

From: Tom Kelly and Martin Wade  
 Tel.: 01223 703599, 01223 699733  
 Date: 13<sup>th</sup> October 2016

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

### **Finance and Performance Report – September 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 – August 2016 Data (see sections 4&5)**

<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
August Performance (No. of indicators)	7	9	5	21
August Portfolio (No. of indicators)	0	7	1	8

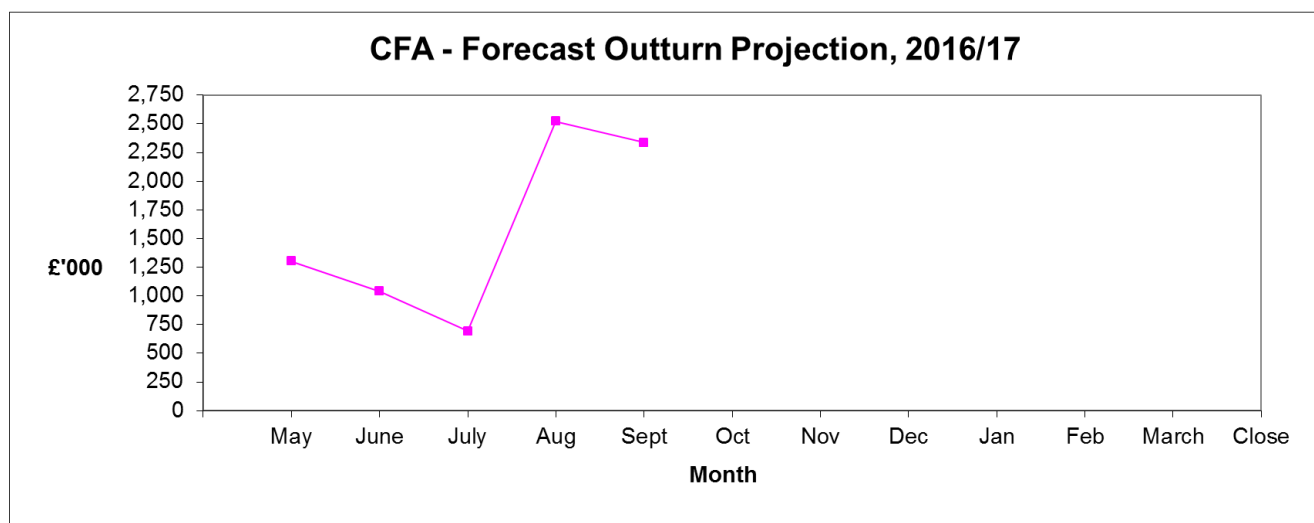
#### **2. INCOME AND EXPENDITURE**

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

<b>Forecast Variance Outturn (Aug) £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 (Sep) £000</b>	<b>Forecast Variance - Outturn (Sep) %</b>
1,235	Adult Social Care	81,850	81,695	1,101	1,142	1.4%
-2,201	Older People & Mental Health	81,925	82,697	-1,499	-3,156	-3.8%
1,505	Children's Social Care	51,414	51,202	2,314	5,012	9.8%
1,837	Strategy & Commissioning	27,938	26,874	-1,720	-268	-1.0%
-40	Children's Enhanced and Preventative	30,439	30,592	-282	-92	-0.3%
184	Learning	19,837	20,209	32	-100	-0.5%
<b>2,521</b>	<b>Total Expenditure</b>	<b>293,403</b>	<b>293,269</b>	<b>-54</b>	<b>2,538</b>	<b>0.9%</b>
0	Grant Funding	-50,839	-50,953	-100	-200	0.4%
<b>2,521</b>	<b>Total</b>	<b>242,563</b>	<b>242,316</b>	<b>-154</b>	<b>2,338</b>	<b>1.0%</b>

The service level finance & performance report for September 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 September 2016, CFA is forecasting a year end overspend of £2,338k. Significant issues are detailed below:

- In Adult Social Care, the Learning Disabilities overspend forecast has worsened by £194k (County Council share). The key reason for this pressure is non-delivery of planned savings from review, reassessment and renegotiation, and a downward revision in expectations for the rest of the year.
- In Adult Social Care, the forecast underspend on Carers has increased by £100k. This follows lower than planned spending in the first half of the year.
- In Older People and Mental Health, Central Commissioning reports a new pressure of £244k. This is mainly the result of an updated estimate of NHS funded nursing care, due to a reduction in the number of nursing placements.
- In Older People and Mental Health, in Older People's localities the expected underspend has increased by £605k. There have been significant decreases in care spending in Huntingdonshire and Fenland since last month, and all areas are expecting to continue the current trend of reducing commitments for longer term support. A new block contract for care home placements should mean savings compared to previous spot purchasing patterns, particularly in the South of the county.
- In Older People and Mental Health, Discharge Planning Teams report a new pressure of £100k whereas Shorter Term Support teams report underspends increasing by £120k. This reflects staffing pressures in hospital social work and vacancies in Reablement respectively, so far this year.

- In Older People and Mental Health, the Adult Mental Health underspend has increased by £172k since last month. Care spending has reduced since last month, with a key factor being the award of Continuing Healthcare funding in two cases.
- In Older People and Mental Health, Older People Mental Health report an underspend forecast increasing by £276k since last month. Care spending is decreasing, particularly on nursing placements, and we expect this trend to continue.
- In Children's Social Care (CSC) the forecast overspend has increased from £1,505k to £2,012k as a result of Legal costs projected to be higher than the budget (£200k) and in Adoption Allowances due to under achievement of savings planned to be made on Special Guardianship Orders. There continues to be increased staffing requirements in Safeguarding and Standards, and across the CSC Units.
- The Looked After Children (LAC) Placement budget is now reporting an increased forecast of £3,000k. Following changes in management arrangements from 1<sup>st</sup> September this is now reported within the Children's Social Care section of the report, rather than Strategy and Commissioning. The revised forecast position is due to a combination of the underlying pressures from 2015/16 and the number of children in care and in placements not reducing as originally budgeted. Additionally, the recent cohort becoming LAC has included children requiring high cost placements due to their complex needs.
- In Strategy and Commissioning the Special Educational Needs (SEN) Placements budget is now reporting a forecast overspend of £200k. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant.
- In Learning the Schools Partnership Service is now forecasting an underspend of £196k due to the use of grant funding for Education Support for Looked After Children (ESLAC), which has reduced spend on core budget.

### **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](#).

### **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 September for Looked After Children (LAC) is shown below:**

	BUDGET				ACTUAL (Sep)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Sep 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	£123k	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	25	24.38	£3,486k	2,738.40	1.38	£348k	114.88
Independent Fostering	180	£7,173k	52	766.31	238	231.16	£9,377k	783.09	51.16	£2,204k	16.78
Supported Accommodation	19	£1,135k	52	1,149.07	23	21.69	£1,408k	1,359.26	2.69	£272k	210.19
16+	6	£85k	52	272.60	27	19.15	£430k	471.95	13.15	£345k	199.35
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£529k	-	-	-£529k	-
<b>TOTAL</b>	<b>239</b>	<b>£12,512k</b>			<b>327</b>	<b>310.81</b>	<b>£15,512k</b>		<b>71.81</b>	<b>£3,000k</b>	
In-house fostering	187	£3,674k	55	357.74	172	157.58	£3,111k	351.09	-29.14	-£562k	-6.65
Kinship	35	£375k	55	193.23	43	43.46	£493k	185.76	8.17	£117k	-7.47
In-house residential	14	£1,586k	52	2,259.72	7	9.68	£1,586k	3,151.47	-3.82	£k	891.75
Concurrent Adoption	6	£100k	52	349.86	5	6.02	£101k	350.00	0.52	£1k	0.14
Growth/Replacement	0	£k	-	0.00	0	0.00	£k	0.00	-	£261k	-
<b>TOTAL</b>	<b>241</b>	<b>£5,735k</b>			<b>227</b>	<b>216.74</b>	<b>£5,291k</b>		<b>-24.27</b>	<b>-£184k</b>	
Adoption	325	£3,000k	52	177.52	374	365.66	£3,318k	174.51	40.66	£318k	-3.01
Savings Requirement	0	£k	0	0.00	0	0.00	£k	0.00	0	-£118k	0.00
<b>TOTAL</b>	<b>325</b>	<b>£3,000k</b>			<b>374</b>	<b>365.66</b>	<b>£3,318k</b>		<b>40.66</b>	<b>£200k</b>	
<b>OVERALL TOTAL</b>	<b>805</b>	<b>£21,247k</b>			<b>928</b>	<b>893.21</b>	<b>£24,121k</b>		<b>88.2</b>	<b>£3,016k</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 September for SEN Placements is shown below:**

	BUDGET			ACTUAL (Sep 16)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Sep 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	97	99.80	£6,881k	£68,950	5	7.80	£1,051k	£5,573
Hearing Impairment (HI)	4	£110k	£27k	2	2.34	£61k	£26,251	-2	-1.66	-£48k	-£1,156
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	34.30	£1,381k	£40,274	-4	-0.70	-£50k	-£636
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	-	-	-	-	-	-£447k	-	-	-	-£447k	-
<b>TOTAL</b>	<b>154</b>	<b>£8,185k</b>	<b>£53,148</b>	<b>144</b>	<b>151.40</b>	<b>£8,385k</b>	<b>£58,335</b>	<b>-10</b>	<b>-2.60</b>	<b>£200k</b>	<b>£5,187</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 September for **Adult Social Care Services** is shown below:

		BUDGET			ACTUAL (Sept16)		Forecast	
Service Type		Budgeted No. of Service Users 2016/17	Budgeted Average Unit Cost (per week) £	Annual Budget £000	No. of Service Users at End of Sep 16	Current Average Unit Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Adult Disability Services	Residential	42	1,000	2,185	37	1,037	1,956	-229
	Nursing	25	734	954	19	968	986	32
	Community	687	304	10,876	639	328	11,189	313
<b>Total expenditure</b>		<b>754</b>		<b>14,015</b>	<b>695</b>		<b>14,131</b>	<b>116</b>
<b>Income</b>				-1,941			-1,743	198
<b>Further savings assumed within forecast</b>								-616
<b>Net Total</b>				<b>12,074</b>			<b>12,388</b>	<b>-302</b>

Learning Disability Services	Residential	275	1,349	19,284	274	1,336	20,034	750
	Nursing	16	1,939	1,613	15	1,726	1,247	-366
	Community	1,297	611	41,219	1,279	653	43,595	2,376
<b>Learning Disability Service Total</b>		<b>1,588</b>		<b>62,116</b>	<b>1,568</b>		<b>64,876</b>	<b>2,760</b>
<b>Income</b>				-2,348			-2,412	-64
<b>Further savings assumed within forecast as shown in Appendix 1</b>								-512
<b>Net Total</b>								<b>2,184</b>

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

		BUDGET			ACTUAL (Sep 16)		FORECAST	
Service Type		Budgeted No. of Clients 2016/17	Budgeted Average Unit Cost (per week)	Annual Budget	Snapshot of No. of Clients at End of Sep 16	Current Average Unit Cost (per week)	Forecast Actual	Forecast Variance
Adult Mental Health	Community based support	24	£115	£143k	24	£87	£116k	-£27k
	Home & Community support	211	£93	£1,023k	201	£86	£932k	-£91k
	Nursing Placement	19	£507	£502k	15	£619	£396k	-£106k
	Residential Placement	66	£691	£2,379k	59	£813	£2,279k	-£100k
	Supported Accommodation	138	£93	£671k	137	£99	£686k	£15k
	Direct Payments	21	£198	£217k	21	£225	£207k	-£10k
	Anticipated Further Demand						£158k	£158k
	Income			-£383k			-£307k	£76k
<b>Adult Mental Health Total</b>		<b>479</b>		<b>£4,552k</b>	<b>457</b>		<b>£4,467k</b>	<b>-£85k</b>
<b>Further savings assumed within forecast as shown in Appendix 1</b>								<b>-£557k</b>

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

OP Total	BUDGET			ACTUAL (Sept 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	462	£454	£12,175k	-£435k
Residential Dementia	368	£527	£10,111k	373	£529	£9,762k	-£349k
Nursing	306	£585	£9,845k	299	£649	£10,133k	£288k
Nursing Dementia	20	£639	£702k	31	£708	£723k	£20k
Respite			£932k			£805k	-£127k
Community based							
~ Direct payments	277	£210	£3,028k	246	£253	£3,083k	£55k
~ Day Care			£1,577k			£1,470k	-£107k
~ Other Care			£5,851k			£5,807k	-£44k
~ Homecare arranged	1,745	per hour £15.97	£15,267k	1,607	per hour £15.22	£14,528k	-£740k
~ Homecare Block			£3,161k			£3,161k	£k
Total Expenditure	3,246		£63,083k	3,018		£61,646k	-£1,437k
Residential Income			-£8,611k			-£8,614k	-£3k
Community Income			-£8,308k			-£7,680k	£628k
Total Income			-£16,918k			-£16,293k	£625k
Further Savings Assumed Within Forecast as shown within Appendix 1							-£885k

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 September for **Older People Mental Health (OPMH)** Services is shown below:

OPMH Total	BUDGET			ACTUAL (Sept 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	34	£617	£1,227k	£145k
Residential Dementia	27	£467	£707k	31	£517	£802k	£95k
Nursing	32	£695	£1,225k	29	£787	£1,168k	-£58k
Nursing Dementia	140	£658	£5,077k	123	£719	£4,838k	-£239k
Respite			£34k			£7k	-£26k
Community based							
~ Direct payments	17	£200	£177k	15	£206	£172k	-£5k
~ Day Care			£5k			£2k	-£3k
~ Other Care			£80k			£82k	£2k
~ Homecare arranged	69	per hour £17.34	£549k	51	per hour £19.03	£568k	£20k
Total Expenditure	318		£8,937k	283		£8,867k	-£70k
Residential Income			-£1,140k			-£1,199k	-£59k
Community Income			-£352k			-£305k	£47k
Total Income			-£1,492k			-£1,504k	-£12k
Further Savings Assumed Within Forecast as shown in Appendix 1							-£318k

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 and Future Years Scheme Costs

There has been a £18.0m increase in September 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;

- 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.
- Cambridge City 3FE Additional places; £2.5m increased cost to incorporated fire damage works, for which additional funding will be received from Insurance payments.

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

As at the end of September 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 September movements on schemes has occurred totaling £55k. The significant changes in schemes are detailed below;

- Ramnoth Primary, Wisbech; -£1,200k slippage due to start on site being delayed from October to December 2016.
- Grove Primary School; £200k accelerated spend due to increased scheme costs associated with asbestos removal.
- Sawtry infants; £120k accelerated spend, design works progressed quicker than originally anticipated.
- Cambridge City 3FE Additional places; £300k accelerated spend on St Bede's program. Works to start on site October 16, rather than May 17 due to incorporated fire damage works, more detailed costing have been provided for the additional works.

- Trinity School; £175k accelerated spend previous unrequired contingencies needed for additional works in respect of CCTV, utilities and re-surfacing the existing car park.

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**

The number of children with a CP Plan was 480 during August. There were a higher number of conferences in August than previous years, and a steady stream of requests for conference coming to the unit. This has resulted in there being 480 CP plans at the end of August, only 6 shy of our highest number. Like June and July, we are currently running over 130 plans more than last year. Our prediction is that, whilst there are a number of review conferences scheduled in September that will downward-adjust the numbers, this will be counteracted by requests and that we will reach 500 CP plans by the end of September, and this will continue to rise.

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

The number of Looked After Children increased to 623 in August 2016. This includes 65 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.



- **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 2,974 bed-day delays, which is 35% above the current BCF target ceiling of 2,206. In June there were 3,204 bed-day delays, up 207 compared to the previous month. However, this should be considered in the context of an overall year on year improvement.

We recognise the need for further improvement and continue to work in collaboration with health colleagues to build on the progress made to date. However, 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. This includes the establishment of residential and home based interim services while permanent solutions are being identified for individual service users.

Between July '15 and June '16 there were 29,731 bed-day delays across the whole of the Cambridgeshire system - representing a 14% decrease on the preceding 12 months, and in the last three years we have seen a 40% reduction in lost bed days attributable to adult social care in Cambridgeshire.

- **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**

Data for 2015 shows that the gap has remained unchanged at KS2, but increased significantly at KS4. 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.

## **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 (Aug) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of Sep £'000	Actual to end of Sep £'000	Current Variance		Forecast Variance Outturn (Sep)	
					£'000	%	£'000	%
Adult Social Care Directorate								
178	1 Strategic Management – ASC	977	463	467	4	1%	188	19%
0	Procurement	569	303	308	6	2%	0	0%
0	ASC Strategy & Transformation	2,207	1,065	923	-142	-13%	0	0%
-115	2 ASC Practice & Safeguarding	1,569	701	540	-161	-23%	-165	-10%
Learning Disability Services								
-1,031	3 LD Head of Services	1,587	-531	-879	-348	65%	-922	-58%
299	4 LD Young Adults	2,106	1,030	1,087	57	6%	298	14%
984	5 City, South and East Localities	30,195	15,200	16,109	909	6%	927	3%
956	6 Hunts & Fenland Localities	20,203	10,206	11,448	1,242	12%	1,226	6%
374	7 In House Provider Services	5,237	2,847	3,083	236	8%	247	5%
Physical Disability Services								
-49	PD Head of Services	1,215	605	618	13	2%	-77	-6%
-143	8 Physical Disabilities	12,356	6,695	6,577	-118	-2%	-215	-2%
-1	Autism and Adult Support	857	466	251	-215	-46%	-14	-2%
-17	Sensory Services	515	282	230	-52	-18%	-51	-10%
-200	9 Carers Services	2,101	1,100	771	-330	-30%	-300	-14%
1,235	Director of Adult Social Care Directorate Total	81,695	40,432	41,533	1,101	3%	1,142	1%
Older People & Mental Health Directorate								
-89	10 Strategic Management - OP&MH	1,265	4,644	4,551	-93	-2%	-167	-13%
-260	11 Central Commissioning	11,223	5,771	5,837	66	1%	-16	0%
0	12 OP - City & South Locality	13,115	7,032	7,081	50	1%	-90	-1%
-231	13 OP - East Cambs Locality	6,078	3,038	2,866	-172	-6%	-83	-1%
-303	14 OP - Fenland Locality	8,666	4,285	4,181	-104	-2%	-567	-7%
-361	15 OP - Hunts Locality	11,173	5,893	5,509	-384	-7%	-760	-7%
40	16 Discharge Planning Teams	2,064	966	975	9	1%	100	5%
-140	17 Shorter Term Support and Maximising Independence	8,545	4,145	3,781	-364	-9%	-260	-3%
0	Integrated Community Equipment Service	779	1,320	1,439	120	9%	0	0%
Mental Health								
-32	Mental Health Central	693	331	291	-40	-12%	-40	-6%
-470	18 Adult Mental Health Localities	6,626	2,810	2,484	-327	-12%	-642	-10%
-206	19 Older People Mental Health	8,211	4,472	4,382	-90	-2%	-482	-6%
-150	20 Voluntary Organisations	4,258	2,195	2,026	-170	-8%	-150	-4%
-2,201	Older People & Adult Mental Health Directorate Total	82,697	46,901	45,402	-1,499	-3%	-3,156	-4%

Forecast Variance Outturn (Aug) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of Sep £'000	Actual to end of Sep £'000	Current Variance		Forecast Variance Outturn (Sep)	
					£'000	%	£'000	%
Children's Social Care Directorate								
429	21 Strategic Management - Children's Social Care	5,570	2,594	2,961	367	14%	509	9%
0	22 Adoption Allowances	3,076	1,538	1,676	138	9%	200	7%
0	23 Legal Proceedings	1,540	642	629	-13	-2%	200	13%
251	24 Safeguarding & Standards	1,787	690	813	123	18%	251	14%
392	25 CSC Units Hunts and Fenland	3,923	1,932	2,205	274	14%	473	12%
0	Children Looked After	12,472	7,074	7,131	57	1%	0	0%
433	26 CSC Units East & South Cambs and Cambridge	3,654	1,805	2,010	204	11%	379	10%
0	Disabled Services	6,559	3,459	3,548	88	3%	0	0%
2,200	27 Looked After Children Placements	12,622	5,323	6,399	1,076	20%	3,000	24%
3,705	Children's Social Care Directorate Total	51,202	25,057	27,372	2,314	9%	5,012	10%
Strategy & Commissioning Directorate								
0	Strategic Management – Strategy & Commissioning	443	351	306	-45	-13%	-84	-19%
0	Information Management & Information Technology	1,776	1,044	998	-46	-4%	0	0%
-0	Strategy, Performance & Partnerships	3,004	864	883	19	2%	-21	-1%
-163	28 Local Assistance Scheme	484	291	207	-85	-29%	-163	-34%
Commissioning Enhanced Services								
0	29 Special Educational Needs Placements	8,563	5,296	5,338	42	1%	200	2%
0	Commissioning Services	5,274	2,989	2,762	-227	-8%	0	0%
0	Early Years Specialist Support	1,323	661	339	-322	-49%	0	0%
0	Home to School Transport – Special	7,973	3,873	2,773	-1,100	-28%	0	0%
0	LAC Transport	1,107	462	467	5	1%	0	0%
Executive Director								
0	Executive Director	454	352	368	16	5%	0	0%
-200	30 Central Financing	-3,526	-3,077	-3,054	24	-1%	-200	-6%
-363	Strategy & Commissioning Directorate Total	26,874	13,106	11,386	-1,720	-13%	-268	-1%
Children's Enhanced & Preventative Directorate								
-40	Strategic Management – Enhanced & Preventative	893	759	742	-17	-2%	-40	-4%
0	Children's Centre Strategy	520	306	304	-1	0%	0	0%
0	Support to Parents	3,514	1,776	1,714	-61	-3%	0	0%
0	SEND Specialist Services	5,400	2,773	2,743	-30	-1%	-16	0%
0	Safer Communities Partnership	7,057	3,389	3,368	-20	-1%	0	0%
Youth Support Services								
0	Youth Offending Service	3,099	899	863	-36	-4%	0	0%
0	Central Integrated Youth Support Services	561	226	222	-5	-2%	0	0%
Locality Teams								
0	East Cambs & Fenland Localities	3,382	1,500	1,457	-43	-3%	-12	0%
0	South Cambs & City Localities	3,707	1,600	1,550	-50	-3%	-12	0%
0	Huntingdonshire Localities	2,459	1,102	1,082	-20	-2%	-12	0%
-40	Children's Enhanced & Preventative Directorate Total	30,592	14,329	14,046	-282	-2%	-92	0%

Forecast Variance Outturn (Aug) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of Sep £'000	Actual to end of Sep £'000	Current Variance		Forecast Variance Outturn (Sep)	
					£'000	%	£'000	%
	<b>Learning Directorate</b>							
0	Strategic Management - Learning	785	488	576	87	18%	0	0%
0	Early Years Service	1,351	419	367	-52	-12%	0	0%
0	Schools Intervention Service	1,248	679	685	6	1%	0	0%
0	31 Schools Partnership Service	983	221	31	-191	-86%	-196	-20%
10	Children's' Innovation & Development Service	87	-468	-181	286	-61%	96	111%
0	Integrated Workforce Development Service	1,376	564	604	40	7%	0	0%
174	32 Catering & Cleaning Services	-400	705	612	-93	-13%	0	0%
0	Teachers' Pensions & Redundancy	2,936	1,705	1,597	-109	-6%	0	0%
	<u>Infrastructure</u>							
0	0-19 Organisation & Planning	1,800	731	606	-125	-17%	0	0%
0	Early Years Policy, Funding & Operations	86	-0	-48	-48	47081 %	0	0%
0	Education Capital	172	181	310	129	72%	0	0%
0	Home to School/College Transport – Mainstream	9,786	3,182	3,281	100	3%	0	0%
<b>184</b>	<b>Learning Directorate Total</b>	<b>20,209</b>	<b>8,407</b>	<b>8,439</b>	<b>32</b>	<b>0%</b>	<b>-100</b>	<b>0%</b>
<b>2,521</b>	<b>Total</b>	<b>293,269</b>	<b>148,233</b>	<b>148,179</b>	<b>-54</b>	<b>0%</b>	<b>2,538</b>	<b>1%</b>
	<b>Grant Funding</b>							
0	33 Financing DSG	-23,326	-11,563	-11,663	-100	1%	-200	-1%
0	Non Baselined Grants	-27,627	-7,705	-7,705	0	0%	0	0%
<b>0</b>	<b>Grant Funding Total</b>	<b>-50,953</b>	<b>-19,268</b>	<b>-19,368</b>	<b>-100</b>	<b>1%</b>	<b>-200</b>	<b>0%</b>
<b>2,521</b>	<b>Net Total</b>	<b>242,316</b>	<b>128,965</b>	<b>128,811</b>	<b>-154</b>	<b>0%</b>	<b>2,338</b>	<b>1%</b>

## 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) Strategic Management – ASC</b>	<b>977</b>	<b>4</b>	<b>1%</b>	<b>188</b>	<b>19%</b>
<p>The expected overspend is predominantly caused by the directorate forecasting to underachieve on its £353k vacant posts target by £130k as a result of a relatively low number of vacancies and the need to fill certain key vacant posts with agency staff. The ability to achieve this saving is constrained by the need to retain any savings from vacancies in the Learning Disability Service within the pooled budget with the NHS.</p>					
<b>2) ASC Practice &amp; Safeguarding</b>	<b>1,569</b>	<b>-161</b>	<b>-23%</b>	<b>-165</b>	<b>-10%</b>
<p>The MCA/DoLS budget is forecast to underspend by -£165k principally due to a shortage of available Best Interest Assessors, and the resulting lower level of activity to date. This is an increase of -£50k compared to August. 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 the underspend will be lower than that in 2015/16.</p> <p>In addition, the service is forecast to receive additional external grant funding for the provision of MCA training.</p>					
<b>3) LD Head of Services</b>	<b>1,587</b>	<b>-348</b>	<b>65%</b>	<b>-922</b>	<b>-58%</b>
<p><u>Overall LDP position</u></p> <p>At the end of September the Learning Disability Partnership as a whole is forecast to overspend by £2,253k in 2016/17. This is £246k higher than reported in August. The County Council's risk share of 78.8% 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>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>LD Head of Services, continued:</b>					
<u>Actions being taken</u> <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.</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>					
<u>Changes since last month</u> <p>The adverse change in forecast of £246k for the pool as a whole is explained by:</p> <ul style="list-style-type: none"> <li>• Care spending commitments have decreased since last month:-£177k</li> <li>• Invoices relating to 2015/16 have been presented having not been accrued for: +£140k</li> <li>• Improvements in In-House Provider Services (see below): -£127k</li> <li>• Downwards revision in expected savings from reviews for remainder of financial year: +£250k</li> <li>• A £162k increase on the Head of Services policy line as a result of a revision in the expected underspend on staffing.</li> </ul> <p><b>LD Head of Services</b> - In addition to the movement detailed above, this line has moved by a further £-53k to reflect the Clinical Commissioning Group's contribution to the LDP overspend.</p>					
<b>4) LD Young Adults</b>	<b>2,106</b>	<b>57</b>	<b>6%</b>	<b>298</b>	<b>14%</b>
The forecasted pressure for the Young Adults team remains unchanged since last month.					
<b>5) Learning Disability – City, South and East Localities</b>	<b>30,195</b>	<b>909</b>	<b>6%</b>	<b>927</b>	<b>3%</b>
<p>There has been an overall decrease from the previous month's forecast of -£57k:</p> <ul style="list-style-type: none"> <li>• Increased expectation of direct payments clawed-back as unused, following progress to date: -£100k</li> <li>• Care commitments have increased slightly: +£57k <ul style="list-style-type: none"> <li>• <b>City</b> – Forecast costs have increased by around £33k as a result of changes in need and placement breakdown.</li> <li>• <b>South</b> – Costs have increased by around £20k due to contract changes and changes in need.</li> <li>• <b>East</b> – Care costs have increased by £4k due to changes in service-user needs.</li> </ul> </li> </ul> <p>The remainder of the change relates to the South share of the accruals and savings expectations factors quantified in note 3 above</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>6) Learning Disability – Hunts &amp; Fenland Localities</b>	<b>20,203</b>	<b>1,242</b>	<b>12%</b>	<b>1,226</b>	<b>6%</b>
<p>There has been an overall increase from previous month's forecast of £270k:</p> <ul style="list-style-type: none"> <li>This is the result of the reasons for change set out in note 3 above</li> </ul> <p>Care commitments are stable in both Hunts and Fenland localities, with an increase in forecast of £12k due to changing service-user needs.</p>					
<b>7) In House Provider Services</b>	<b>5,237</b>	<b>236</b>	<b>8%</b>	<b>247</b>	<b>5%</b>
<p>In House Provider Services is expected to be £247k overspent at year-end, a change of -£127k from last month. The reduction in overspend is primarily due to revised projections of staff costs.</p>					
<b>8) Physical Disabilities</b>	<b>12,356</b>	<b>-118</b>	<b>-2%</b>	<b>-215</b>	<b>-2%</b>
<p>The underspend in the Physical Disability Service is predicted to be -£215k which is an increase in the underspend of £71k compared to August.</p> <p>The change is primarily due to a revised expectation of Continuing Healthcare funding for service-users with health needs, which has offset pressures from new high-cost packages that were reported in August. This funding is based on assessments made by social care teams, and there is an element of risk in that identified health needs have to be agreed by the NHS Clinical Commissioning Group, who are managing a waiting list for applications to be considered. The remainder of the underspend is due to lower than expected care costs.</p> <p>It is expected that the service will continue to deliver its savings by managing demand through the use of short term intervention, increasing people's independence, and the use of community resources, in line with the Transforming Lives Approach, as well as through identifying further packages that should be partly- or jointly-funded through the Continuing Healthcare process. Savings have also been found through bringing reassessments forward, in some cases as early as January 2016, enabling a larger full year effect, and there has been a high level of Direct Payment clawed back as unspent early in the financial year.</p>					
<b>9) Carers Services</b>	<b>2,101</b>	<b>-330</b>	<b>-30%</b>	<b>-300</b>	<b>-14%</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 -£300k is being forecast on the basis that the current trend continue throughout the remainder of the year. This is an increase of -£100k compared to August. This figure will be closely monitored on a monthly basis based on movement and spend in the personal budget allocation.</p> <p>There is a small pressure within the budget for young carers due to the service being under resourced when it commenced, but resources are being transferred within the Carers service, providing for a holistic approach to all age carer support across Cambridgeshire in line with the All Age Carers Strategy 2016-2020.</p>					



Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>10) Strategic Management – OP&amp;MH</b>	<b>1,265</b>	<b>-93</b>	<b>-2%</b>	<b>-167</b>	<b>-13%</b>
<p>An underspend of £167k is now being reported for Strategic Management – OP&amp;MH; this is an increase of £78k from last month's figure. The underspend is mainly due to the following factors:</p> <ul style="list-style-type: none"> <li>• Reserves funding of £452k was allocated to Older Peoples Services in respect of care plan reviews, but it is now expected that the full funding will not be required and an underspend of £100k has been incorporated into the forecast.</li> <li>• Services to respond to responsibilities for social care needs for prisoners are still being established and so an underspend of £87k is expected in the current year.</li> <li>• £27k overspend from other minor one-off pressures.</li> </ul>					
<b>11) Central Commissioning</b>	<b>11,223</b>	<b>66</b>	<b>1%</b>	<b>-16</b>	<b>0%</b>
<p>Central Commissioning is forecasting an underspend of £16k, which is an adverse change of £244k from the figure reported last month. We now expect income collected for NHS funded nursing care to be £250k lower than expected at the start of the year due to reductions in client numbers receiving nursing packages.</p> <p>The following previously reported underspends still apply:</p> <ul style="list-style-type: none"> <li>• An underspend of £200k is predicted through the rationalisation of domiciliary care as part of the creation of the transition service.</li> <li>• An underspend of £60k is expected due to the reduction of respite block beds purchased based on analysis suggesting this was feasible given current utilisation. This is being reflected into the business planning process for next year.</li> </ul>					
<b>12) OP - City &amp; South Locality</b>	<b>13,115</b>	<b>50</b>	<b>1%</b>	<b>-90</b>	<b>-1%</b>
<p>This month City and South are reporting a year-end underspend of £90k; this is an improvement of £90k since last month.</p> <p>The underlying cost of care forecast is showing a current position of £160k overspend based on existing commitments. This is a reduction of £115k from last month, and the savings have been the result of:</p> <ul style="list-style-type: none"> <li>• Utilising the new block bed contract; City and South have placed 6 clients into residential blocks this month. This, in addition to the usual ended placements, has saved £180k;</li> <li>• A £96k increase in risk of clients approaching the asset threshold for County Council funding</li> <li>• An increase in client contribution commitment of £31k.</li> </ul> <p>Further savings are expected from utilising nursing block placements in order to reduce spot costs. Based on 4-5 people each month going into block placements, rather than spot with an average weekly cost of £620 per placement, the saving for the year across residential and nursing should be approximately £250k.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>13) OP - East Cambs Locality</b>	<b>6,078</b>	<b>-172</b>	<b>-6%</b>	<b>-83</b>	<b>-1%</b>
<p>This month East Cambs is forecasting a year end underspend of £83k, this is an adverse change of £148k this month.</p> <p>The underlying cost of care forecast is showing a current position of £2k overspend based on current commitments; this month there was an increase in commitment of £10k. The main points are:</p> <ul style="list-style-type: none"> <li>• East Cambs have increased committed income by £48k.</li> <li>• Residential care commitment has increased as a result of high demand on the team's budget, but it is still anticipated there will be a £90k underspend at the end of the year;</li> <li>• 'Risk' includes some new asset threshold cases which equated to an increase of £105k since last month;</li> <li>• Unusually, there were no deaths this month, which had an impact on the current position;</li> <li>• Direct payment take up is lower than the rest of the county, however some direct payment clawbacks of unspent amounts are being progressed;</li> <li>• Health income was secured in relation to a joint funded package;</li> <li>• There was one spot purchased nursing respite in the month.</li> </ul> <p>It is expected that further savings of £85k could be achieved from a combination of reviews (£40k) and use of block beds located in the rest of the County (£45k).</p>					
<b>14) OP - Fenland Locality</b>	<b>8,666</b>	<b>-104</b>	<b>-2%</b>	<b>-567</b>	<b>-7%</b>
<p>This month Fenland is forecasting a year end underspend of £567k, this is a favourable change of £265k this month.</p> <p>The underlying cost of care forecast is showing a current position of £198k underspend based on existing commitments. This includes asset threshold risk of £199k. The total change in commitment this month is a decrease of £107k; this follows a reduction in the previous month. Significant changes are:</p> <p>Pressures:</p> <ul style="list-style-type: none"> <li>• 10 new dom care packages (£27.5k), 1 new direct payment (£7.5k), 4 new respite packages (£5k) and 1 new care home placement resulting in new pressure of £57k for September;</li> <li>• 1 transfer with pressure of £21k;</li> <li>• 53 permanent increases with pressure of £117k,</li> </ul> <p>Savings:</p> <ul style="list-style-type: none"> <li>• 16 ended packages with a net saving of £169k, including the end of a high cost package;</li> <li>• Increased income commitment of £30k;</li> <li>• 9 people have gone into hospital with net saving of £16k, which is a reduction on last month's figures, as predicted.</li> </ul> <p>The current savings target for Fenland is £369k, which is split across utilising newly contracted block beds (£170k) and mitigating the asset threshold risk mentioned above (£199k). If these are realised Fenland will be on track to achieve a financial year end position of £567k underspend.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>15) OP - Hunts Locality</b>	<b>11,173</b>	<b>-384</b>	<b>-7%</b>	<b>-760</b>	<b>-7%</b>
<p>The forecast underspend for Hunts OP Locality team is £760k, a favourable change of £399k from the figure reported last month.</p> <p>The underlying cost of care forecast is showing a current position of £578k underspend based on existing commitments, which is an improvement of £401k from last month. The savings have been the result of:</p> <ul style="list-style-type: none"> <li>• naturally ended residential and nursing care placements;</li> <li>• ended domiciliary and residential care;</li> <li>• a reduction in risk of asset threshold cases of £26k; and</li> <li>• an increase in client contribution commitment of £130k.</li> </ul> <p>It is projected that the team could save an additional £181k on the average cost of block and spot placements based on current trend.</p> <p><u>Actions being taken:</u></p> <p>Hunts continue to look for other areas of potential savings including revisiting double-up packages reported as not being able to change, and requests which continue to be higher than expected. The team continue to work on reviews to identify more effective use of allocated block hours and personal budgets, and the introduction of co-produced Care and Support planning with providers is expected to reduce the number of requests for increase in hours.</p>					
<b>16) Discharge Planning Teams</b>	<b>2,064</b>	<b>9</b>	<b>1%</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>Referrals into social care from Peterborough Hospital have increased by 40% over the past three months and in order to avoid delays and potential reimbursement changes employment of an additional locum Social Worker has been necessary to meet the increasing demand. This is monitored weekly in terms of numbers of assessments completed and Delayed Transfer of Care within both Peterborough and Hinchingsbrooke Hospital. Locum use will be reduced as soon as demand allows.</p>					
<b>17) Shorter term Support and Maximising Independence</b>	<b>8,545</b>	<b>-364</b>	<b>-9%</b>	<b>-260</b>	<b>-3%</b>
<p>An underspend of £260k is forecast against Shorter Term Support and Maximising Independence, an increase of £120k from the figure reported last month. Vacancy hours within the Reablement Service have remained high throughout the year to date; recent successful recruitment drives will increase staffing levels in the second half 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 has been retained within service to offset the pressure in the Discharge Planning Teams. In addition, a small underspend of £20k has been identified on support costs within the Early Help Team.</p> <p>The following previous reported underspends still apply:</p> <ul style="list-style-type: none"> <li>• The Early Help Team was established in April &amp; an underspend of £50k is expected from efficiencies achieved by staffing the team from existing resources during the pilot phase.</li> <li>• Reduced support costs for the Reablement Service will lead to an underspend of £50k;</li> <li>• The Council expects to retain £40k additional income in Assistive Technology due to a recent one-off sale of stock.</li> </ul>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>18) Adult Mental Health Localities</b>	<b>6,626</b>	<b>-327</b>	<b>-12%</b>	<b>-642</b>	<b>-10%</b>
<p>Adult Mental Health Localities is forecasting an underspend of £642k, an increase of £172k from the figure reported last month.</p> <p>The underlying cost of care commitment reduced by £120k, primarily due to successful application of Continuing Healthcare funding for two high cost nursing packages and the transfer of a high cost residential placement into supported accommodation. With significant progress being made to reduce cost of care, it is expected that savings will exceed Business Planning targets and an underspend of £300k has been included in the forecast to reflect this.</p> <p>The following previously reported underspends still apply:</p> <ul style="list-style-type: none"> <li>Scrutiny of care and funding arrangements for service users has identified that the County Council is funding health responsibilities for some placements made through Section 41 of the Mental Health Act – where a restriction order is in place to manage a risk of harm to the person or others. Discussions are ongoing with the CCG to address the provision of appropriate health funding, and this could yield additional savings of £300k for the Council;</li> <li>£42k due to price negotiations</li> </ul>					
<b>19) Older People Mental Health</b>	<b>8,211</b>	<b>-90</b>	<b>-2%</b>	<b>-482</b>	<b>-6%</b>
<p>Older People Mental health is forecasting an underspend of £482k, an increase of £276k from the figure reported last month.</p> <p>The underlying cost of care commitment reduced by £116k this month following continued reduction in high cost nursing care package numbers. 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 £341k has been included in the forecast to reflect this.</p> <p>The following previously reported underspends still apply:</p> <ul style="list-style-type: none"> <li>Scrutiny of care and funding arrangements for service users has identified that the County Council is funding health responsibilities for some placements made through Section 41 of the Mental Health Act – where a restriction order is in place to manage a risk of harm to the person or others. Discussions are ongoing with the CCG to address the provision of appropriate health funding, and this could yield additional savings of £50k for the Council;</li> <li>£70k due to price negotiations.</li> </ul>					
<b>20) Voluntary Organisations</b>	<b>4,258</b>	<b>-170</b>	<b>-8%</b>	<b>-150</b>	<b>-4%</b>
<p>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.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>21) Strategic Management - Children's Social Care</b>	<b>5,570</b>	<b>367</b>	<b>14%</b>	<b>509</b>	<b>9%</b>
<p>The Children's Social Care (CSC) Director budget is forecasting an over spend of £509k.</p> <p>The First Response Emergency Duty Team is forecasting a £135k 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 has 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 £78k associated with managing the Children's Change Programme.</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 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>22) Adoption Allowances</b>	<b>3,076</b>	<b>138</b>	<b>9%</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 November 2016 with an estimated £150k of the £350k savings target being met this year.</p> <p><u>Actions being taken:</u> 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>23) Legal Proceedings</b>	<b>1,540</b>	<b>-13</b>	<b>-2%</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, demand on the legal budget is therefore expected to exceed 2015/16 figures.</p> <p><u>Actions being taken:</u> 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>24) Safeguarding &amp; Standards</b>	<b>1,787</b>	<b>123</b>	<b>18%</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 then recently more sharply to 497 CP and 630 LAC, and show no immediate sign of decreasing. 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>25) CSC Units Hunts and Fenland</b>	<b>3,923</b>	<b>274</b>	<b>14%</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>26) CSC Units East &amp; South Cambs and Cambridge</b>	<b>3,654</b>	<b>204</b>	<b>11%</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 25) for narrative.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>27) Looked After Children Placements</b>	<b>12,622</b>	<b>1,076</b>	<b>20%</b>	<b>3,000</b>	<b>24%</b>

The forecast overspend has increased by £0.8m 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 has 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 position this month, 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 September 2016, including placements with in-house foster carers, residential homes and kinship, are 630, 7 more than August 2016. This includes 66 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of September are 327.

External Placements Client Group	Budgeted Packages	31 Aug 2016 Packages	30 Sep 2016 Packages	Variance from Budget
Residential Disability – Children	3	2	2	-1
Child Homes – Secure Accommodation	0	0	0	-
Child Homes – Educational	8	10	12	+4
Child Homes – General	23	24	25	+2
Supported Accommodation	19	18	23	+4
Supported living 16+	6	24	27	+21
Independent Fostering	180	244	238	+58
<b>TOTAL</b>	<b>239</b>	<b>322</b>	<b>327</b>	<b>+88</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>28) Local Assistance Scheme</b>	<b>484</b>	<b>-85</b>	<b>-29%</b>	<b>-163</b>	<b>-34%</b>
<p>A contingency budget of £163k was allocated to the Local Assistance Scheme during 2016/17 Business Planning, following a decision by GPC in Spring 2015.</p> <p>The contingency budget was not utilised in 2015/16, and it became clear after the budget was set that it was unlikely to be necessary in 2016/17. In May 2016, Adults Committee considered spending plans for the scheme at the “core funding” level of £321k.</p> <p>This means the contingency budget of £163k is not required, based on current spending plans.</p>					
<b>29) SEN Placements</b>	<b>8,563</b>	<b>42</b>	<b>1%</b>	<b>200</b>	<b>2%</b>
<p>The Special Educational Needs (SEN) Placements budget is forecasting a £200k overspend in 16/17. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).</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> </ul>					



Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>30) Central Financing</b>	<b>-3,526</b>	<b>24</b>	<b>-1%</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>31) Schools Partnership Service</b>	<b>983</b>	<b>-191</b>	<b>-86%</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.					
<b>32) Catering &amp; Cleaning Services</b>	<b>-400</b>	<b>-93</b>	<b>-13%</b>	<b>0</b>	<b>0%</b>
<p>The Catering and Cleaning Services (CCS) are budgeted to achieve a £400k contribution to the overall CFA bottom line.</p> <p>However, the reduction of the cook/freeze operation and its potential closure by year end the service is providing a significant pressure.</p> <p>The production requirement for the centre has been reduced by 70% (food /provisions for 3.1 million meals per annum) from September 2016 following the end of the contract with Northamptonshire County Councils school catering service.</p> <p>The distribution centre (B4) has been scheduled to close by October 2016 with operations being run from the production centre C3. Whilst work is ongoing to assess the most effective options for the service and C3 production unit going forward it will require a significant increase in new orders for the centre to remain viable and to achieve a surplus/contribution.</p> <p>A plan of savings and restrictions of expenditure is in place to accommodate the £174k forecast shortfall ( comprised of £144k direct reduction in operating profit and an estimate cost of £30k to reflect the dilapidation &amp; demobilisation costs of current B4 premises, however worst case scenario estimates put these costs at £100k+, requiring further savings measures to be made.</p> <p>Further to this there are potential additional costs relating to the redundancy and pension strain costs for any staff who cannot be redeployed.</p> <p>Finally, the NJC pay award for the lowest grades increased above the expected level which is a pressure for the service as it affects a large percentage of CCS operational staff (cleaners and catering assistants).</p>					
<b>33) Financing DSG</b>	<b>-23,326</b>	<b>-100</b>	<b>1%</b>	<b>-200</b>	<b>-1%</b>
<p>Within CFA, spend of £23.3m is funded by the ring fenced Dedicated Schools Grant. The Education Placements budget is forecast to overspend this year by £200k.</p> <p>Vacancy savings are taken across CFA as a result of posts vacant whilst they are being recruited to, and some of these vacant posts are also DSG funded. It is therefore estimated that the DSG pressure of £200k for this financial year will be met by DSG related vacancy savings.</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	840
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>27,627</b>

Financing DSG	Education Funding Agency	23,326
<b>Total Grant Funding 2016/17</b>		<b>50,953</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	911
Strategy & Commissioning	1,557
Enhanced & Preventative Services	9,661
Learning	1,034
<b>TOTAL</b>	<b>27,627</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: Mental Capacity Act – Deprivation of Liberty Safeguards		-£200	Commitments following budget build suggest there is surplus budget in 2016-17, ahead of planned timing of reduction.
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)

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 30 Sep 16		
	£'000	£'000	£'000	£'000	
<b>General Reserve</b>					
CFA carry-forward	1,623	-1,062	561	-1,777	Forecast overspend of £2,338k applied against reserves.
<b>subtotal</b>	<b>1,623</b>	<b>-1,062</b>	<b>561</b>	<b>-1,777</b>	
<b>Equipment Reserves</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>Other Earmarked Reserves</b>					
<b>Adult Social Care</b>					
Capacity in ASC procurement & contracts	225	-63	162	122	Continuing to support route rationalisation for domiciliary care
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>Older People &amp; Mental Health</b>					
Continuing Healthcare project	118	-59	59	59	CHC team has been formed to deliver the BP savings
Homecare Development	62	-40	22	22	Managerial post to take 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, hoping for PH match funding.
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 30 Sep 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
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	-472	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
		Movements in 2016/17	Balance at 30 Sep 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	182	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 Cams
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 30 Sep 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>939</b>	
<b>TOTAL REVENUE RESERVE</b>	<b>6,502</b>	<b>-3,212</b>	<b>3,290</b>	<b>-740</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	1,680	1,680	0	The Basic Need allocation received in 2016/17 is fully committed against the approved capital plan.
Capital Maintenance	0	2,616	2,616	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>7,776</b>	<b>10,204</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 (Sep) £'000	Forecast Spend - Outturn (Sep) £'000	Forecast Variance - Outturn (Sep) £'000	Total Scheme Revised Budget £'000	Total Scheme Forecast Variance £'000
	<b>Schools</b>						
41,711	Basic Need - Primary	42,782	13,111	39,569	-3,213	224,944	28,132
39,689	Basic Need - Secondary	41,162	13,365	42,781	1,619	213,851	2,563
321	Basic Need - Early Years	613	35	613	0	2,203	0
770	Adaptations	654	252	561	-93	6,541	0
2,935	Specialist Provision	3,225	1,926	3,225	0	5,060	-175
3,250	Condition & Maintenance	3,250	2,336	3,250	0	25,750	0
204	Building Schools for the Future	348	117	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	251	300	0	650	0
1,500	Temporary Accommodation	1,500	845	1,500	0	14,000	0
0	Youth Service	127	0	127	0	0	0
295	Children Support Services	295	0	295	0	2,530	0
3,717	Adult Social Care	5,311	3	5,311	0	25,777	1,299
1,350	CFA IT Infrastructure	1,700	189	1,700	0	3,000	0
0	CFA Capital Variation	-10,282	0	-8,595	1,687	0	0
<b>97,156</b>	<b>Total CFA Capital Spending</b>	<b>92,921</b>	<b>32,432</b>	<b>92,921</b>	<b>0</b>	<b>543,222</b>	<b>31,629</b>

#### Basic Need - Primary £28,132k 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.

### **Basic Need - Primary £3,213k 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). 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 (£298k). 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, (£600k), 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) due to a 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; (£1,390k), Project has slipped from start on site 15.08.16 to 24.10.16.

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

### **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 £1,619k accelerated spend.**

The Bottisham Village College scheme has incurred £480k of slippage due to the start on site being deferred from late 2016 to March 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 £2,100k 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.

### **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.

### **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 (Sep) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Sep) £000
CFA	-10,282	-1,687	1,687	16.4%	-
<b>Total Spending</b>	<b>-10,282</b>	<b>-1,687</b>	<b>1,687</b>	<b>16.4%</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 (Sep) £'000	Forecast Funding Variance - Outturn (Sep) £'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
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 September there have been no changes to the overall funding position of the 2016/17 capital programme.

## APPENDIX 7 – Performance at end of August 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	22.6%	20.0%	20.2%	Aug-16	↑	A	22.2% (2015)	24.0% (2015)	Performance in re-referrals to children's social care has improved slightly during August but remains worse than 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	35.0	30.0	36.1	Aug-16	↓	R	35.2% (2015)	42.9% (2015)	The number of a children with a CP Plan was 480 during August. There were a higher number of conferences in August than previous years, and a steady stream of requests for conference coming to the unit. This has resulted in there being 480 CP plans at the end of August, only 6 shy of our highest number. Like June and July, we are currently running over 130 plans more than last year. Our prediction is that, whilst there are a number of review conferences scheduled in September that will downward-adjust the numbers, this will be counteracted by requests and that we will reach 500 CP plans by the end of September, and this will continue to rise.

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	46.0	40.0	47.0	Aug-16	↓	R	41.6% (2015)	60.0% (2015)	<p>The number of Looked After Children increased to 623 in August 2016. This includes 65 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. 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	94.1%	96.5%	93.4%	Aug 16	↓	A	94.0% (2015)	94.8% (2015)	Our performance in learning tends to drop at this point in the year as young people drop out before completing their programmes in learning. As many will not return until September it is unlikely that we will meet this target until later in the year.
% 16-19 year olds not in Education, Employment or training (NEET)	Enhanced & Preventative	3.4%	3.3%	3.5%	Aug 16	↓	A	3.5% (2015)	4.2% (2015)	NEET has risen slightly this month mainly due to the number of young people dropping out from learning. Locality teams will pick them up quickly and offer support to encourage them to return to learning as soon as possible, however this may not be until September.
% 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%	Aug-16	➡	G			
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	80.8%	82.0%	82.0%	Aug-16	⬆	G	88.4% (2016)	88.5% (2016)	Performance has improved to our best ever level and is now above target
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	55.5%	75.0%	56.9%	Aug-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.
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	94.8%	100.0%	94.8%	Aug-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%	80%	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 L4+ in Reading, Writing &amp; Maths at KS2</i>	Learning	28	21	28	2015	→	R			Data for 2015 suggests that the gap has remained unchanged at KS2 but increased significantly at KS4. 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	1.2%	6.0%	1.3%	Aug-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	95.0%	93.0%	95.1%	Aug-16	↑	G	83.0% (14-15)	82.6% (14-15)	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	51.2%	50.1%	51.5%	Aug-16	↑	G	N/A (Local Indicator)		Performance in 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	53.3%	57.0%	54.3%	Aug-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.</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 directly by providing additional support in the form of the Double Up Team who work with staff to reduce long term care needs and also release re-ablement capacity.</p>
<b>BCF</b> 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	96	236	115	Aug-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>

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
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	Older People & Mental Health	578	429	579	Jul-16		R			<p>The Cambridgeshire health and social care system is experiencing a monthly average of 2,976 bed-day delays, which is 35% above the current BCF target ceiling of 2,206. In June there were 2,982 bed-day delays, down 222 compared to the previous month.</p> <p>We continue to work in collaboration with health colleagues to build on this work. However, here 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.</p> <p>Between August '15 and July '16 there were 30,578 bed-day delays across the whole of the Cambridgeshire system - representing a 13% decrease on the preceding 12 months.</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
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Older People & Mental Health	129	114	124	Jul-16	↑	A			In July '16 there were 558 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 109 delays per 100,000 of 18+ population. For the same period the national rate was 141 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	11.6%	12.5%	11.0%	Aug 16	↓	A	9.0% (15-16) Provisional	6.7% (15/16) Provisional	Performance has fallen for the second month in a row and remains below target. Performance is above national and our statistical neighbours

## APPENDIX 8 – CFA Portfolio at end of August 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>

Programme/Project and Lead Director	Brief description and any key issues	RAG
<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>

Programme/Project and Lead Director	Brief description and any key issues	RAG
<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>