and South have placed 18 clients into blocks this month, which is paid for centrally. This has caused a reduction of three spot placements within the locality, this saving is predominantly effecting residential spend with a pressure still showing against nursing placements.</li> <li>A significant reduction on domiciliary care this month, much of this is due to hospital admissions and so there is a risk that costs will come through at a later point or that service users will come out of hospital with a care placement.</li> </ul> <p>Further savings are expected from utilising block placements in order to reduce spot costs, it is expected that this could save another £130k this year. There is also an expectation that a further amount will be saved due to Continuing Healthcare funding for cases this year.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>12) OP - East Cambs Locality</b>	<b>6,078</b>	<b>-20</b>	<b>-1%</b>	<b>-98</b>	<b>-2%</b>
<p>This month East Cambs is forecasting a year end underspend of £98k, this is a favourable change of £15k this month.</p> <p>The underlying cost of care forecast is showing a current position of £14k overspend based on current commitments; this month there was an increase in commitment of £1k:</p> <ul style="list-style-type: none"> <li>Although there was no net increase of the number of block beds being utilised by East Cambs this month it is still expected that they could utilise a place a month for the rest of the year to make an additional £32k saving.</li> <li>Reviews successfully reduced the cost of domiciliary care this month by £33k and so it is expected that a further £40k can be saved by the end of the year.</li> </ul> <p>East also forecasts that further cases should received continuing healthcare funding.</p>					
<b>13) OP - Fenland Locality</b>	<b>8,666</b>	<b>-251</b>	<b>-5%</b>	<b>-598</b>	<b>-7%</b>
<p>This month Fenland are reporting a year-end underspend of £598k; this is an improvement of £31k since last month.</p> <p>The underlying cost of care position is showing a £380k underspend based on existing commitments. This is a reduction of £133k from last month. The main causes of this are:</p> <ul style="list-style-type: none"> <li>Utilising the new block beds, Fenland have converted 12 long term beds to block, which is paid for centrally – see note 10 above.</li> <li>A reduction on domiciliary care this month and an increased level of clawbacks causing a further reduction in cost of care.</li> </ul> <p>Further savings are expected from utilising block placements in order to reduce spot costs, it is expected that this could save another £68k this year. There is also an expectation that a further £199k savings will be made through other workstreams to reduce the impact of the pressure caused by cases where clients have depleting financial assets.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>14) OP - Hunts Locality</b>	<b>11,173</b>	<b>-330</b>	<b>-5%</b>	<b>-763</b>	<b>-7%</b>
<p>The forecast underspend for Hunts OP Locality team this month is £763k, a favourable change of £3k since last month.</p> <p>The underlying cost of care position is a £582k underspend based on existing commitments. This is a reduction of £3k on last month due mainly to:</p> <ul style="list-style-type: none"> <li>• An increase of £24k in the cost of care commitments, predominantly extra nursing home places.</li> <li>• An increase of £27k in the client contribution commitment.</li> </ul> <p>The savings forecast on the use of block beds rather than spot has decreased this month from £140k to £100k because of the number of placements made this month. This is mitigated by further savings expected from continuing healthcare cases this year.</p>					
<b>15) Discharge Planning Teams</b>	<b>2,064</b>	<b>-42</b>	<b>-4%</b>	<b>100</b>	<b>5%</b>
<p>There has been significant long term sickness within the Management Team necessitating the employment of two Locum Senior Social Workers to maintain the performance of the Discharge Planning Team. It is anticipated that these costs will be incurred until January.</p> <p>Locum social work capacity has been required in response to:</p> <ul style="list-style-type: none"> <li>• Extended absence within the management team</li> <li>• Referrals into social care from Peterborough Hospital have increased by 40% over the past three months, in order to avoid delays and potential reimbursement changes</li> </ul> <p>Monitoring continues weekly in terms of numbers of assessments completed and Delayed Transfer of Care within both Peterborough and Hinchingbrooke Hospital. Locum use will be reduced as soon as demand allows.</p>					
<b>16) Shorter term Support and Maximising Independence</b>	<b>8,317</b>	<b>-616</b>	<b>-13%</b>	<b>-240</b>	<b>-3%</b>
<p>An underspend of £240k is forecast against Shorter Term Support and Maximising Independence, a small decrease of £20k from the figure reported last month. The change in forecast is due to the net effect of locum costs in Reablement to cover for long term sickness (£30k) and a small underspend of £10k in the Double-up (therapist) Team.</p> <p>The following previous reported underspends still apply:</p> <ul style="list-style-type: none"> <li>• Vacancy hours within the Reablement Service have remained high throughout the year to date; recent successful recruitment drives will increase staffing levels in the latter part of the year, but it is still expected there will be a significant underspend by year-end. The majority of the underspend will contribute to the directorate vacancy savings target, but £100k offsets the pressure in the Discharge Planning Teams.</li> <li>• The Early Help Team and Reablement have other underspends totalling £120k as previously reported, as well as £40k sale of stock amount within Assistive Technology</li> </ul>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>17) Adult Mental Health Localities</b>	<b>6,626</b>	<b>-1,020</b>	<b>-26%</b>	<b>-690</b>	<b>-10%</b>
<p>Adult Mental Health Localities is forecasting an underspend of £690k, an increase of £48k from the figure reported last month.</p> <p>The underlying cost of care commitment reduced by £48k, due to reductions to nursing packages. With significant progress being made to reduce cost of care, it is expected that savings will exceed Business Planning targets and an underspend of £348k has been included in the forecast to reflect this.</p> <p>The previously reported underspend from price negotiations still applies, as does an expectation of additional funding for placements made through Section 41 of the Mental Health Act. Discussions with the NHS on this matter are ongoing.</p>					
<b>18) Older People Mental Health</b>	<b>8,211</b>	<b>465</b>	<b>10%</b>	<b>-433</b>	<b>-5%</b>
<p>Older People Mental Health is forecasting an underspend of £433k, a decrease of £48k from the figure reported last month.</p> <p>The underlying cost of care commitment increased by £100k this month, reflecting an increase in nursing care packages and a reduction in expected client contributions, which was partially offset by a reduction in home care costs. Nevertheless, cost of care has reduced significantly since the start of the year and it is expected that further savings will be achieved before year-end. Therefore an underspend of £313k has been included in the forecast to reflect this.</p> <p>As with adult mental health, the previously reported underspends from price negotiation and an expectation of section 41 funding remain within the forecast.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>19) Voluntary Organisations</b>	<b>4,258</b>	<b>-22</b>	<b>-1%</b>	<b>-150</b>	<b>-4%</b>
An underspend of £150k is forecast in mental health Voluntary Organisations. Funding has been earmarked for a new 24 hour supported living project but staff retirement and unsuccessful attempt to recruit has led to a delay in the start of the project and full year costs will not be forthcoming as a consequence.					
<b>20) Strategic Management - Children's Social Care</b>	<b>5,656</b>	<b>213</b>	<b>7%</b>	<b>580</b>	<b>10%</b>
<p>The Children's Social Care (CSC) Director budget is forecasting an over spend of £580k.</p> <p>The First Response Emergency Duty Team is forecasting a £99k overspend due to use of agency staffing. This is because, due to service need, posts are required to be filled as quickly as possible, with essential posts covered by agency staff in a planned way until new staff have taken up post. Without the use of agency staff to back fill our vacant posts we would not be able to complete our statutory function and the delay to children and families would be significant, jeopardising our ability to offer children/young people a proportionate response to significant risk of harm they may be suffering. Agency cover is only used where circumstances dictate and no other options are available.</p> <p>A further £296k of planned agency budget savings is not able to be met due to the continued need for use of agency staff across Children's Social Care due to increasing caseloads with an additional £185k associated with managing the Children's Change Programme.</p> <p><u>Actions being taken:</u></p> <p>We continue to make concerted efforts to minimise the dependency on agency despite high levels of demand. The implementation of our recruitment and retention strategy for social work staff is designed to decrease the reliance on agency staffing. However, it does remain a challenge to attract appropriately experienced social workers to this front line practice.</p>					
<b>21) Adoption Allowances</b>	<b>3,076</b>	<b>105</b>	<b>5%</b>	<b>200</b>	<b>7%</b>
<p>The Adoption Allowances budget is currently forecasting an over spend of £200k.</p> <p>The forecast review of Special Guardianship Orders (SGO) is taking longer to implement than planned and as a result we are unable to account for full year savings. It is anticipated that this work will now complete in January 2017 with an estimated £150k of the £350k savings target being met this year.</p> <p><u>Actions being taken:</u></p> <p>A strategic review of adoption allowances is planned which, with the full year effect of the SGO reviews, should return the budget to balance in 2017/18.</p>					
<b>22) Legal Proceedings</b>	<b>1,540</b>	<b>92</b>	<b>17%</b>	<b>200</b>	<b>13%</b>
<p>The legal proceedings budget is forecasting an overspend of £200k.</p> <p>The number of care proceedings increased from 108 in 2014/15 to 139 in 2015/16 and demonstrates a gradual but significant increase in activity which is in line with national trends, based on figures provided by CAFCASS. This is recognised by the Family Division as a national issue. There has been no additional investment to meet the increasing need to take action to safeguard children and demand on the legal budget is expected to exceed 2015/16 figures.</p> <p><u>Actions being taken:</u></p> <p>Implementation of the Children's Change Programme (CCP) will seek to improve performance and by targeting the right families at the right time is expected to reduce our exposure to legal costs.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>23) Safeguarding &amp; Standards</b>	<b>1,776</b>	<b>162</b>	<b>22%</b>	<b>251</b>	<b>14%</b>
<p>The Safeguarding and Standards (SAS) budget is forecasting an over spend of £251k.</p> <p>This is due to the use of agency staff to cover the increased number of initial and review child protection (CP) conferences and initial and review Looked After Children (LAC) Reviews. The SAS team currently operates with a staff group that was predicated for CP numbers of 192-230 (in 2013) and LAC numbers of 480 (in 2013), these numbers have risen steadily and now stand at 471 CP and 621 LAC. Independent Reviewing Officer caseloads are defined by statutory legislation so extra staff are required to manage that obligation.</p> <p><u>Actions being taken:</u> We have already analysed, and are now implementing new procedures on better use of staff time to free up capacity. Despite this workloads remain stretched and we are exploring other avenues to secure resource to better manage the current caseloads.</p>					
<b>24) CSC Units Hunts and Fenland</b>	<b>3,923</b>	<b>334</b>	<b>15%</b>	<b>473</b>	<b>12%</b>
<p>The CSC Units Hunts and Fenland budget is forecasting an over spend of £473k due to the use of agency staffing.</p> <p>A policy decision was taken to ensure we fulfil our safeguarding responsibilities by ensuring that posts should be filled as quickly as possible, with essential posts within the Unit model covered by agency staff in a planned way until new staff have taken up post. If vacant posts are not filled we run the risk of not being able to carry out our statutory duties, and the unit becomes under increased pressure and unlikely to meet statutory requirements and there is then a potential that children could be left at risk.</p> <p>The unit model is very vulnerable when post are left vacant and whilst this can be managed for a very short period of time (staff on leave/period of absence) vacancies will require agency staff to backfill.</p> <p><u>Actions being taken:</u> We continue to make concerted efforts to minimise the dependency on agency despite high levels of demand. The implementation of our recruitment and retention strategy for social work staff should decrease the reliance on agency staffing. However, one option under consideration is to recruit peripatetic social workers over establishment. This would be more cost effective than using agency staff. The establishment budget would have to be re-balanced to meet this cost. Further work is also underway as part of the CCP to review the Unit Model design and how best to manage the Child's journey.</p>					
<b>25) CSC Units East &amp; South Cambs and Cambridge</b>	<b>3,654</b>	<b>261</b>	<b>12%</b>	<b>379</b>	<b>10%</b>
<p>The CSC Units East &amp; South Cambs and Cambridge budget is forecasting an over spend of £379k due to the use of agency staffing.</p> <p>See CSC Hunts and Fenland (note 24) for narrative.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>26) Looked After Children Placements</b>	<b>12,622</b>	<b>1,340</b>	<b>21%</b>	<b>3,000</b>	<b>24%</b>

The forecast overspend has remained at £3m this month. This is due to a combination of the underlying pressure from 2015/16 (£1.4m), as a result of having more LAC in care than budgeted, and the number of children in care and in placements not reducing as originally budgeted, and continuing to rise. Some of the optimism around the LAC savings for both the current year and future years has been given a deep dive review. The outcome of this work revealed that there is inadequate budget to service the number of LAC in the care system currently and the anticipated LAC numbers going forward. This has therefore been reflected within the forecast outturn, for the impact on the delivery of in-year savings. The impact to future year savings is being dealt with as part of the current Business Planning process.

The recent cohort of children becoming LAC have included children requiring high cost placements due to their complex needs. It should, however, be noted that a significant amount of work has been undertaken focussing on procurement savings. To date, c£1.4m of savings have successfully been delivered around this work, against an annual savings target of £1.5m.

Overall LAC numbers at the end of October 2016, including placements with in-house foster carers, residential homes and kinship, are 625, 5 less than September 2016. This includes 63 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of October are 316.

External Placements Client Group	Budgeted Packages	30 Sep 2016 Packages	31 Oct 2016 Packages	Variance from Budget
Residential Disability – Children	3	2	2	-1
Child Homes – Secure Accommodation	0	0	0	-
Child Homes – Educational	8	12	12	+4
Child Homes – General	23	25	24	+1
Supported Accommodation	19	23	19	-
Supported living 16+	6	27	22	+16
Independent Fostering	180	238	237	+57
<b>TOTAL</b>	<b>239</b>	<b>327</b>	<b>316</b>	<b>+77</b>

In 2016/17 the budgeted number of external placements has reduced to 239, a reduction of 72 from 2015/16. This reduction mainly focuses on a reduction to the Independent Fostering placements. As can be seen in the Key Activity Data and the figures above, the number of Independent Fostering placements is much higher than budgeted, which is putting a significant strain on this budget.

Actions being taken to address the forecast overspend include:

- A weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.
- A weekly LAC monitoring meeting chaired by the Executive Director of CFA, which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions. It also challenges progress made and promotes new initiatives.

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>27) Local Assistance Scheme</b>	<b>484</b>	<b>-118</b>	<b>-36%</b>	<b>-163</b>	<b>-34%</b>
<p>In May 2016, Adults Committee considered spending plans for the scheme at the “core funding” level of £321k.</p> <p>As previously reported, this means the contingency budget of £163k is no longer required.</p>					
<b>28) SEN Placements</b>	<b>8,563</b>	<b>444</b>	<b>8%</b>	<b>500</b>	<b>6%</b>
<p>The Special Educational Needs (SEN) Placements budget is forecasting a £500k overspend in 16/17, which is an increase of £300k this month following further review and scrutiny of the commitment record. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG) and, as such, this overspend will be met from DSG carry-forward to be applied in-year.</p> <p>This is a similar level to this time last year and highlights the increasing cost for placements. Whilst inflation has been kept very low the cost of new places increases. The number of maintained Statement/EHCP numbers is fairly consistent, but the level of need is escalating. This means that the cost of placements is higher.</p> <p><u>Actions going forward:-</u></p> <ul style="list-style-type: none"> <li>• Actions in the Placements Strategy are aimed at returning children to within County borders and reducing Education Placement costs.</li> <li>• Previous discussions for 3 new special schools to accommodate the rising demand over the next 10 years needs to be revisited as there is a pressure on capital funding. One school is underway and with two more planned. Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with FE to provide appropriate post 16 course is also being explored.</li> <li>• Business case presented to health commissioners to improve the input of school nursing in area special schools to support increasingly complex medical/health needs.</li> <li>• Deliver SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education.</li> <li>• Schools Forum have requested further information on all pressures within the High Needs Block to be presented at their December meeting for scrutiny. Subject to approval there is likely to be a transfer of funding required within the DSG to address the pressures in future years.</li> </ul>					



Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>29) Commissioning Services</b>	<b>5,274</b>	<b>46</b>	<b>1%</b>	<b>191</b>	<b>4%</b>
The Out of School Tuition budget is forecasting to overspend by £200k. There are a number of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative education (tuition) packages. When moving a child with a Statement of Special Educational Needs / EHCP from one school to another the LA has to adhere to the placement consultation process (with specified timescales) outlined in the DfE SEN Code of Practice. Due to the need for the timescales to be followed, and an increasing number of negative responses being received, the process of moving a child with a Statement / EHCP from one school to another can take longer. Until the process is complete the LA has a duty to provide interim full-time education provision, which is now a mandatory 25 hours per week. This is partially offset with a saving of £9k for retender of the Supporting People contract.					
<b>30) Home to School Transport – Special</b>	<b>7,973</b>	<b>-108</b>	<b>-3%</b>	<b>-180</b>	<b>-2%</b>
The Home to School Special transport budget is forecasting an underspend of £180k. This underspend is as a result of savings on the retendering of contracts under the Council's Dynamic Purchasing System and also a result of fewer mid-year route additions than originally budgeted.					
<b>31) Central Financing</b>	<b>-3,428</b>	<b>15</b>	<b>0%</b>	<b>-200</b>	<b>-6%</b>
Following approval at July GPC, £200k of the SEND Reform Grant to be received during the 2016/17 financial year will be applied to support additional associated costs within CFA.					
<b>32) Strategic Management – Learning</b>	<b>813</b>	<b>63</b>	<b>11%</b>	<b>100</b>	<b>12%</b>
Learning are currently forecasting a £100k under-recovery against the vacancy savings target against an overall target of 316k. As many parts of Learning generate income, when an income generating post falls vacant, some of the salary saving is used to offset the reduction in income. Furthermore, due to previous restructures, there is a limited pool of Learning staff from which vacancy savings can be made and therefore this is a challenging target.					
<b>33) Schools Partnership Service</b>	<b>983</b>	<b>-183</b>	<b>-52%</b>	<b>-196</b>	<b>-20%</b>
There is a £196k underspend forecast in the Schools Partnership Service. This is due to a review of Education Support for Looked After Children (ESLAC) funding which has meant it has been possible to substitute grant funding in-year to create an underspend against the base budget.					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>34) Home to School Transport – Mainstream</b>	<b>9,779</b>	<b>-86</b>	<b>-2%</b>	<b>-200</b>	<b>-2%</b>
<p>The mainstream home to school/college forecast outturn is an underspend of £200k.</p> <p>This position has been achieved as a result of:</p> <ul style="list-style-type: none"> <li>• The implementation of policy changes to the financial support provided by the Council to post-16 which came into effect on 1 September 2016. The only students who now qualify for support are those who meet low-income criteria and attend their nearest appropriate post-16 centre as designated by the Council and those post-16 students who were part-way through a course of study which commenced before 1 September 2016. All students make a contribution to their transport costs.</li> <li>• The re-tendering of contracts under the Council's Dynamic Purchasing System.</li> <li>• On-going scrutiny and challenge over use of single-occupancy taxis, with alternatives offered to parents including two bus passes, one for the child and one for an accompanying parent.</li> <li>• On-going scrutiny and challenge of requests for transport assistance in cases where the child or young person does not meet the Council's qualifying criteria.</li> <li>• Analysis of data and subsequent review of contract arrangements to match the size of the vehicle as closely as possible to the number of entitled children/young people requiring seats.</li> </ul>					
<b>35) Financing DSG</b>	<b>-23,326</b>	<b>-408</b>	<b>3%</b>	<b>-700</b>	<b>-3%</b>
<p>Within CFA, spend of £23.3m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £700k is made up from Education Placements (£500k) and Commissioning Services (£200k) and for this financial year will be met by DSG reserve carry forwards.</p>					

## APPENDIX 3 – Grant Income Analysis

The table below outlines the additional grant income, which is not built into base budgets.

<b>Grant</b>	<b>Awarding Body</b>	<b>Expected Amount £'000</b>
<b>Grants as per Business Plan</b>		
Public Health	Department of Health	6,422
Better Care Fund	Cambs & P'Boro CCG	15,457
Social Care in Prisons Grant	DCLG	318
Unaccompanied Asylum Seekers	Home Office	1,500
Youth Offending Good Practice Grant	Youth Justice Board	528
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	2,173
Children's Social Care Innovation Grant (MST innovation grant)	DfE	456
MST Standard & CAN	DoH	201
Music Education HUB	Arts Council	782
Non-material grants (+/- £160k)	Various	323
<b>Total Non Baselined Grants 2016/17</b>		<b>28,287</b>

Financing DSG	Education Funding Agency	23,326
<b>Total Grant Funding 2016/17</b>		<b>51,613</b>

The non baselined grants are spread across the CFA directorates as follows:

<b>Directorate</b>	<b>Grant Total £'000</b>
Adult Social Care	2,299
Older People	12,166
Children's Social Care	1,571
Strategy & Commissioning	1,557
Enhanced & Preventative Services	9,661
Learning	1,034
<b>TOTAL</b>	<b>28,287</b>

## APPENDIX 4 – Virements and Budget Reconciliation

### Virements between CFA and other service blocks:

	Effective Period	£'000	Notes
<b>Budget as per Business Plan</b>		<b>242,563</b>	
Strategic Management - Children's Social Care	May	-77	Contact Centre Funding
Shorter Term Support and Maximising Independence	May	-10	Accommodation costs have been agreed with the NHS for buildings which are shared. This amount has been transferred to LGSS Property who handles the NHS recharge.
Shorter Term Support and Maximising Independence	May	-113	Budget has been transferred to LGSS for professional services support to Reablement teams. This amount was recharged in 2015/16 and is now transferred permanently.
Information Management & Information Technology	June	-53	SLA for Pupil Forecasting/Demography to Research Group within Corporate services.
Schools Partnership Service	Sept	6	Correction to Centralised mobile telephones.
<b>Current Budget 2016/17</b>		<b>242,316</b>	

### Virements within the Children's, Families and Adults service block:

General Purposes Committee has previously approved the following budget transfers within CFA

Area	Budget increase £'000	Budget decrease £'000	Reasoning
Older People's Services		-£950	Care spending and client contribution levels were significantly ahead of the target as at April 2016, due to forecast improvements at end of 2015/16
Looked After Children Placements	£950		Starting position in April 2016 reflects higher demand than anticipated when the budget was set
ASC Practice & Safeguarding: MCA-DOLS		-£200	Commitments following budget build suggest there is surplus budget in 2016-17, ahead of schedule
Learning Disability Partnership	£200		Anticipated pressure against delivery of care plan savings level, which cannot be met through alternative measures within the LDP
Home to School Transport Mainstream		-£310	Starting position in April 2016 reflects lower demand than anticipated when the budget was set
Children's Social Care, SENDIAS and Youth Offending	£310		New services pressures confirmed after the Business Plan was set.
<b>Subtotal</b>	<b>£1,460k</b>	<b>-£1,460k</b>	

Additionally there have been **administrative budget transfers** between service directorates for the following reasons (which do not require political approval and have a neutral impact on forecasting):

- Better Care Fund agreement revised for 2016/17 – more services within Adult Social Care are in scope, with corresponding decrease in contribution to Older People & Mental Health
- Combination of carers support spending under one budget holder, within Adult Social Care
- Transfers in spending responsibility from LAC Placements commissioning budget to case-holding teams in Children's Social Care
- Allocation of pay inflation to individual budget holders after budget setting (CFA held an amount back to encourage budget holders to manage pay pressures at local level first)
- Sensory services has moved from Adult Social Care to Older People & Mental Health

GPC also approved earmarked reserves (see Appendix 5) in July. Budget required from earmarked reserves for 2016/17 has been allocated to directorates, with the contribution from reserves within S&C.

## APPENDIX 5 – Reserve Schedule

May Service Committees endorsed the following proposals for CFA Earmarked Reserves (further detail is provided in the Committee reports). GPC approved these proposals in July.

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 Oct 16		
	£'000	£'000	£'000	£'000	
<b><u>General Reserve</u></b>					
CFA carry-forward	1,623	-1,062	561	-1,451	Forecast overspend of £2,012k applied against reserves.
<b>subtotal</b>	<b>1,623</b>	<b>-1,062</b>	<b>561</b>	<b>-1,451</b>	
<b><u>Equipment Reserves</u></b>					
ICT Equipment Replacement Reserve	604	0	604	0	Service plan to replace major infrastructure in 2016/17
IT for Looked After Children	178	-80	98	98	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
<b>subtotal</b>	<b>782</b>	<b>-80</b>	<b>702</b>	<b>98</b>	
<b><u>Other Earmarked Reserves</u></b>					
<b><u>Adult Social Care</u></b>					
Capacity in ASC procurement & contracts	225	-63	162	162	Continuing to support route rationalisation for domiciliary care car rounds
Specialist Assistive technology input to the LDP	186	-186	0	0	External support to promote use of technology to reduce costs of supporting LD clients
Autism & Adult Support Workers (trial)	60	-30	30	30	Trialling support work with Autism clients to investigate a new service model, 12 month period but only starting in September 2016
Direct Payments - Centralised support (trial)	174	-44	130	130	By centralising and boosting support to direct payment setup we hope to increase uptake & monitoring of this support option
Care Plan Reviews & associated impact - Learning Disability	346	-346	0	0	Additional social work, complaints handling, business support and negotiation capacity in support of the major reassessment work in these services
Care Plan Reviews & associated impact - Disabilities	109	-109	0	0	
<b><u>Older People &amp; Mental Health</u></b>					
Continuing Healthcare project	118	-59	59	59	CHC team has been formed to deliver the BP savings
Homecare Development	62	-40	22	22	Post taking forward proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work.
Falls prevention	44	-44	0	44	To upscale the falls prevention programme
Dementia Co-ordinator	35	-22	13	13	£35k needed.
Shared Lives (Older People)	49	-49	0	0	Trialling the Adult Placement Scheme within OP&MH
Mindful / Resilient Together	321	-133	188	188	Programme of community mental health resilience work (spend over 3 years)

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 Oct 16		
	£'000	£'000	£'000	£'000	
Increasing client contributions and the frequency of Financial Re-assessments	120	-70	50	50	Hiring of fixed term financial assessment officers to increase client contributions. Staff in post.
Brokerage function - extending to domiciliary care	50	-15	35	35	Trialling homecare care purchasing post located in Fenland
Specialist Capacity: home care transformation / and extending affordable care home capacity	70	-45	25	25	External specialist support to help the analysis and decision making requirements of these projects and upcoming tender processes
Care Plan Reviews & associated impact - Older People	452	-452	0	0	Options being explored with overtime to complement agency worker reviews
<b>Childrens Social Care</b>					
Independent Reviewing Officers (IRO) and Care Planning (CP) Chairperson	28	-28	0	0	2 x Fixed Term Posts across 2015/16 and 2016/17. Increase in Independent Reviewing Officers (IRO) capacity to provide effective assessment which will safeguard the YP as per statutory guidance under the Care Planning Regulations Children Act 1989 – (Remaining balance will support for 1 post for 6 month period in 2016/17)
Adaptations to respite carer homes	14	-14	0	0	Reserve for adaptations to Foster carer Homes
Child Sexual Exploitation (CSE) Service	250	-250	0	0	Child Sexual Exploitation Funding - Barnardo's project to work with children in relation to child sexual exploitation. Barnardo's would look to recruit to 5 staff and these would be 1 x MASH worker, 2 x workers in relation to return interviews and an additional 2 workers who will work direct with children in relation to child sexual exploitation.
<b>Strategy &amp; Commissioning</b>					
Building Schools for the Future (BSF)	141	0	141	0	Funding allocated to cover full ICT programme and associated risks. In 2016/17 also cover costs associated with transition from Dell ICT contract.
Statutory Assessment and Resources Team (START)	10	-10	0	0	Funding capacity pressures as a result of EHCPs.
Home to School Transport Equalisation reserve	253	0	253	-274	16/17 is a "long year" with no Easter and so has extra travel days. The equalisation reserve acts as a cushion to the fluctuations in travel days.
Time Credits	74	-74	0	0	Funding for 2 year Time Credits programme from 2015/16 to 2016/17 for the development of connected and supportive communities.
Reduce the cost of home to school transport (Independent travel training)	60	-60	0	0	Draw down of funds to pay for independent travel training
Prevent children and young people becoming Looked After	57	-57	0	0	£32k to extend the SPACE programme pilot to enable a full year of direct work to be evaluated for impact and £25k Re-tendering of Supporting People contracts (ART)
Disabled Facilities	127	0	127	64	Funding for grants for disabled children for adaptations to family homes.

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movement s in 2016/17	Balance at 31 Oct 16		
	£'000	£'000	£'000	£'000	
<b>Strategy &amp; Commissioning</b>					
Commissioning Services – Children's Placements	13	-13	0	0	Funding to increase capacity. Two additional Resource Officers are in post.
<b>Enhanced &amp; Preventative</b>					
Information Advice and Guidance	20	-40	-20	0	£20k will be used in 16/17 to cover the salaries of 6 remaining post holders who will leave by redundancy on 11th May 2016 as a result of Phase II Early Help Review
Changing the cycle (SPACE/repeat referrals)	67	-67	0	0	Project working with mothers who have children taken in to care - to ensure that the remaining personal or family needs or issues are resolved before the mother becomes pregnant again. Funding for this project ends March '17.
Multi-Systemic Therapy (MST) Standard	182	0	182	0	2-year investment in the MST service (£182k in 2015/16 & 2016/17) to support a transition period whilst the service moves to an external model, offering services to CCC and other organisations on a traded basis.
MST Child Abuse & Neglect	78	-78	0	0	Whilst the MST CAN project ended in 2015/16, the posts of MST Program Manager and Business Support Manager who support all of the MST teams have been retained and will transfer to the MST Mutual CIC. Funding is required until the MST Mutual commences.
Youth Offending Team (YOT) Remand (Equalisation Reserve)	250	0	250	250	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
All Age Lead Professional	40	-40	0	0	Trialling an all age locality lead professionals. Ongoing trial into 16/17.
Maximise resources through joint commissioning with partners	14	-14	0	0	Funding for Area Partnership Manager, ensuring that local needs are identified and met in relation to children's services by bringing together senior managers of local organisations in order to identify and develop priorities and commission local services. Work to be undertaken during 2016/17 to seek sustainable solution to the shortfall in funding on a permanent basis.
Independent Domestic Violence Advisors	24	0	24	0	To continue to provide a high level of support to partner agencies via the Multi-agency safeguarding hub, and through the multi-agency risk assessment conference process, by supporting high-risk victims of domestic abuse.
<b>Learning</b>					
Cambridgeshire Culture/Art Collection	87	0	87	47	Providing cultural experiences for children and young people in Cambs
Discretionary support for LAC education	182	-146	36	36	Required to fund CIN post spanning financial years
Reduce the risk of deterioration in school inspection outcomes	60	-60	0	0	Draw down of funding to pay for fixed term Vulnerable Groups post
ESLAC Support for children on edge of care	50	-14	36	36	Funding for 2 year post re CIN

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 Oct 16		
	£'000	£'000	£'000	£'000	
CCS (Cambridgeshire Catering and Cleaning Services)	119	0	119	0	CCS Reserve to make additional investment in branding, marketing, serveries and dining areas to increase sales and maintain contracts. Also includes bad debt provision following closure of Groomfields Grounds Maintenance Service.
<b><u>Cross Service</u></b>					
Develop 'traded' services	57	-57	0	0	£27k is funding for 2 x 0.5 FTE Youth Development Coordinators until March 17 £30k is for Early Years and Childcare Provider Staff Development
Improve the recruitment and retention of Social Workers (these bids are cross-cutting for adults, older people and children and young people)	188	-110	78	78	This will fund 2-3 staff across 2016/17 focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	184	-184	0	0	Repairs & refurbish to council properties: £5k Linton; £25k March; £20k Norwich Rd; £10k Russell St; Alterations: £50k Havilland Way Support the implementation of the in-house fostering action plan: £74k
Re-deployment of CFA Continuing and New Earmarked Reserves	-953	953	0	0	New 16/17 CFA Earmarked Reserves (£1.451m) funded from those 15/16 earmarked reserves no longer required (£0.498m) and CFA carry forward (£0.953m), following approval from Committee.
<b>subtotal</b>	<b>4,097</b>	<b>-2,070</b>	<b>2,027</b>	<b>995</b>	
<b>TOTAL REVENUE RESERVE</b>	<b>6,502</b>	<b>-3,212</b>	<b>3,290</b>	<b>-358</b>	
<b><u>Capital Reserves</u></b>					
Building Schools for the Future	61	0	61	0	Building Schools for Future - c/fwd to be used to spent on ICT capital programme as per Business Planning 16/17.
Basic Need	0	2,100	2,100	0	The Basic Need allocation received in 2016/17 is fully committed against the approved capital plan.
Capital Maintenance	0	3,139	3,139	0	The School Condition allocation received in 2016/17 is fully committed against the approved capital plan.
Other Children Capital Reserves	110	0	110	0	£10k Universal Infant Free School Meal Grant c/f and the Public Health Grant re Alcohol recovery hub £100k rolled forward to 2016/17.
Other Adult Capital Reserves	2,257	3,479	5,736	425	Adult Social Care Grant to fund 2016/17 capital programme spend.
<b>TOTAL CAPITAL RESERVE</b>	<b>2,428</b>	<b>8,718</b>	<b>11,146</b>	<b>425</b>	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.



## APPENDIX 6 – Capital Expenditure and Funding

### 6.1 Capital Expenditure

2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per BP £'000	Scheme	Revised Budget for 2016/17 £'000	Actual Spend (Oct) £'000	Forecast Spend - Outturn (Oct) £'000	Forecast Variance - Outturn (Oct) £'000	Total Scheme Revised Budget £'000	Total Scheme Forecast Variance £'000
	<b>Schools</b>						
41,711	Basic Need - Primary	42,782	15,365	38,567	-4,215	224,944	27,577
39,689	Basic Need - Secondary	41,162	15,479	42,031	869	213,851	2,563
321	Basic Need - Early Years	613	54	613	0	2,203	0
770	Adaptations	654	261	561	-93	6,541	0
2,935	Specialist Provision	3,225	2,349	3,225	0	5,060	-175
3,250	Condition & Maintenance	3,250	2,782	3,250	0	25,750	0
204	Building Schools for the Future	348	118	348	0	9,118	0
1,114	Schools Managed Capital	1,926	0	1,926	0	9,798	-190
0	Universal Infant Free School Meals	10	3	10	0	0	0
300	Site Acquisition and Development	300	332	300	0	650	0
1,500	Temporary Accommodation	1,500	1,207	1,500	0	14,000	0
0	Youth Service	127	0	127	0	0	0
295	Children Support Services	295	100	395	100	2,530	0
3,717	Adult Social Care	5,311	5	5,311	0	25,777	1,299
1,350	CFA IT Infrastructure	1,700	189	1,200	-500	3,000	0
0	CFA Capital Variation	-10,282	0	-6,443	3,839	0	0
<b>97,156</b>	<b>Total CFA Capital Spending</b>	<b>92,921</b>	<b>38,245</b>	<b>92,921</b>	<b>0</b>	<b>543,222</b>	<b>31,074</b>

#### Basic Need - Primary £27,577k increased total scheme cost.

A total scheme variance of £5,310k occurred due to changes since the Business Plan was approved in response to changes to development timescales and school capacity. The following have schemes have had cost increases approved by GPC for 2016/17;

- Fulbourn Primary (£1,000k) further planning has indicated cost of project will be higher than originally anticipated
- Melbourn Primary (£2,050k) increased scope includes replacement of two temporary classroom structures.
- Hatton Park Primary ( £10k) increased cost to reflect removal costs required as part of the project
- Wyton Primary (£2,250k) due to scheme being delivered in two phases and increased costs associated with the delay in phasing. Phase 1 - replacement of existing 1 form entry primary school; phase 2 - new 2 form entry primary school.

In June 2016 these increased costs have been offset by £670k of underspend on 2016/17 schemes which are completing and have not required the use of budgeted contingencies. Brampton Primary School (£41k), Fawcett Primary School (£203k), Cambourne 4th Primary (183k), Millfield Primary (£28k), Fourfields Primary (£42k) and Trinity School: (£175k)

There has been a further £7.3m increase in July 2016 in the overall capital scheme costs since the Business Plan was approved by full Council. These changes relate to future years and have been addressed through the 2017/18 Business Plan. Schemes experiencing increases include;

- Clay Farm, Cambridge £1.5m increase due to developing scope of the project to a 2FE school to accommodate further anticipated housing development.

- Ramnoth, Wisbech; £740k increased cost due to increased build cost identified at design stage.
- Hatton Park, Longstanton; £540k increased build cost identified at planning stage and transport costs of children.
- Barrington; £1,890k increased costs after option appraisal completed and costs inflated to meet Sept 2020 delivery
- Loves Farm, St Neots; £2,320k increase due to changing scope of the project to a 2FE school.

September has seen a further additional total scheme cost increase of £15.5m since the Business Plan was approved by full Council. These changes relate to future years, other than Grove Primary and have been addressed through the 2017/18 Business Plan.

Schemes experiencing increases include;

- Sawtry Infant; £880k increase due to more detailed costings.
- St Ives, Eastfield / Westfield / Wheatfields; £4.0m increased cost due to additional building work required as school are not planning to amalgamate to an all through primary.
- Histon - Additional Places; £10.0m increased cost as the scope of the project has significantly increased to include additional places at both Infant and Junior age ranges.
- Grove Primary School; £310k increased costs due to increased scheme costs associated with asbestos removal.
- Burwell Primary; £322k increased costs due to revised cost plans and more detailed planning being undertaken.

In October 2016 the following schemes have seen total scheme underspends materialise;

- Ermine Primary, Alconbury; £200k reduction due works on site completing and the final accounts being agreed without expending items on the risk register.
- Clay Farm, Cambridge; £159k reduced costs. The contractor's Milestone 4 report has reduced costs for the project,
- Fulbourn, Cambridge £115k reduced cost due to less external works than expected and no consequential improvements required by Building control,

### **Basic Need - Primary £4,215k slippage.**

A number of schemes have experienced cost movements since the Business Plan was approved. The following schemes have been identified as experiencing accelerated spend where work has progressed more quickly than had been anticipated in the programme.

These include Westwood Primary (£105k), Hatton Park (£690k) St Ives, Eastfield / Westfield / Wheatfields (£200k) and Wyton Primary (£200k), Histon additional places (£350k) and Westwood Primary, phase 2 (£100k). These schemes will be re-phased in the 2017/18 business plan.

There has been an in year scheme cost increase due to an overspend on Grove Primary (£288k). This is a result of unforeseen asbestos works.

The accelerated spend has been offset by schemes where progressed has slowed and anticipated expenditure in 2016/17 will no longer be incurred. These schemes include; Huntingdon Primary 1<sup>st</sup> & 2<sup>nd</sup> Phases (£199k) works deferred to be undertaken as part of the 2<sup>nd</sup> phase of the scheme which is already underway and is anticipated to incur less spends than originally scheduled.

NIAB School, (£148k) slippage to scheme being deferred, the scheme is linked to housing development which is not progressing. Minimal spend expected in 2016/17 to complete design and planning stages.

Sawtry Infants, (£700k), the scheme has been redefined. The Infant and Junior school are no longer to merge which has meant spend planned summer 2016 to undertake refurbishment/remodelling works will now not go ahead. Design works only for 2016-17. Works to now commence April 2017 and complete by August 18.

The Shade, Soham; (£550k). Lower than expected tender from contractors at this stage of the planning.

Pendragon, Papworth, (£150k), this scheme is linked to outlined planning development which has not progressed. Therefore no expenditure is likely in 2016/17.

Northstowe First Primary; (£346k) slippage due to Furniture, equipment and part of the ICT requirements being unexpended this financial year until permanent school opens in September 2017.

Bearcroft Primary School; (£1,890k), Project has slipped from start on site 15.08.16 to 24.10.16. The nursery provision will now be constructed later in the build programme and the completion date has slipped to 31<sup>st</sup> October 2017.

Ramnoth Primary, Wisbech; (£1,200k). Start on site delayed from October to December 2016.

Fawcett Primary; (£403k). The required access road will not be completed until next year and contingencies not required.

Ermine Primary, Alconbury; (£147k) Works on site completing and the final accounts being agreed without expending items on the risk register.

#### **Basic Need – Secondary £2,563k increased total scheme cost.**

A total scheme variance of £2,563k has occurred due to changes since the Business Plan was approved. Cambridge City 3FE Additional places; £2.5m increased cost to incorporated fire damage works at St Bede's site, for which additional funding will be received from Insurance payments.

#### **Basic Need – Secondary £869k accelerated spend.**

The Bottisham Village College scheme has incurred £780k of slippage due to the start on site being deferred from late 2016 to July 2017. The delay has resulted from a joint bid to the EFA for additional £4m funding which has enabled the school to progress advanced works ahead of the main capital scheme.

There has been accelerated spend on Cambridge City 3FE Additional places of £1,600k on St Bede's program. This has arisen due to works commencing earlier than anticipated to accommodate the fire damage sustained at the school. This work will be offset from additional funding from the insurers.

Planning and design work has commenced for Alconbury Secondary & Special School as the SEN provision is required by September 2019.

#### **Adaptations £93k slippage.**

Morley Memorial spend is expected to be £93k less than expected due to slower than expected progress and only design work now being undertaken in 2016/17.

#### **Schools Managed Capital**

Devolved Formula Capital (DFC) is a three year rolling balance and includes £850k carry forward from 2015/16. The total scheme variance relates to the reduction in 2016/17 grant being reflected in planned spend over a 5 year period.

### Children Support Services £100k spend

In October £100k spends has occurred as part of the Drug and alcohol Awareness Teams capital programme to establish a recovery centre in Cambridge. The service had secured public Health England grant to fund the project, this grant has been reflected within the Capital funding table.

### CFA IT Infrastructure £500k slippage

The latest cost schedules from the Information Management service indicate that there is £500k slippage on the project due to lower than anticipated milestone payments being incurred in 2016/17.

### CFA Capital Variation

The Capital Programme Board recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. As forecast underspends start to be reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up until the point where slippage exceeds this budget. The allocation for CFA's negative budget adjustments has been calculated as follows, shown against the slippage forecast to date:

2016/17					
Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (Oct) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Oct) £000
CFA	-10,282	-6,443	3,839	37.3%	-
<b>Total Spending</b>	<b>-10,282</b>	<b>-6,443</b>	<b>3,839</b>	<b>37.3%</b>	<b>-</b>


## 6.2 Capital Funding

2016/17				
Original 2016/17 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2016/17 £'000	Forecast Spend – Outturn (Oct) £'000	Forecast Funding Variance - Outturn (Oct) £'000
3,781	Basic Need	3,781	3,781	0
4,643	Capital maintenance	4,708	4,708	0
1,114	Devolved Formula Capital	1,926	1,926	0
0	Universal Infant Free School meals	10	10	0
3,717	Adult specific Grants	5,311	5,311	0
24,625	S106 contributions	22,612	22,612	0
0	BSF -PFS only	61	61	0
0	Capitalised Revenue Funding	0	0	0
0	DAAT Capital Grant	0	100	100
700	Other Capital Contributions	700	700	0
54,416	Prudential Borrowing	49,652	49,652	0
4,160	Prudential Borrowing (Repayable)	4,160	4,160	0
<b>97,156</b>	<b>Total Funding</b>	<b>92,921</b>	<b>92,921</b>	<b>0</b>

In October an additional £100k DAAT Capital grant has been included to offset expenditure incurred by the service for specific capital project.

## APPENDIX 7 – Performance at end of September 2016

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% children whose referral to social care occurred within 12 months of a previous referral	Childrens Social Care	20.5%	20.0%	20.6%	Sep-16	↓	A	22.2% (2015)	24.0% (2015)	Performance in re-referrals to children's social care has worsened slightly during September and remains slightly above target though in line with our stat neighbours and below national levels.
Number of children with a Child Protection Plan per 10,000 population under 18	Childrens Social Care	36.1	30.0	37.4	Sep-16	↓	R	35.2% (2015)	42.9% (2015)	<p>As predicted numbers of children subject to a CP plan have continued to rise, and we ended the month with 497. It is our highest ever number. This is 132 higher than in 2015, and 219 higher than in 2013 when numbers first started to rise from what now appears to have been artificially low figures.</p> <p>We know this is the same for our colleagues nationally, statistically and regionally in terms of capacity and demand on services, and whilst the Children's Change Programme and work with Partners in Practice will hopefully impact on how cases are managed in the longer term, we know in the short term this high workload and increase will not stop.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The number of looked after children per 10,000 children	Childrens Social Care	47.0	40.0	47.4	Sep-16		R	41.6% (2015)	60.0% (2015)	<p>The number of Looked After Children increased to 631 in September This includes 66 UASC, around 10% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.:</p> <p>Actions being taken include:</p> <ul style="list-style-type: none"> <li>• A weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.</li> <li>• A weekly LAC monitoring meeting chaired by the Executive Director of CFA, which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions. It also challenges progress made and promotes new initiatives.</li> </ul> <p>At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.</p>


Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
No / % of families who have not required statutory services within six months of having a Think Family involvement	Enhanced & Preventative									New measure 2016/17. Target will be set and indicator reported on when 6 months data is available
% year 12 in learning	Enhanced & Preventative	93.4%	96.5%	79.6%	Sep 16	↓	R	94.0% (2015)	94.8% (2015)	As usual at this time of year, performance falls while data is gathered about the situation of young people in new academic year. Performance will increase across the Autumn.
% 16-19 year olds not in Education, Employment or training (NEET)	Enhanced & Preventative	3.5%	3.3%	2.2%	Sep 16	↑	G	3.5% (2015)	4.2% (2015)	Though performance remains within target, there is a high number of young people whose situation is currently unknown. Information about these young people will be gathered during the autumn term to give a clearer idea of our actual performance.
% Clients with SEND who are NEET	Enhanced & Preventative	10.1%	9.0%	10.6%	Q1 (Apr to Jun 16)	↓	A	7.0% (2015)	9.2% (2015)	Whilst we are not on target our performance is much better than this time last year when NEET was 12.4%. We continue to prioritise this group for follow up and support.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The proportion pupils attending Cambridgeshire Nursery schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Sep-16	➡	G			
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	82.0%	82.0%	82.5%	Sep-16	⬆	G	88.4% (2016)	88.5% (2016)	Performance is now above target.
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	56.9%	75.0%	62.5%	Sep-16	⬆	R	85.2% (2016)	80.3% (2016)	The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has increased again as a school moved from Requires Improvement to Good. 17 out of 30 Secondary schools with Inspection results are now judged as good or outstanding, covering about 17,000 pupils. (Source:Watchsted)
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	94.8%	100.0%	94.8%	Sep-16	➡	A			8 out of 9 Special schools are judged as Good or outstanding covering 920 (94.8%) pupils.



Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
<i>Proportion of income deprived 2 year olds receiving free childcare</i>	Learning	80.0%	80.0%	79.2%	Spring Term 2016	↓	A			There were 1758 children identified by the DWP as eligible for the Spring Term. 1393 took up a place which equates to 79.2%.
<i>FSM/Non-FSM attainment gap % achieving the national standard in Reading, Writing &amp; Maths at KS2</i>	Learning		21	30	2016		R	Not yet published		Provisional data for 2016 shows that there is still a significant gap in the performance of pupils eligible for FSM in the new KS2 tests. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential.
<i>FSM/Non-FSM attainment gap % achieving 5+ A*-C including English &amp; Maths at GCSE</i>	Learning	31.3	26	37.8	2015	↓	R			All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
1E - Proportion of adults with learning disabilities in paid employment	Adult Social Care	1.3%	6.0%	1.3%	Sep-16	➡	R	5.9% (14-15)	6.0% (14-15)	Performance remains very low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependant on the review/assessment performance of LD teams.
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	95.1%	93.0%	95.2%	Sep-16	⬆	G	83.0% (14-15)	82.6% (14-15)	This indicator is subject to a new calculation method for 2015/16 onwards. Performance remains above the target and is improving gradually. Performance is above the national average for 14/15 and will be monitored closely.
RV1 - Proportion of planned reviews completed within the period that were completed on or before their due date. (YTD)	Adult Social Care / Older People & Mental Health	51.5%	50.1%	52.6%	Sep-16	⬆	G	N/A (Local Indicator)		Performance at this indicator has been improving, this is partly due to ongoing data cleansing relating to the categorisation of planned/unplanned reviews. A focus on completing reviews early where there is the potential to free up capacity/make savings also be contributing to this increased performance.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	54.3%	57.0%	54.8%	Sep-16		A	N/A (Local Indicator)		<p>The service continues to be the main route for people leaving hospital with simple, as opposed to complex care needs. However, we are experiencing a significant challenge around capacity in that a number of staff have recently retired and we are currently undertaking a recruitment campaign to increase staffing numbers. In addition the service is being re-organised to strengthen leadership and to reduce process delays.</p> <p>In addition, people are leaving hospital with higher care needs and often require double up packages of care which again impacts our capacity. We are addressing this issue through a variety of means, including discussions with the NHS about filling intermediate care gaps, to reduce inappropriate referrals and use of capacity in reablement. The Council has also developed the Double Up Team who work with staff to reduce long term care needs and also release re-ablement capacity, and a home care transition service to support transfers into long term domiciliary care.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
<b>BCF</b> 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	115	283	141	Sep-16	↓	G	611.0 (14-15)	658.5 (14-15)	<p>The implementation of Transforming Lives model, combined with a general lack of available residential and nursing beds in the area is resulting in a fall in the number of admissions.</p> <p>N.B. This is a cumulative figure, and the first time it has been collected this year so there is no comparable previous period.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	Older People & Mental Health	579	429	569	Aug-16	↑	R		<p>The Cambridgeshire health and social care system is experiencing a monthly average of 2,927 bed-day delays, which is 33% above the current BCF target ceiling of 2,206. In August there were 2,735 bed-day delays, down 247 compared to the previous month.</p> <p>However, over the course of this year we have seen a rise in the number of admissions to A &amp; E across the county with several of the hospitals reporting Black Alert. There continues to be challenges in the system overall with gaps in service capacity in both domiciliary care and residential home capacity. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community. We continue to work in collaboration with health colleagues to build on this work.</p> <p>Between September '15 and August '16 there were 30,760 bed-day delays across the whole of the Cambridgeshire system - representing an 11% decrease on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have decreased by 10% from 24,619 (Sep 14 - Aug 15) to 22,051 (Sep 15 - Aug 16), while bed-day delays attributed to Adult Social Care have decreased from 8,002 in Sep 14 - Aug 15 to 7,628 in Sep 15 - Aug 16 an decrease of 5%.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours		England
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Older People & Mental Health	124	114	121	Aug-16	↑	A			The County Council's positive progress on reducing lost bed days in Acute and Community Hospitals has continued. In Aug '16 there were 556 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 108 delays per 100,000 of 18+ population. For the same period the national rate was 145 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.
<i>1F - Adults in contact with secondary mental health services in employment</i>	Older People & Mental Health	11.0%	12.5%	11.8%	Sep-16	↑	A	9.0% (15-16) Provisional	6.7% (15/16) Provisional	Performance at this measure is improving and within 10% of target. However, this is a reflection of a decrease in the number of people in contact with services rather than a change in the number in employment.

## APPENDIX 8 – CFA Portfolio at end of September 2016

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Transforming Lives</b> Claire Bruin / Jane Heath	<p>Status has been downgraded to amber and alongside the review of the project plan, milestones are being revised.</p> <p>The evaluation continues and a report was presented to the Adults Committee meeting in September. Work is continuing to ensure that there is a mechanism for collecting information throughout the year. The Quality Assurance Framework has been rolled out to CPFT.</p> <p>Work is underway to gain evidence based assurance from all service leads that progress is being made to embed changes in work practice. All service leads are asked to evaluate progress and clarify next steps by the end of October 2016; this will include dates for implementation and will be reflected in the programme plan.</p>	<b>AMBER</b>
<b>Building Community Resilience Programme:</b> Sarah Ferguson/ Faye Betts	<p>This programme will respond to the council's focus on strengthening our support to communities and families. The strategy has been approved by the General Purposes Committee. The development of an Innovation Fund is a key priority and this was presented to GPC on 20<sup>th</sup> September along with the proposed Delivery Plan. The Delivery Plan includes a number of elements that will contribute to overall savings for the Council in addition to savings expected to be delivered through the Innovation Fund. These include the following:</p> <ul style="list-style-type: none"> <li>• Rationalising property and staffing in local areas in order to provide a network of community hubs, bringing together our face-to-face information and advice provision, providing local access to early help and preventative activities for all ages, improving opportunities for local staff to network, and brokering support from local community providers.</li> <li>• Developing work with parish councils, district councils, and with Cambridge City Council to build local conversations about joint public sector service planning.</li> </ul> <p>No Key Issues</p>	<b>GREEN</b>
<b>Community Hubs:</b> Christine May/Helen Mendis	<p>The planned implementation of hubs will shift from April 2017 to September/October 2017 due to the following reasons; interdependencies with this agenda and the transformation of Children's Services, longer engagement needed with all key stakeholders to ensure they are part of the co-design of hubs, Parish precept setting timescales will mean that this opportunity will be missed if we consult in January 2017. In addition we will be in a much stronger position next year when there is greater clarity regarding senior leadership. An Ideas Paper is currently being finalised, which will be used to inform the extended period of engagement which is due to run from October 2016-April 2017.</p>	<b>AMBER</b>

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<b>0-19 Commissioning:</b> Meredith Teasdale/Clare Rose	<p>This project is looking how Cambridgeshire County Council (CCC), Peterborough City Council (PCC) and Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) can work together to integrate child health and wellbeing services. This includes consideration of 0-19 community based health services, including Health Visiting, School Nursing and Family Nurse Partnership; Early Help and Children's Centre services; and Child and Adolescent Mental Health Services across Cambridgeshire and Peterborough.</p> <p>Key Issue: It was agreed at the July JCU that the 0-19 work now needs to be considered within the context of the Sustainability Transformation Programme (STP) which is looking at future health services planning and Vanguard which will largely be looking at emergency NHS care as well as children's mental health services etc. The 0-19 work is therefore now part of a much bigger process. This project is therefore on hold whilst we await confirmation on how this will be integrated with the STP.</p> <p>Children's Centres are currently being considered within the potential future service offer for 0-19 child health and wellbeing services as outlined above.</p>	<b>AMBER</b>
<b>Children's Centres:</b> Sarah Ferguson/Jo Sollars/Clare Rose	<p>Children's Centres are being considered within the potential future service offer for 0-19 child health and wellbeing services as outlined above.</p>	<b>AMBER</b>
<b>Mosaic:</b> Meredith Teasdale	<p>The contract for the new Adult Social Care, Early Help and Children's Social Care ICT System (Mosaic) has been awarded to the supplier Servelec Corelogic Ltd. The contract was signed in June 2016. The project governance, management, team and resources have been appointed and detailed planning is now taking place. The project is complex and is anticipated to last approximately two years, estimated completion date April 2018. Mosaic will be implemented in Adult Social Care and will replace the current Adult Social Care financial management system (AFM) by September 2017. The second phase will implement the new system in Early Years and Children's Social Care by April 2018.</p> <p>No key issues.</p>	<b>AMBER</b>



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<b>Accelerating Achievement:</b> Keith Grimwade/Tammy Liu	<p>Although the achievement of most vulnerable groups of children and young people is improving, progress is slow and the gap between vulnerable groups and other children and young people remains unacceptably wide. The Accelerating Achievement Strategy has been incorporated into the School Improvement Strategy and an action plan to support this is in the final stages of development, together with new monitoring arrangements. The Strategy is being presented to Members in October. There is no impact on current financial savings as this is a transformational project</p> <p>No key issues.</p>	<b>AMBER</b>
<b>LAC Placements Strategy:</b> Meredith Teasdale/Mary-Ann Stevenson	<p>The work around Looked After Children will be subsumed into the transformational Children's Change Programme but the revised LAC Savings Action Plan currently provides a mechanism for monitoring activity, spend and savings in the short term and these will be reported at the October LAC Commissioning Board.</p> <p>Key Issues: The LAC Placement Budget is likely to overspend at the end of the year as a result of being unable to contain demand. A paper identifying pressures in the placements budget and associated savings proposals will be presented to CYP Committee on 11 Oct.</p>	<b>AMBER</b>