

INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING 31ST MAY 2017

To: **General Purposes Committee**

Date: **25th July 2017**

From: **Chief Finance Officer**

*Electoral
division(s):* **All**

Forward Plan ref: **2017/022** *Key decision:* **Yes**

Purpose: **To present financial and performance information to assess progress in delivering the Council's Business Plan.**

Recommendations: **General Purposes Committee (GPC) is recommended to:**

- a) **Analyse resources and performance information and note any remedial action currently being taken and consider if any further remedial action is required.**
- b) **Approve the changes to capital funding requirements as set out in Section 7.7.**
- c) **Approve the demography virements set out in Section 8.1.**
- d) **Approve the use of £54,200 from the General Fund to support a new Minerals and Waste Local Plan, as set out in Section 8.2.**
- e) **Note the transfer in budget responsibility and reporting for Drug and Alcohol Treatment from Children, Families and Adults to Public Health set out in Section 8.3.**
- f) **Consider and approve the proposals for the use of service reserves, as set out in Appendix 3.**
- g) **Consider and approve the proposals for monitoring performance and risk in this report**
- h) **Request Service Committees review performance indicators and risks to align with the outcome focused approach set out in this report.**

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1. PURPOSE

- 1.1 To present financial and performance information to assess progress in delivering the Council's Business Plan.

2. OVERVIEW

- 2.1 The following table provides a snapshot of the Authority's forecast performance at year-end by value, RAG (Red, Amber, Green) status and direction of travel (DoT).

Area	Measure	Forecast Year End Position (April)	Forecast Year End Position (May)	Current Status	DoT (up is improving)
Revenue Budget	Variance (£m)	-	+£2.1m	Amber	-
Capital Programme	Variance (£m)	-	£0m	Green	-
Balance Sheet Health	Net borrowing activity (£m)	£466m	£466m	Green	-

- 2.2 The key issues included in the summary analysis are:

- The overall revenue budget position is showing a forecast year-end overspend of +£2.1m (+0.6%); this is largely within Children, Families and Adults (CFA), which is reporting a +£2.0m (+0.9%) overspend. See section 3 for details.
- The Capital Programme is forecasting a balanced budget at year end. This includes use of the capital programme variations budget. See section 6 for details.
- Balance Sheet Health: the original forecast net borrowing position for 31st March 2018, as set out in the Treasury Management Strategy Statement (TMSS) is £466m. At this early stage in the financial year the full year projection is still as set out in the TMSS at £466m.
- Key Performance Indicators: GPC discussed the approach to performance management on 22nd June and agreed a new approach, the details of which have been set out in this report.
- Risk: GPC also discussed the approach to monitoring and managing risk, and agreed a new approach, the details of which have been set out in this report.

3. REVENUE BUDGET

3.1 A more detailed analysis of financial performance is included below:

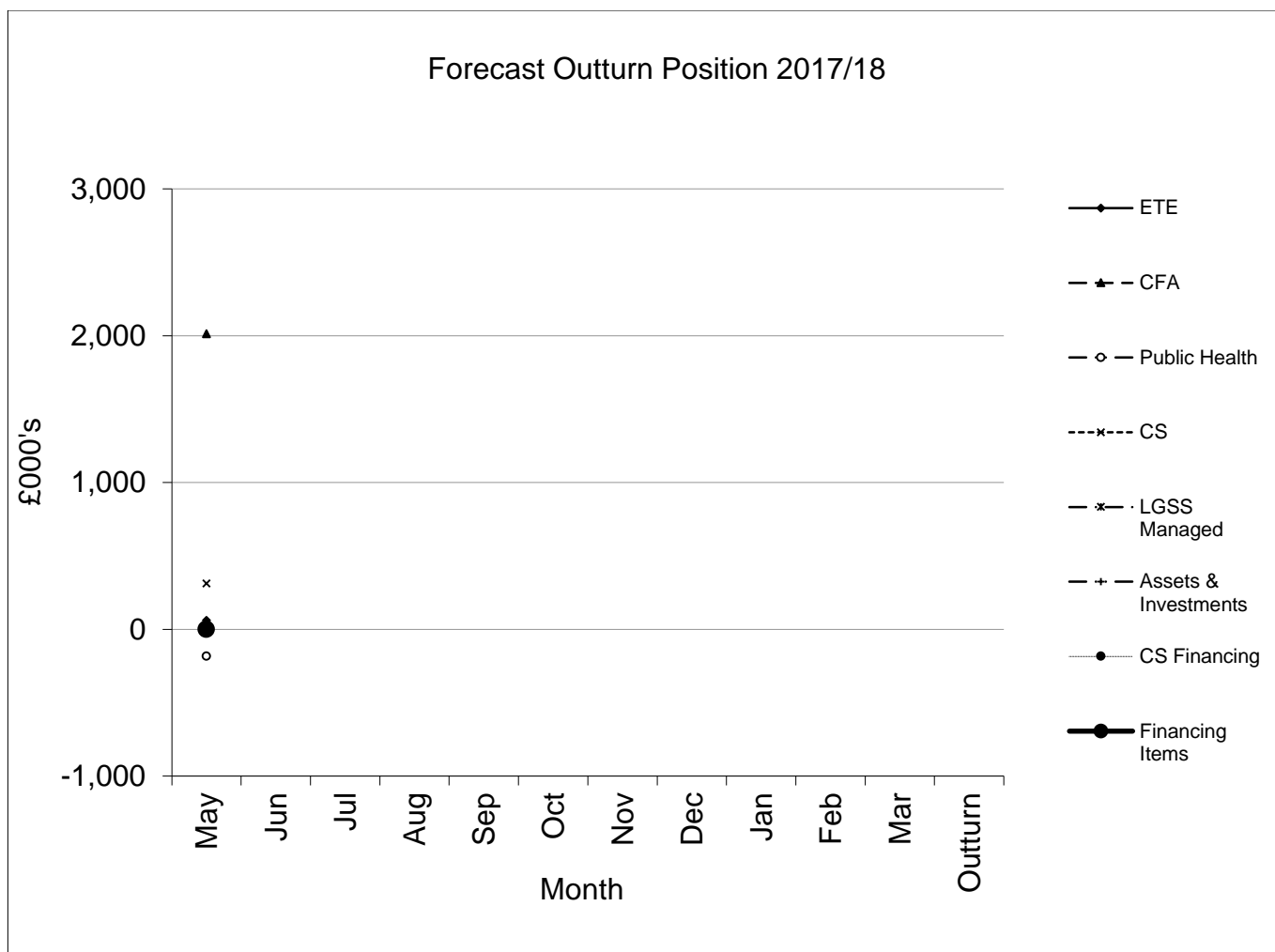
Forecast variances are presented on the basis that General Purposes Committee approves the virements proposed from the corporate demography budget to CFA (Looked After Children) and ETE (Waste).

Key to abbreviations

ETE – Economy, Transport and Environment
 CFA – Children, Families and Adults
 CS Financing – Corporate Services Financing
 DoT – Direction of Travel (up arrow means the position has improved since last month)

Original Budget as per Business Plan £000	Service	Current Budget for 2017/18 £000	Forecast Variance (May) £000	Forecast Variance (May) %	Overall Status
38,682	ETE	38,396	62	0.2%	Green
237,311	CFA	234,162	2,014	0.9%	Red
200	Public Health	387	0	0.0%	Green
15,542	Corporate Services	10,597	0	0.0%	Amber
6,500	LGSS Managed	13,559	0	0.0%	Green
2,702	Commercial & Investment	2,694	0	0.0%	Green
22,803	CS Financing	22,803	0	0.0%	Green
323,740	Service Net Spending	322,598	2,076	0.6%	Amber
24,377	Financing Items	24,432	0	0.0%	Green
348,117	Total Net Spending	347,030	2,076	0.6%	Amber
	Memorandum items:				
7,746	LGSS Operational	7,258	0	0.0%	Green
212,873	Schools	212,873			
568,736	Total Spending 2017/18	567,161			

- ¹ The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan for each respective Service.
- ² For budget virements between Services throughout the year, please see [Appendix 1](#).
- ³ The budget of £387k stated for Public Health is its cash limit. In addition to this, Public Health has a budget of £26.0m from ring-fenced public health grant, which makes up its gross budget.



3.2 Key exceptions this month are identified below.

3.2.1 **Economy, Transport and Environment:** +£0.062m (+0.2%) overspend is forecast at year-end.

There are no exceptions to forecast outturns to report this month. However, there is uncertainty around the forecast for the Waste PFI contract. From when the contract first started in 2008, the annual budget setting process was kept separate to the standard County Council approach. The budget flexed up or down annually depending on the relative performance of the Mechanical Biological Treatment (MBT) Plant and any pressures or flexibilities. In 2016/17, this approach changed, and the underlying pressure of £1.4m was not funded but “held” pending consideration of discussions with experts from DEFRA on possible savings. This underlying pressure rolled forward into 2017/18 so although there is a £5m of savings target across the next three years, the profile of these savings did not address the fact that there was an underlying pressure of £1.4m which limited the ability to achieve the savings target in the first year as the first savings only brought the budget back into balance.

Significant work is currently underway to model different levels of MBT performance and come to a view on the likely in-year financial position. At the same time, all budget holders across ETE are reviewing their budgets to identify if there are any areas of

underspend (either one-off, which will help offset the waste pressure this financial year) or ongoing (which can be brought out in the Business Plan) which can be used to offset the pressure in waste. The overall financial position will be reported in the June Finance & Performance Report.

For full details see the [ETE Finance & Performance Report](#).

3.2.2 Children, Families and Adults: +£2.014m (+0.9%) overspend is forecast at year-end.

	£m	%
<ul style="list-style-type: none"> Strategic Management – Children & Families – an overspend of +£1,087k is forecast for year-end. This is as a result of historic unfunded pressures with Children & Families Service which have not been able to be addressed through the Children’s Change Programme (£1,008k), and additional one-off costs of managing the Children’s Change Programme (£79k). The Children’s Change Programme is however on course to deliver savings of £669k in 2017/18 and has managed £294k of previously unfunded pressures as part of that Programme. 	+1.087	(+43%)
<p>The historic unfunded pressures referred to consist of: £706k spending on agency staff, £180k for unfunded posts necessary to cover current caseloads, and a £122k pressure on business support services. Locum workers will always form part of the children’s social care workforce – the actual levels of agency spend, based on 15% of the workforce, are in line with similar authorities.</p>		
<ul style="list-style-type: none"> Looked After Children Placements – an overspend of +£273k is forecast for year-end. This is as a result of some previously planned savings targets now being considered undeliverable. There is a further underlying pressure on the LAC Placement budget of c.£2.9m currently. (In the 2018/19 business plan the LAC placements budget received a net increase in funding of £2.1m, equal to its demography and demand need. Other budget increases for pressures and inflation were net out by its savings requirement). The forecast overspend assumes that £2.9m of the corporately held demography and demand budget will be allocated to the LAC Placement budget, subject to GPC approval, to assist with bringing the underlying pressure down to a more manageable level. 	+0.273	(+2%)
<ul style="list-style-type: none"> Adoption – an overspend of +£300k is forecast for year-end due to an additional requirement of 20 adoptive placements over and above those covered by the existing contract. The forecast therefore incorporates a need to purchase inter agency placements to manage this requirement and ensure our children receive the best possible outcomes. The increase in adoptive placements is ensuring that the LAC placements pressure does not increase further. LAC numbers have stabilised, but have not 	+0.300	(+7%)

decreased as a result of the extra adoptive placements; the combined number of adoptive and LAC placements has increased.

- For full details see the [CFA Finance & Performance Report](#).

- 3.2.3 **Public Health:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [PH Finance & Performance Report](#).
- 3.2.4 **Corporate Services:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](#).
- 3.2.5 **LGSS Managed:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](#).
- 3.2.6 **CS Financing:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](#).
- 3.2.7 **Commercial & Investment:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [C&I Finance & Performance Report](#).
- 3.2.8 **LGSS Operational:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](#).

***Note:** exceptions relate to Forecast Outturns that are considered to be in excess of +/- £250k.*

4. SAVINGS TRACKER

- 4.1 The “Savings Tracker” report – a tool for summarising delivery of savings – will be made available for Members on a quarterly basis. The Savings Tracker as at mid-June is included as Appendix 8 to this report.
- 4.2 Within the tracker the forecast is shown against the original saving approved as part of the 2017-18 Business Planning process. Based on current forecasts the overall position is a £2,503k shortfall against plan. However, the expectation is that stretched targets for existing savings and additional savings identified within the funnel will support delivery of the overall £30,784k savings target. It is also important to note the relationship with the reported position within this report. As pressures arise in-year, further mitigation and/or additional savings will be required to deliver a balanced position.

4.3 A summary of Business Plan savings by RAG rating is shown below:

RED			AMBER			GREEN			Total Original	Total Variance
Number of Savings	Total Original Savings £000	Total Variance £000	Number of Savings	Total Original Savings £000	Total Variance £000	Number of Savings	Total Original Savings £000	Total Variance £000		
	£000	£000		£000	£000		£000	£000	£000	£000
16	-4,297	2,346	3	-1,410	137	92	-25,077	20	-30,784	2,503

5. KEY ACTIVITY DATA

5.1 The latest key activity data for: Looked After Children (LAC); Special Educational Needs (SEN) Placements; Adult Social Care (ASC); Adult Mental Health; Older People (OP); and Older People Mental Health (OPMH) can be found in the latest [CFA Finance & Performance Report](#) (section 2.5).

6. PERFORMANCE AND RISK

- 6.1 GPC held two workshops in June 2017 to consider the approach to performance management in 2017/18. Members of GPC agreed to use the following performance management framework, in order to focus on performance against the key outcomes set out in the Business Plan:
- Service committees continue to have responsibility for monitoring work in their areas, using performance indicators set out in their Finance and Performance Reports. To avoid duplication of this role, GPC will not have a specific set of corporate key performance indicators.
 - Service committees would report performance issues of concern to GPC, with a plan for addressing each issue.
 - Performance indicators used by Service Committees would be grouped into outcome areas to allow GPC to have oversight of performance.
 - GPC would also receive a programme of reports across the year, focused on performance in each outcome area. These reports will contain the latest available information on all performance indicators and contextual information for that outcome.
- 6.2 [Appendix 6](#) shows the proposed new front page for this report, which presents the agreed performance information alongside finance and risk in an easy to understand graphical format. The pie charts show the status of all performance indicators, set against our outcomes that will be monitored by Service Committees, showing the proportion that are on, near or off target. This enables GPC to see the overall performance against each outcome at a glance. It also shows finance and activity information in summary form. Further explanation of the report is available in the appendix.
- 6.3 The pie charts show the indicators that Service Committees currently monitor. There is variation in what each Service Committee monitors, and some currently monitor annual

and quarterly indicators as part of their monthly scorecards whilst others do not. For example, the indicators included in the 'older people live well independently' outcome do not currently contain annual indicators derived from the adult social care user survey, which are very important for understanding performance in this area. This means that the pie charts do not show a balanced overall picture of performance at this stage – they show proof of the concept only. It is therefore important that each Service Committee review the indicators they use in Finance and Performance Reports to monitor achievement of the Council's outcomes. Business Intelligence will support to Service Committees to do this work.

- 6.4 As this performance framework is new, Service Committees have not identified exceptions to report to GPC in the current cycle of Finance and Performance reports. Service Committees should therefore identify exceptions and report to GPC in the next cycle of reports.
- 6.5 GPC has also reviewed the Corporate Risk Register in July 2017, a summary of which is included at [Appendix 5](#). This will be presented as part of this report, to link up finance, performance and risk information in one report, enabling a joined up view. This will continue to be presented quarterly, as per the Risk Management Policy.
- 6.6 The review of the risk register used the following principles:
- Risks should be strategic;
 - Risks should have a cross-Council scope;
 - The number of risks should be manageable (10-15 appears to be a manageable number looking at practice in other authorities);
 - The risks should not duplicate risks monitored by a single Service Committee (although they may aggregate them);
 - Risks should be focused on the things that might stop the Council achieving its objectives.
- 6.7 This work has resulted in a draft list of 11 risks. There is substantial cross-over with the previous set of risks and to ensure continuity, information about results, controls, and actions have been carried over. Where individual risks have been removed by incorporating them into risks with a wider scope, key information about results, controls, impacts and vulnerabilities has been mapped to the new risks, again to ensure continuity. There are some new risks, and more work is needed to fully understand the control environment in these areas before a residual risk score can be allocated.
- 6.8 The Grace system also allows use of some new fields to support risk analysis and assessment, such as the adequacy of the control environment and any current vulnerabilities. More work is also needed to ensure these fields are fully utilised in the discussions about risks with SMT and GPC, and this will be developed over the next quarter and fully reported in Q2.
- 6.9 There are no current exceptions to report on the new risk register.

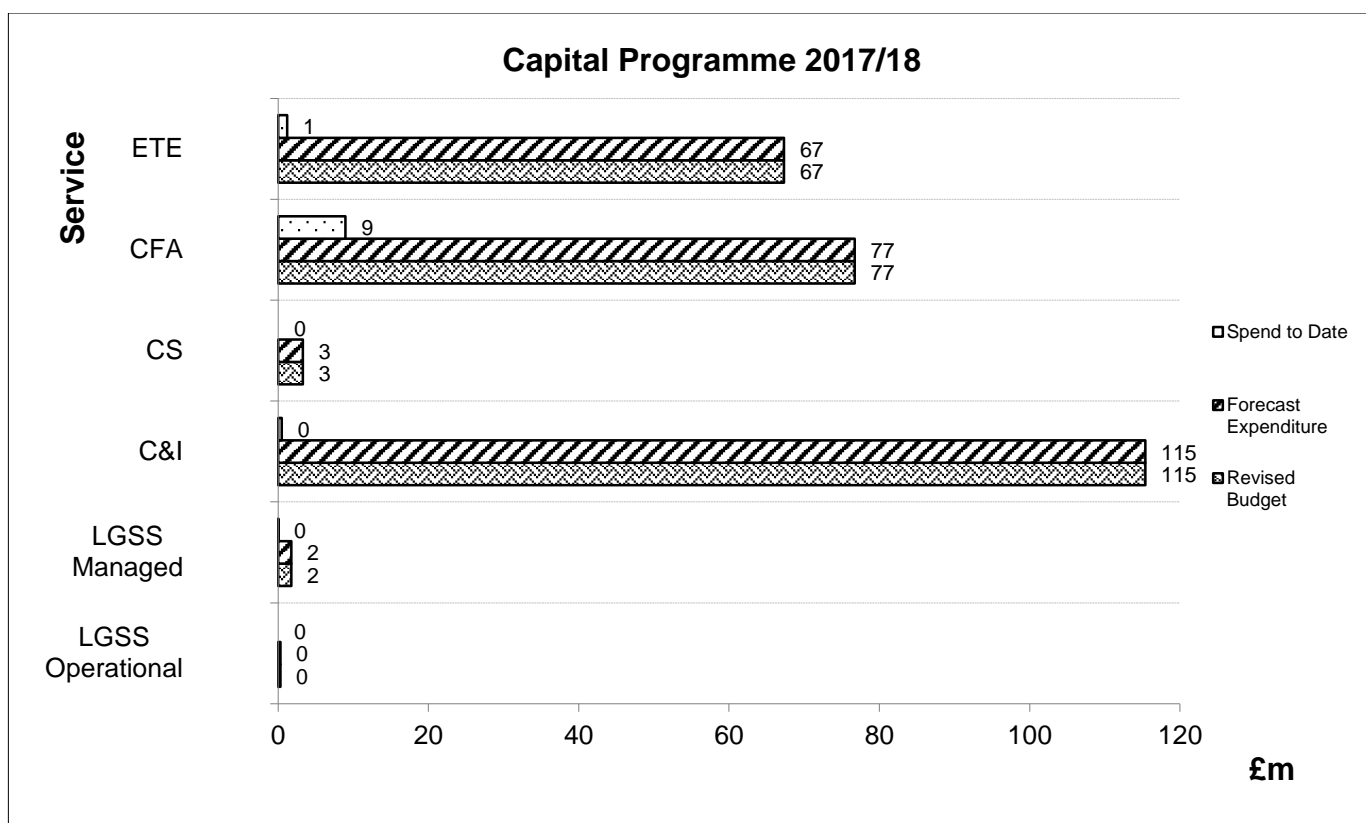
7. CAPITAL PROGRAMME

7.1 A summary of capital financial performance by service is shown below:

2017/18					TOTAL SCHEME	
Original 2017/18 Budget as per Business Plan £000	Service	Revised Budget for 2017/18 £000	Forecast Variance - Outturn (May) £000	Forecast Variance - Outturn (May) %	Total Scheme Revised Budget (May) £000	Total Scheme Forecast Variance (May) £000
66,013	ETE	67,295	-	0.0%	423,803	-
79,208	CFA	76,720	-0	0.0%	577,887	-8,123
3,689	CS & Transformation	3,280	-	0.0%	8,993	-
1,228	LGSS Managed	1,742	-	0.0%	10,292	-
115,658	C&I	115,374	-	0.0%	218,191	-
100	LGSS Operational	301	-	0.0%	1,408	-
265,896	Total Spending	264,712	-0	0.0%	1,240,574	-8,123

Notes:

1. The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted. A breakdown of the use of the capital programme variations budget by service is shown in section 6.2.
2. The reported ETE capital figures do not include City Deal, which has a budget for 2017/18 of £11.1m and is currently forecasting a balanced budget at year-end



Note: The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted.

7.2 A summary of the use of capital programme variations budgets by services is shown below. As forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when slippage exceeds this budget.

2017/18					
Service	Capital Programme Variations Budget	Forecast Variance - Outturn (May)	Capital Programme Variations Budget Used	Capital Programme Variations Budget Used	Revised Forecast Variance - Outturn (May)
	£000	£000	£000	%	£000
ETE	-15,234	0	0	0.00%	0
CFA	-10,305	-475	475	4.61%	-0
CS & Transformation	-279	0	0	0.00%	0
LGSS Managed	-960	-73	73	7.60%	0
C&I	-683	0	0	0.00%	0
LGSS Operational	-20	0	0	0.00%	0
Total Spending	-27,481	-548	548	1.99%	-0

7.3 A more detailed analysis of current year key exceptions this month by programme for individual schemes of £0.25m or greater are identified below.

7.3.1 **Economy, Transport and Environment:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [ETE Finance & Performance Report](#).

7.3.2 **Children, Families and Adults:** a balanced budget is forecast at year-end.

	£m	%
<ul style="list-style-type: none"> • Basic Need – Primary – an in-year underspend of -£0.9m is forecast. £419k of this is a total scheme underspend and is due to three schemes due to complete in 2017/18 not requiring their contingency budgets: Godmanchester Bridge (-£129k), Fordham Primary (-£152k) and Ermine Primary (-£139k). In addition, Meldreth Primary is forecasting slippage of £210k due to the scheme experiencing a delay of one month to the start on site. 	-0.9	(-2%)
<ul style="list-style-type: none"> • Basic Need – Secondary – a total scheme overspend of +£0.4m is forecast due to changes since the Business Plan was approved. This also causes an in-year overspend. Littleport Secondary and Special School has experienced a £426k increase in costs due to additional specialist equipment being required as part of the capital build. This is reflected in the total scheme forecast. 	+0.4	(+2%)
<ul style="list-style-type: none"> • CFA Capital Variation – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £0.5m underspend is balanced by use of the capital variation budget. 	+0.5	(+5%)
<ul style="list-style-type: none"> • For full details see the CFA Finance & Performance Report. 		

7.3.3 **Corporate Services:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](#).

7.3.4 **LGSS Managed:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](#).

7.3.5 **Commercial & Investment:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [C&I Finance & Performance Report](#).

7.3.6 **LGSS Operational:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](#).

7.4 A more detailed analysis of total scheme key exceptions this month by programme for individual schemes of £0.25m or greater are identified below:

7.4.1 **Economy, Transport and Environment:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [ETE Finance & Performance Report](#).

7.4.2 **Children, Families and Adults:** a -£8.1m (-1%) total scheme underspend is forecast.

£m **%**

Basic Need – Primary – a total scheme underspend of -£8.9m is forecast due to changes since the Business Plan was approved. These are in response to adjustments to development timescales and updated school capacity information. The following schemes have had cost variations since the 2017/18 business plan was published:

- Clay Farm Primary (-£384k), The Shade, Soham (-£113k), Godmanchester Bridge (-£129k), Fordham Primary (-£152k) and Ermine primary (-£139k) as risk and contingency items not required.
- Fulbourn Primary: +£1,215k as further planning has indicated the scope of the works has increased with associated costs.
- Wyton Replacement School: +£2,773k as the scope of the scheme has increased to 1.5 form entry rather than 1 form entry to ensure school can respond to future demand for places; the previous scheme has been removed from the programme, see below.
- Wyton New School: -£10m; this scheme is entirely linked to a large scale housing development and due to viability issues with the development it is not going ahead as originally planned within the timescales of the current capital plan. Thus the scheme has been removed from the plan. This will only impact on future years and not 2017/18. -8.9 (-3%)
- Melbourn Primary: +£281k due to an increase in the project scope including early year's provision.
- Morley Memorial: +£443k due to the revision of milestones which were originally set out in 2012.
- Fourfields Primary: -£2,300k as further analysis of need has identified that this scheme can be removed from the capital programme. This will only impact on future years and not 2017/18.

The 2017/18 effect of these changes is reflected in capital funding changes (section 6.6) and any effects on future years will be dealt with through the 2018/19 Business Planning process.

Basic Need – Secondary – a total scheme overspend of +£0.4m is forecast. Littleport Secondary and Special School has +0.4 (+0.2%)

experienced a £426k increase in costs due to additional specialist equipment being required as part of the capital build.

Basic Need – Early Years – a total scheme overspend of +£0.6m is forecast.	+0.6	(+11%)
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Adaptations – a total scheme overspend of +£0.4m is forecast. Morley Memorial has experienced additional total scheme costs of £442k due to the revision of the project, which was initially costed in 2012. The additional requirements reflect the inflationary price increases and not a change to the scope of the scheme.	+0.4	(+13%)
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Schools Managed Capital – a total scheme underspend of -£0.6m is forecast as it is anticipated that funding will reduce by this, so the amount devolved to schools will reduce accordingly.	-0.6	(-5%)
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For full details see the [CFA Finance & Performance Report](#).

- 7.4.3 **Corporate Services:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](#).
- 7.4.4 **LGSS Managed:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](#).
- 7.4.5 **LGSS Operational:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](#).
- 7.4.6 **Commercial & Investment:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the [C&I Finance & Performance Report](#).

7.5 A breakdown of the changes to funding has been identified in the table below.

Funding Source	B'ness Plan Budget £m	Rolled Forward Funding¹ £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	20.5	2.4	8.0	4.2	35.0	35.0	-
Basic Need Grant	32.7	-	-	-	32.7	32.7	-
Capital Maintenance Grant	4.0	-	0.4	-	4.5	4.5	-
Devolved Formula Capital	1.1	0.8	-0.1	-	1.8	1.8	-
Specific Grants	23.1	0.5	-7.6	-	16.1	16.1	-
S106 Contributions & Community Infrastructure Levy	22.0	1.6	-4.4	-	19.2	19.2	-
Capital Receipts	83.9	-	-	-	83.9	83.9	-
Other Contributions	15.1	0.4	-4.8	-	10.7	10.7	-
Revenue Contributions	-	-	-	-	-	-	-
Prudential Borrowing	63.5	7.7	-10.4	-	60.8	60.8	-0.0
TOTAL	265.9	13.4	-18.8	4.2	264.7	264.7	-0.0

¹ Reflects the difference between the anticipated 2016/17 year end position, as incorporated within the 2017/18 Business Plan, and the actual 2016/17 year end position.

7.6 Key funding changes (of greater than £0.5m or requiring approval):

Funding	Service	Amount (£m)	Reason for Change
Rolled Forward Funding	All Services	£13.4	The Capital Programme Board has reviewed overspends and underspends at the end of 2016/17, and many of these are a result of changes to the timing of expenditure, rather than variations against total costs. As such, this funding is still required in 2017/18 to complete projects. Of the £13.4m funding to be carried forward, £7.7m relates to prudential borrowing, however as this only relates to a shift in funding

			<p>of one year there is no significant impact on the Debt Charges budget as a result.</p> <p>Further details are available in Appendix 7, which shows capital roll-forwards.</p> <p>General Purposes Committee is asked to approve the carry forward of £13.4m of funding to 2017/18 and beyond.</p>
Revised Phasing (capital programme variations budgets)	All Services	-£9.2	<p>In 2016/17 the Capital Programme Board recommended that a 'Capital Programme Variations' line be included for each Service, which effectively reduces the capital programme budget. Capital programme variations budgets were included in the 2017/18 Business Plan, but these have been revised for 2017/18 based on the average slippage for the previous three years and to take account of all sources of funding.</p> <p>General Purposes Committee is asked to approve the -£9.2m revised phasing of funding relating to changes in the capital programme variations budget.</p>
Revised Phasing	ETE	-£3.8	<p>The following schemes have been rephased resulting in the following changes to their 2017/18 funding requirement:</p> <ul style="list-style-type: none"> • King's Dyke (-£5,667k) • Guided Busway (-£1,000k) • Ely Crossing (+£940k) • Scheme development for Highways initiatives (+£1,000k) • Investment in Connecting Cambridgeshire (+£627k) • Delivering the Transport Strategy Aims (+£340k) • Soham Station (+£259k) • Roads including signs & lines (-£269k) <p>Other schemes below the de-minimus make up the difference.</p> <p>General Purposes Committee is asked to approve the -£3.8m rephasing of ETE's funding for these schemes.</p>

Addition/Reduction in Funding (Prudential Borrowing)	CFA	-£5.8	<p>There have been some changes to schemes since the 2017/18 Business Plan was finalised.</p> <p>The scope of the following schemes has changed, resulting in total scheme under/overspends therefore the following changes are required to 2017/18 funding:</p> <ul style="list-style-type: none"> • Clay Farm Primary, Cambridge (-£566k) • Wyton Primary (+£2,189k) • Fulbourn Phase 2 (+£415k) • LA maintained EY provision (+£342k) <p>The following schemes have been rephased resulting in the following changes to their 2017/18 funding requirement:</p> <ul style="list-style-type: none"> • Ramnoth Primary, Wisbech (-£1,972k) • Sawtry Infants (-£999k) • Sawtry Junior (-£1,290k) • St Ives Eastfield (-£280k) • Histon Additional Places (-£1,617k) • Gamlingay First School (+£1,100k) • Southern Fringe, Cambridge (-£373k) • Northstowe Secondary (-£2,376k) • CFA Management Information System IT Infrastructure (-£250k) <p>Other schemes below the de-minimus make up the difference.</p> <p>General Purposes Committee is asked to approve the -£5.8m rephasing of CFA's funding for these schemes.</p>
Additional/Reduction in Funding (Specific Grants)	ETE	£2.9	<p>Cambridgeshire County Council has received £2.9m of grant funding from the DfT National Productivity Fund for the purpose of improving roads, cutting congestion and improving journey times on our roads.</p> <p>General Purposes Committee is asked to approve that the National Productivity Fund of £2.9m be allocated in full to ETE.</p>
Additional/Reduction in Funding (Specific Grants)	ETE	£1.2	<p>Cambridgeshire County Council has received £1.2m of grant funding from DfT for the purpose of permanently removing potholes, either through permanent patching repairs or preventative resurfacing works.</p> <p>General Purposes Committee is asked to approve that the Pothole Action Fund of</p>

			£1.2m be allocated in full to ETE to use for its intended purpose of removing potholes.
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8. FUNDING CHANGES

- 8.1 As set out in the Scheme of Financial Management, GPC approval is required for any virement of budget between services exceeding £160k. The following virements therefore need approval from GPC:

Looked After Children (LAC) Demography

In the 2017/18 Business Planning process the corporate budget was setup on the basis that funding would be taken from the central demography budget when services demonstrate there has been an impact due to increasing demand, which cannot be contained within existing budget levels.

After budget changes agreed in the 2017-18 Business Plan, including a re-investment of £3m as well as further demography and savings, there is currently £14.4m available for LAC placements this year. Given patterns of expenditure and the fact that demand has continued to rise following the detailed consideration of the LAC budget in the Autumn, this budget remains insufficient to respond to the demand that is evident. There is currently budget available for the equivalent of 292 external placements, whereas there were actually 346 external placements in May. Thus a virement is required from the corporate demography budget to meet this pressure. The budgets stated in this report include the virement. Full details of this request are available in [Appendix 4](#).

General Purposes Committee is requested to allocate £2.913m from the corporate demography budget to Looked After Children placements in CFA.

Waste Demography

In the 2017/18 Business Plan the financial impact of the predicted 1.4% population growth on service provision across the Council was held within Corporate Services, pending services demonstrating there has been an impact on their financial position due to population growth that cannot be contained within their revenue budget. Excluding the impact of the 2.02% increase in contract waste, which is mainly garden waste and the increase in volume last year was due to the seasonal weather impact on growing conditions, the residual waste increased by 2.10% which equates to a financial impact of £170K. Therefore £170k demand funding is required to fund the increased landfill tax costs and recycling credits. The budgets detailed in this report include this virement.

General Purposes Committee is requested to allocate £170,000 from the corporate demography budget to ETE for Waste services.

- 8.2 The following allocation for 2017/18 is under £160k, however GPC approval is requested as the total amount over all years will be £325k.

Minerals and Waste Local Plan

The County Council as a Mineral and Waste Planning Authority has a statutory duty to prepare and maintain a minerals and waste local plan. The current Plan has a horizon of just over 8 years left; and a local plan typically takes a minimum of 3 years to prepare. If work started on a new minerals and waste local plan this autumn, the plan would not be in place until the end of 2020. A plan which is not up to date poses the risk of increased challenges to decisions made on planning applications, and planning applications would be determined against national rather than the local planning policy.

It is proposed that the new Plan will be prepared with Peterborough City Council, building upon the long relationship of joint minerals and waste management planning. A detailed [report](#) is being considered by Economy & Environment Committee which identifies the following funding is required for this purpose.

2017/18	£54,200
2018/19	£108,300
2019/20	£108,300
2020/21	£54,200

General Purposes Committee is asked to approve the use of £54,200 from the General Fund in this financial year; the funding for future years will be addressed through the Business Planning process.

- 8.3 Although the following change in budget responsibility is about management responsibility only and does not constitute a virement as there is no change in purpose or outcomes for the funding as voted by Full Council, it is recorded in this report for the Committee to note.

Virement of Drug and Alcohol Treatment budgets

A new Cambridgeshire and Peterborough Public Health Joint Commissioning Unit (PHJCU) was created on 1st May 2017, following a restructure of public health commissioning functions in both Cambridgeshire County Council and Peterborough City Council. The PHJCU will maximise efficiencies and reduce duplication where similar commissioning work is being carried out by both Councils, and will seek to achieve best value through joint commissioning by the two Councils and, when appropriate, with Cambridgeshire and Peterborough Clinical Commissioning Group (CCG). The PHJCU is jointly led by the Cambridgeshire County Council Public Health Consultant (Health Improvement) and the Peterborough City Council Assistant Director of Commissioning.

Commissioning of drug and alcohol treatment services is one of the public health duties of the Council, and is funded through the national public health ring-fenced grant (£5,880k) and through CCC cash limit (£178k). Prior to the creation of the PHJCU, this function sat within Children Families and Adults, Enhanced and Preventive Services Directorate

(CFA-EP). Staff from the CFA-EP team involved in commissioning drug and alcohol services, have moved into the PHJCU following the restructure.

Therefore a virement is required to transfer the Drug and Alcohol Treatment budgets from the Children Families and Adults Executive Directorate to the Public Health Directorate. The budgets will still be used for the same purpose and will be managed by staff in the new Public Health Joint Commissioning Unit, which is responsible for drug and alcohol treatment contracts. The total value of the Drug and Alcohol Treatment budgets to be vired is £5,880k funded from the ringfenced public health grant plus £178k funded from CCC cash limit (£6,058k gross). The budgets stated in this report include this virement.

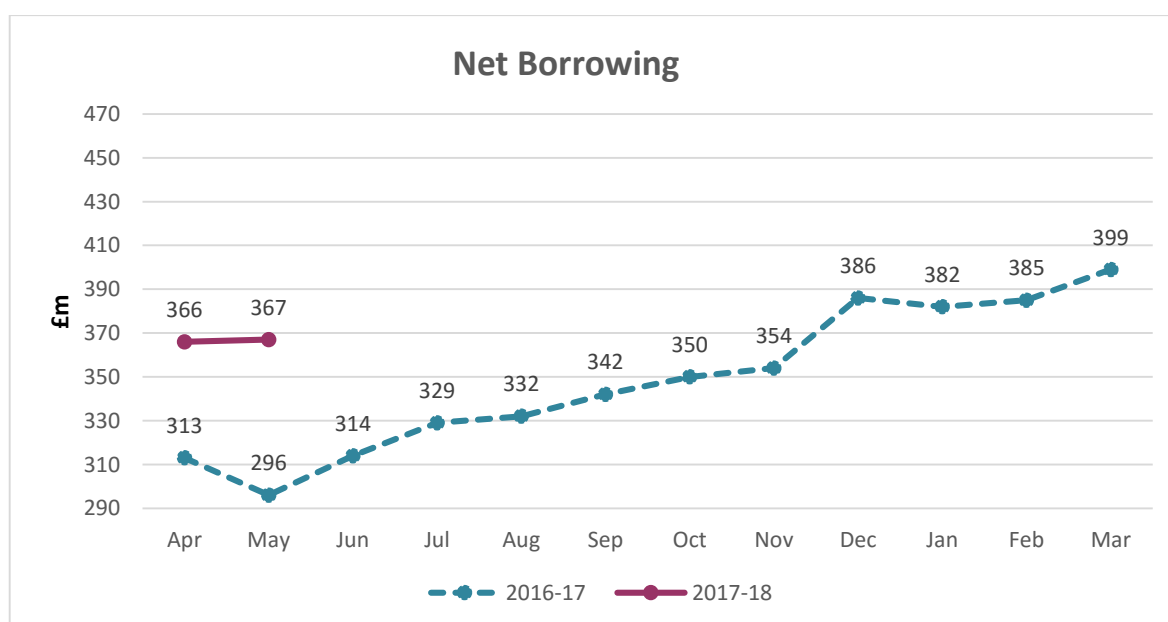
General Purposes Committee is asked to note the transfer in budget responsibility and reporting for Drug and Alcohol Treatment from CFA to Public Health.

9. BALANCE SHEET

9.1 A more detailed analysis of balance sheet health issues is included below:

Measure	Year End Target	Actual as at the end of May
Level of debt outstanding (owed to the council) – 4-6 months, £m	£0.4m	£0.8m
Level of debt outstanding (owed to the council) – >6 months, £m	£1.0m	£2.3m
Invoices paid by due date (or sooner)	97.6%	99.5%

9.2 The graph below shows net borrowing (investments less borrowings) on a month by month basis and compares the position with the previous financial year. The levels of investments at the end of May 17 were £47.17m (excluding 3rd party loans) and gross borrowing was £414.0m.



- 9.3 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the year. It identifies the expected levels of borrowing and investments based upon the Council's financial position and forecast capital programme. When the 2017-18 TMSS was set in February 2017, it was anticipated that net borrowing would reach £466m at the end of this financial year. Net borrowing at the beginning of this year (£399m) started at a lower base than originally set out in the TMSS (£466m). This is to be reviewed as the year progresses and more information is gathered to establish the full year final position.
- 9.4 From a strategic perspective, the Council is currently reviewing options as to the timing of any potential borrowing and also the alternative approaches around further utilising cash balances and undertaking shorter term borrowing which could potentially generate savings subject to an assessment of the interest rate risks involved.
- 9.5 Although there is link between the capital programme, net borrowing and the revenue budget, the Debt Charges budget is impacted by the timing of long term borrowing decisions. These decisions are made in the context of other factors including, interest rate forecasts, forecast levels of cash reserves and the borrowing requirement for the Council over the life of the Business Plan and beyond.
- 9.5 The Council's cash flow profile varies considerably during the year as payrolls and payment to suppliers are made, and grants and income are received. Cash flow at the beginning of the year is typically stronger than at the end of the year as many grants are received in advance.
- 9.6 Further detail around the Treasury Management activities can be found in the latest [Treasury Management Report](#).
- 9.7 A schedule of the Council's reserves and provisions can be found in [appendix 2](#).

10. ALIGNMENT WITH CORPORATE PRIORITIES

10.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

10.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

10.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

11. SIGNIFICANT IMPLICATIONS

11.1 Resource Implications

This report provides the latest resources and performance information for the Council and so has a direct impact.

11.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

11.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

11.4 Equality and Diversity Implications

There are no significant implications within this category.

11.5 Engagement and Consultation Implications

No public engagement or consultation is required for the purpose of this report.

11.6 Localism and Local Member Involvement

There are no significant implications within this category.

11.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Chris Malyon
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	No Name of Legal Officer: Not applicable
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	No Name of Legal Officer: Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	No Name of Officer: Not applicable

Have any engagement and communication implications been cleared by Communications?	No Name of Officer: Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	No Name of Officer: Not applicable
Have any Public Health implications been cleared by Public Health	No Name of Officer: Not applicable

Source Documents	Location
ETE Finance & Performance Report (May 17) CFA Finance & Performance Report (May 17) PH Finance & Performance Report (May 17) CS and LGSS Cambridge Office Finance & Performance Report (May 17) C&I Finance & Performance Report (May 17) Performance Management Report & Corporate Scorecard (May 17) Capital Monitoring Report (May 17) Report on Debt Outstanding (May 17) Payment Performance Report (May 17)	1 st Floor, Octagon, Shire Hall, Cambridge

APPENDIX 1 – transfers between Services throughout the year (only virements of £1k and above (total value) are shown below)

[illegible]

APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2017	2017-18		Forecast Balance 31 March 2018	Notes
		Movements in 2017-18	Balance at 31 May 17		
	£000s	£000s	£000s	£000s	
General Reserves					
- County Fund Balance	15,808	1,453	17,261	14,873	Service reserve balances transferred to General Fund after review
- Services					
1 CFA	540	-540	0	0	
2 ETE	2,229	-2,229	0	0	
3 CS	-64	64	0	0	
4 LGSS Operational	609	0	609	609	
subtotal	20,162	-1,252	17,870	15,482	
Earmarked					
- Specific Reserves					
5 Insurance	3,269	0	3,269	3,269	
subtotal	3,269	0	3,269	3,269	
- Equipment Reserves					
6 CFA	859	0	859	809	
7 ETE	218	0	218	218	
8 CS	57	0	57	57	
subtotal	1,134	0	1,134	1,084	
Other Earmarked Funds					
9 CFA	1,289	249	1,538	552	Includes liquidated damages in respect of the Guided Busway - current balance £1.5m.
10 PH	2,960	0	2,960	2,135	
11 ETE	6,003	562	6,565	4,883	
12 CS	2,656	0	2,656	2,656	
13 LGSS Managed	146	0	146	146	
14 C&I	362	0	362	362	Savings realised through change in MRP policy
15 Transformation Fund	19,525	0	19,525	11,641	
16 Innovation Fund	1,000	0	1,000	1,000	
subtotal	32,901	811	33,752	22,375	
SUB TOTAL	57,465	-441	56,025	42,210	
Capital Reserves					
- Services					
17 CFA	1,827	12,674	14,501	0	Section 106 and Community Infrastructure Levy balances.
18 ETE	7,274	18,206	25,480	5,200	
19 LGSS Managed	72	0	72	72	
20 C&I	0	6	6	6	
21 Corporate	29,782	348	30,130	10,901	
subtotal	39,343	31,234	70,189	16,179	
GRAND TOTAL	96,808	30,793	126,213	58,388	

In addition to the above reserves, specific provisions have been made that set aside sums to meet both current and long term liabilities that are likely or certain to be incurred, but where the amount or timing of the payments are not known. These are:

Fund Description	Balance at 31 March 2017	2017-18		Forecast Balance 31 March 2018	Notes
		Movements in 2017-18	Balance at 31 May 17		
	£000s	£000s	£000s	£000s	
- Short Term Provisions					
1 ETE	669	0	669	0	
2 CFA	200	0	200	0	
3 CS	64	0	64	64	
4 LGSS Managed	3,056	0	3,056	3,056	
5 C&I	24	0	24	24	
subtotal	4,013	0	4,013	3,144	
- Long Term Provisions					
6 LGSS Managed	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
GRAND TOTAL	7,626	0	7,626	6,757	

APPENDIX 3 – PROPOSED CARRY-FORWARD OF EARMARKED RESERVES

CFA

Proposal Title	Opening Balance 2016/17 £'000	Amount Required in 2017/18 £'000	Type	Notes / Changes
Strategy & Commissioning				
Reduce the cost of home to school transport	£60	£60	Continuation of funds agreed for use in 2016/17	Independent travel training for children with SEND. An independent travel training scheme to work with young people with SEND so they can develop skills to travel independently post-16. This project was delayed due to a lack of capacity in 2016/17 and will now take place during 2017/18.
Prevent children and young people becoming Looked After	£57	£25	Continuation of funds agreed for use in 2016/17	Re-tendering of supporting people contracts, funding is being used to fund a fixed term post which continues into 2017/18.
Learning				
ESLAC Support for children on edge of care	£50	£36	Continuation of funds agreed for use in 2016/17	Children in Need Support Worker continuing into 2017/18 (funding of a fixed term post).
Adult Social Care				
Capacity in ASC procurement & contracts	£225	£143	Continuation of funds agreed for use in 2016/17	Funding for staff employed in the Procurement and Contracts Team to be used for contract rationalisation and review. Amount required going forward into 2017/18.
Older People & Mental Health				
Homecare Development	£62	£22	Continuation of funds agreed for use in 2016/17	Roleholder in post and continuing into 2017/18, taking forward proposals that emerged from the home care summit.
Falls prevention	£44	£44	Continuation of funds agreed for use in 2016/17	Funding required to meet contract costs as contract with provider continues into 2017/18
Dementia Co-ordinator	£35	£13	Continuation of funds agreed for use in 2016/17	Dementia co-ordinator post recruited to, but delayed implementation so post continuing into 2017/18.
Mindful / Resilient Together	£321	£188	Continuation of funds agreed for use in 2016/17	Programme of community mental health resilience work (spend has begun and is continuing over 3 financial years through a contract).
Brokerage function - extending to domiciliary care	£50	£35	Continuation of funds agreed for use in 2016/17	Additional resource for co-ordinating purchasing of domiciliary care. Project continuing into 2017/18.

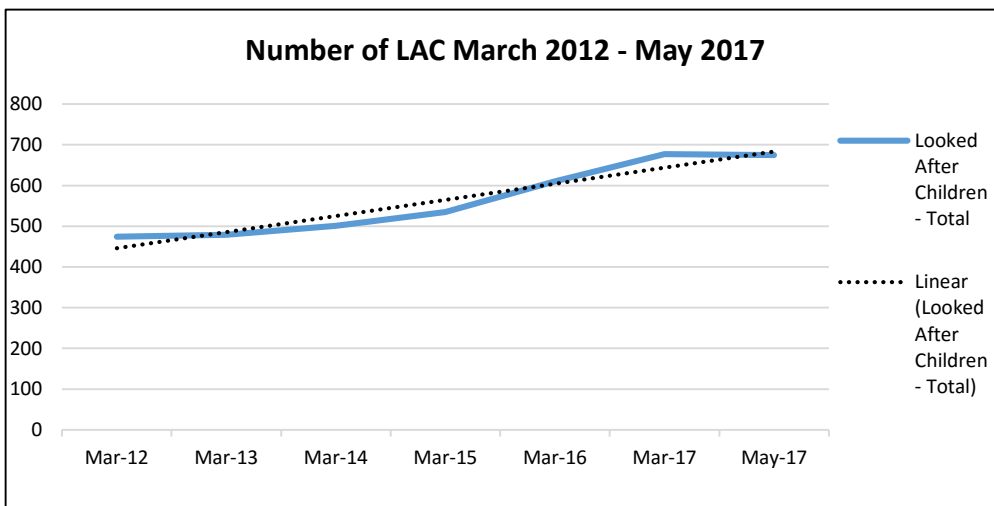
Proposal Title	Opening Balance 2016/17 £'000	Amount Required in 2017/18 £'000	Type	Notes / Changes
Specialist Capacity: home care transformation / and extending affordable care home capacity	£70	£25	Continuation of funds agreed for use in 2016/17	Additional resource to support expansion of the availability of homecare. Project continuing into 2017/18.
Cross-CFA schemes				
Develop 'traded' services	£57	£30	Continuation of funds agreed for use in 2016/17	To buy additional functionality into the Child Assessment System for Early Years. This will be a package that early Years providers can buy which will support them with managing their staff training, supervision and development. The implementation of this system has been delayed.
Reduce the cost of placements for Looked After Children	£184	£110	Continuation of funds agreed for use in 2016/17	Looked After Children Commissioning Strategy - funding for adaptation and refurbishment of a number of Council owned properties to increase the in-county accommodation strategy for children who are looked after. The building work is taking longer than anticipated and will continue into 2017/18.
Improve the recruitment and retention of Social Workers (these bids are cross-cutting for adults, older people and children and young people)	£188	£78	Continuation of funds agreed for use in 2016/17	Management of staff in item D (above) via LGSS People. Fixed Term and linked to our strategy to reduce agency spend in social work
TOTAL CFA	£1,403	£809		

ETE

Proposal Title	Opening Balance 2016/17 £'000	Amount Required in 2017/18 £'000	Type	Notes / Changes
Highways Records Digitisation	£45	£45	Continuation of funds agreed for use in 2016/17	This will complete the delivery of digitalisation of our highways asset records, improving efficiency and customer access to information. Currently approximately 2/3 complete. Planned work was not completed in 2016/17, but will continue into 2017/18.
TOTAL ETE	£45	£45		

APPENDIX 4 – LOOKED AFTER CHILDREN DEMOGRAPHY VIREMENT

1.0	BACKGROUND AND SUMMARY
1.1	<p>After spending £16.52m in 2015-16, the Looked After Children (LAC) placement budget for 2016-17 was set at £12.51m. This proved to be an overly ambitious and unrealistic budget expectation, as demand actually increased rather than fell during 2016-17 with final spend totalling £16.66m. The budget expectation had been set on the basis of a strategy for reducing the numbers of looked after children.</p> <ul style="list-style-type: none"> • The strategy did not take account of national trends of the growth of looked after children which showed a 5% increase nationally during 2015/16. • Whilst the objectives were in themselves sound, there had been insufficient activity and/or lead-in time to realise the ambition • The numbers of children proposed to be removed from the system was neither desirable nor deliverable • The budget had been gradually reduced since 2012 in the face of continued increases in numbers of looked after children <p>By May 2017, there were 688 Looked After Children in Cambridgeshire, the highest level for at least 5 years but in line with East of England average</p>
1.2	<p>After budget changes agreed for 2017-18, including a re-investment of £3m (A/R.4.021) as well as further demography and savings, there is currently £14.4m available for LAC placements this year. Given patterns of expenditure and that demand has continued to rise following the detailed consideration of the LAC budget in the Autumn, this budget remains insufficient to respond to the demand that is evident. There is currently budget available for the equivalent of 292 external placements, whereas there were actually 346 external placements in May.</p>
1.3	<p>General Purposes Committee is requested to allocate £2.913m from the corporate demography budget to Looked After Children placements in Children's, Families & Adults Services.</p> <p>The corporate budget was setup on the basis that funding would be taken from the central contingency when services demonstrate there has been an impact due to increasing demand, which cannot be contained within existing budget levels. LAC placements is now clearly in that position.</p>
1.4	<p>This is intended as the final structural correction to the LAC placements budget by GPC outside of the normal business planning process, resolving the unsustainable budget reductions previously attempted. This is an appropriate allocation from the corporate demography budget as it reflects demand continuing to rise since detailed budget consideration took place.</p>

1.5	<p>Even after this allocation, the revised financial envelope for LAC placements is tight, and Children's, Families and Adults Services has accountability for:</p> <ul style="list-style-type: none"> implementing demand management strategies so that expenditure does not continue to rise. LAC numbers have now reached a sustainable level, in comparison to neighbours for instance. delivering £1.7m in composition and commissioning savings (i.e. price rather than volume) <p>Achieving a balanced position through the above remains a key area of focus.</p>
1.6	<p>Whilst this paper focuses on the external spend on LAC placements, it must be noted however that other areas of Children's Social Care are facing continuing pressures linked to demand:</p> <ul style="list-style-type: none"> Within the adoption budget there is a forecast pressure of £300k due to an additional requirement of 20 adoptive placements over and above those covered by our existing contract. The forecast is based on a need to purchase inter agency placements to manage this requirement and ensure our children receive the best possible outcomes and leave care for adoption in a timely way. Within Safeguarding and Standards there is pressure of £58k due to the need for an additional Independent Review Officer post necessary to manage current caseloads. Continuing expenditure is expected on an agency element of the workforce across children's services in order to provide safe staffing levels in response to demand. This is a further area in which the budget was set unsustainably low in the past. <p>These will continue to present as pressures during 2017-18, with CFA and the Council needing to seek mitigation more widely, with this addressed on a permanent basis through 2018-19 business planning.</p>
2.0	RISING DEMAND
2.1	<p>As previously reported to the Committee the LAC population within Cambridgeshire has been growing over the last 4-5 years, as shown in the graph below.</p>
	 <p>Source: ICS / CFA Metrics</p>
2.2	<p>As at 1st May 2017 the overall number of LAC had increased to a peak of 688, of which 66 were unaccompanied asylum seeking children (UASC).</p>

3.0 BUDGETARY POSITION

3.1 The table below shows the outturn position and total LAC population numbers at year-end for each of the previous 5 years.

Financial Year	Total LAC Population No's. (at end of year)	Budget	Expenditure
		£'000	£'000
2012/13	479	£16,781	£15,903
2013/14	506	£16,113	£16,428
2014/15	535	£15,579	£17,119
2015/16	609	£14,737	£16,520
2016/17	674	£12,512	£16,664

The budget available in 2017/18 is £14.431m. Despite LAC numbers being higher than ever, this is £2m less than we have spent on LAC placements in recent years.

These figures show that despite significant increases in overall LAC numbers, actual levels of spend have not increased at the same rate. Essentially, although unit costs have been managed down, spend is forecast to be greater than budgeted simply because of the sheer volume.

3.2 The original budget of £14,431k for 2017/18 includes funding in recognition of £3,000k of structural underfunding and £2,070k of demography. These were offset by £1,490k of demand management savings and £1,698k composition savings resulting in a net budget of £2,233k less than the final 2016/17 outturn.

3.3 The table below shows the forecast positions for the LAC Placement budget as at 1st June 2017:

Forecast Position as at 01/06/2017		£'000
Current Commitments (01/06/17)		£19,040
Forecast growth for the period 29/05/17 – 31/03/18		£1,492
Demand Management Savings (target -£1,490k)		-£1,490
Composition Savings (target -£1,698k)		-£1,425
Total Estimated Commitment		£17,617
Available Budget		£14,431
Total Estimated Pressure		£3,186

3.4 Of the current forecast £3,186k pressure, £273k can be attributed to undeliverable composition savings. Mitigating actions to offset this element of the pressure include:

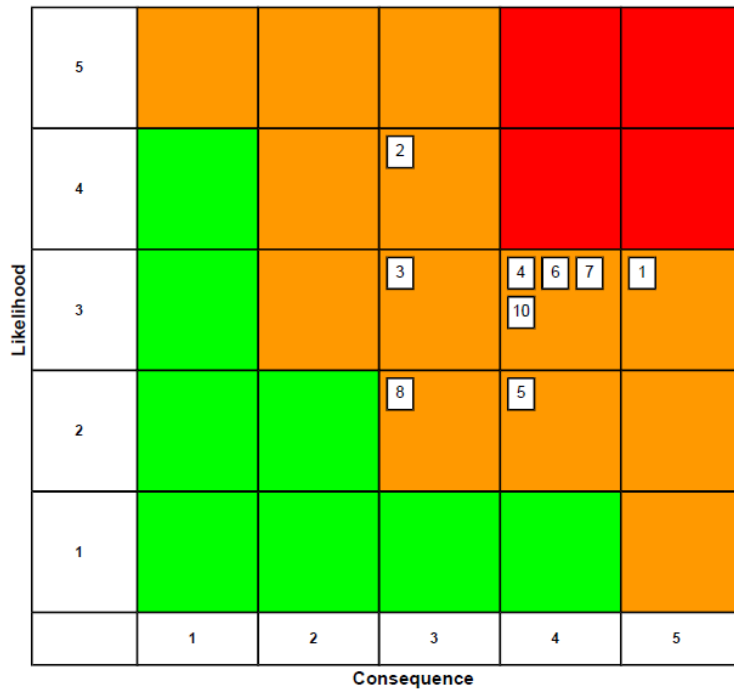
- Threshold and Resources Panel (TARP) to review requests and decisions for children to become looked after
- A creative care panel meets to agree alternative to care packages
- The joint housing protocol is being refreshed as we move into districts and we will look to the most effective way to ensure we meet the housing needs of 16/17 year olds.
- We continue to increase our numbers of in-house foster carers
- We are bringing CCC properties back into use with floating support to provide an increased range of supported accommodation.

	<ul style="list-style-type: none"> • The Permanency Monitoring Group tracks children through care proceedings, Section 20, kinship, adoption and long term fostering until matched with carers and can predict and measure future needs. • Development of a robust contract and Service Level Agreement with the mutualised Multi-systemic Treatment service to ensure that those most at risk of becoming looked after are suitably identified and offered a service • Revision of the Placement Sufficiency Statement which sets out our need for placements and strategy for delivery.
3.5	<p>The remaining £2,913k can be directly attributed to an increase in numbers and, as such, it is recommended that CYP Committee request a permanent allocation of this amount from the corporately held demography and demand budget (£3,400k). This would rebase the LAC placement budget to £17,344k, which more realistically aligns with levels of spend and increases in numbers over the last two financial years. Future years LAC demand requirements will be addressed through the 2018/19 Business Planning process.</p>
3.6	<p>This still assumes delivery of all demand management savings which is still challenging in the context of the local and national trends in respect of LAC numbers, but a number of strategies are in place such as:</p> <ul style="list-style-type: none"> • Development of a 'No Wrong Door' model to bring together the residential home, specialist fostering placements, supported lodgings and supported accommodation, with outreach services under one management arrangement – this will enable rapid de-escalation of crisis situations in families preventing admissions to care, and delivery of holistic, creative team of support for young people with the most complex needs, improving outcomes for young people and preventing use of expensive externally-commissioned services • Development of systemic family meeting model refocusing our practice in the social work units to ensure that all children and their families who are assessed as requiring a social work intervention are facilitated to identify sustainable support within their family network and community. Aligned closely with the principles of systemic family work, families will be supported by the social work unit to identify internal resources through the completion of a Family Safety Plan, which the family and professional network can utilise at times of crisis or need. • Enhanced intervention service for children with disabilities – through a specialist team the number of children with disabilities placed in out of county residential homes will reduce, to enable children to safely live with their family and access education in their local area. Some children may become looked after but the team will work with others to sustain them in local services; avoiding out of area placement.
3.7	<p>The LAC placement budget has been subject to significant savings targets in previous years and despite success in managing costs, demand has continued to increase at higher levels than forecast, giving rise to an underlying demographic pressure.</p>

APPENDIX 5 – SUMMARY RISK REGISTER

CCC Dashboard Summary

Entity: Cambridgeshire County Council, Risk Register open, Current Risk version, Risk is open



Risk #	Risk	Risk Owner	Residual Risk Level	Risk Appetite	Review Date
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Cambridgeshire County Council

1	01. Vulnerable children or adults are harmed	Wendi Ogle-Welbourn	15		01/07/2017
2	02. The Business Plan (including budget and services) is not delivered	Chris Malyon	12		01/07/2017
3	03. Personal data is inappropriately accessed or shared	Sue Grace	9		01/07/2017
4	04. A serious incident prevents services from operating	Sue Grace	12		01/07/2017
5	05. The Council does not deliver its statutory or legislative obligations	Quentin Baker	8		01/07/2017
6	06. Our resources (human resources and business systems, CCC and providers) are not sufficient to meet business need	Gillian Beasley	12		01/07/2017
7	07. The infrastructure and services (e.g. transport, education, services for children, families and adults) required to meet the current and future needs of a population is not provided at the right time	Graham Hughes	12		01/07/2017
8	08. The Council is a victim of major fraud or corruption	Gillian Beasley	6		01/07/2017
9	09. Our partnerships are not successful in delivering the intended outcomes	Gillian Beasley			01/07/2017
10	10. Inequalities in the county continues	Gillian Beasley	12		01/07/2017
11	11. Change and transformation of services is not successful	Chris Malyon			01/07/2017

APPENDIX 6 – PROPOSED NEW FRONT SHEET OF REPORT

- 1.1 In order to summarise the key elements of the Integrated Resources and Performance Report clearly and easily, a new graphical report has been drafted and is shown below. GPC requested at the key performance indicator workshop, that performance indicators monitored by Service Committees be grouped by outcome area and shown clearly. The pie charts in the example report below group 90 performance indicators that are currently monitored by Service Committees in Finance and Performance Reports by outcome areas, and summarise the proportion that are on, near or off target.
- 1.2 Each Service Committee has a slightly different approach to monitoring performance indicators. Adults, Children and Young People's and Health Committee Finance and Performance reports are not currently using the Council's outcome areas to group indicators, whereas Highways and Community Infrastructure and Economy and Environment are. Furthermore, some Service Committees maintain annual indicators on their scorecards, whereas others do not. The example graphical report has therefore been included in order to show the approach, but is not an accurate reflection of current performance at this time. Service Committees will review the indicators they monitor in order to show a balanced and representative picture of performance in that area. A detailed report, showing all indicators included in the groupings, will be made available through a web link.
- 1.3 The new report also includes information about the progress of the Council's transformation programme and a key measure of workforce resilience, sickness rate. Transformation information has been extracted from our new database implemented in June 2017 and current projects are being migrated across. Therefore the numbers do not reflect work completed before then.
- 1.4 The second page of the report shows the key information about finance from section 2 of this report. Alongside the information about finance, a summary of the current risk position is also shown, in terms of the number of risks that are within the Council's risk appetite. A summary risk report will be included in an appendix, with a detailed risk register made available through a link. In this report the summary risk report is shown in Appendix 5 and the detailed risk register is Appendix 9.
- 1.5 Information about activity is also summarised. This shows both the scale of Council operations in terms of the number of people using key services; it also is helpful supporting information in contextualising the financial position of the Council. For example, the number of older people and people of working age using social care services, and the number of children open to social care, are key cost drivers of demand-led budgets, therefore the trend in the number of people open to services is a key piece of information to consider. It is important to note that cost also depends on other factors such as the level and complexity of need, or the availability of services. More information about the relationship between cost and activity is in the Finance and Performance Reports reported to Service Committees.
- 1.6 It is suggested that the lower row of boxes is used to highlight activity information about Council services that are 'universal', i.e. available to everyone rather than targeted at specific groups. These may be related to cost (e.g. website hits, percentage of waste recycled) or may illustrate activity which is important to residents.

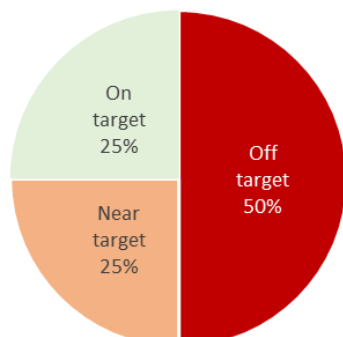
Integrated Resources and Performance Report

For period ending 31 May 2017

Outcomes

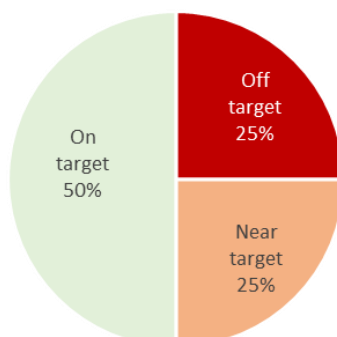
90 indicators about outcomes are monitored by service committees
They have been grouped by outcome area and their status is shown below

Older people live well independently



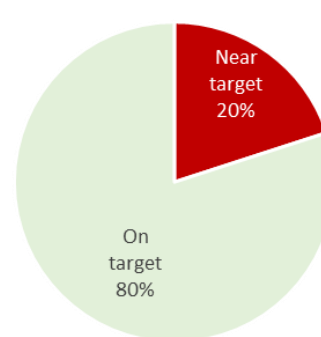
4 indicators

People with disabilities live well independently



4 indicators

Adults and children at risk of harm are kept safe



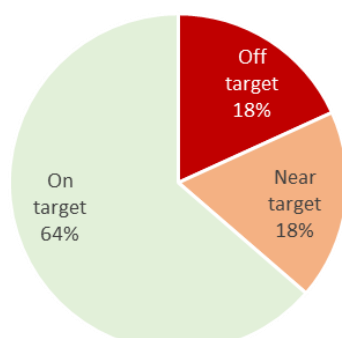
5 indicators

People live in a safe environment



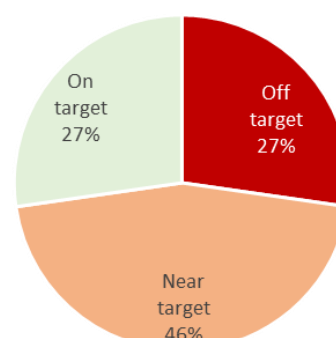
5 indicators, 2 of which are not set targets

The Cambridgeshire economy prospers to the benefit of all residents



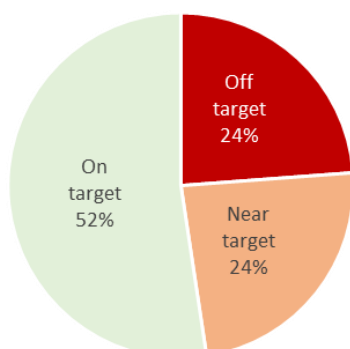
14 indicators

Places that work with children help them to reach their full potential



11 indicators

People lead a healthy lifestyle and stay healthy for longer



47 indicators, 5 of which are not set targets

Our Transformation Programme is on track

16 Early ideas
24 Business cases in development
23 Projects being implemented
3 projects in the benefits realisation stage
1 project fully closed

Sustain a high performing, talented, engaged and resilient workforce

At the end of 2016/17 we had lost 6.91 days on average per staff member to sickness during the year (better than target)

Further detail about exceptions can be found in section 6 of the report

Learning and Growth

Finance and risk

Revenue budget forecast

+£2.1m, 0.6%
variance at end
of year

AMBER

Capital programme forecast

£0.0m, 0%
variance at
end of year

GREEN

Balance sheet health

Net
borrowing
activity
£466m

GREEN

Residual risk
score

Green

Amber

Red

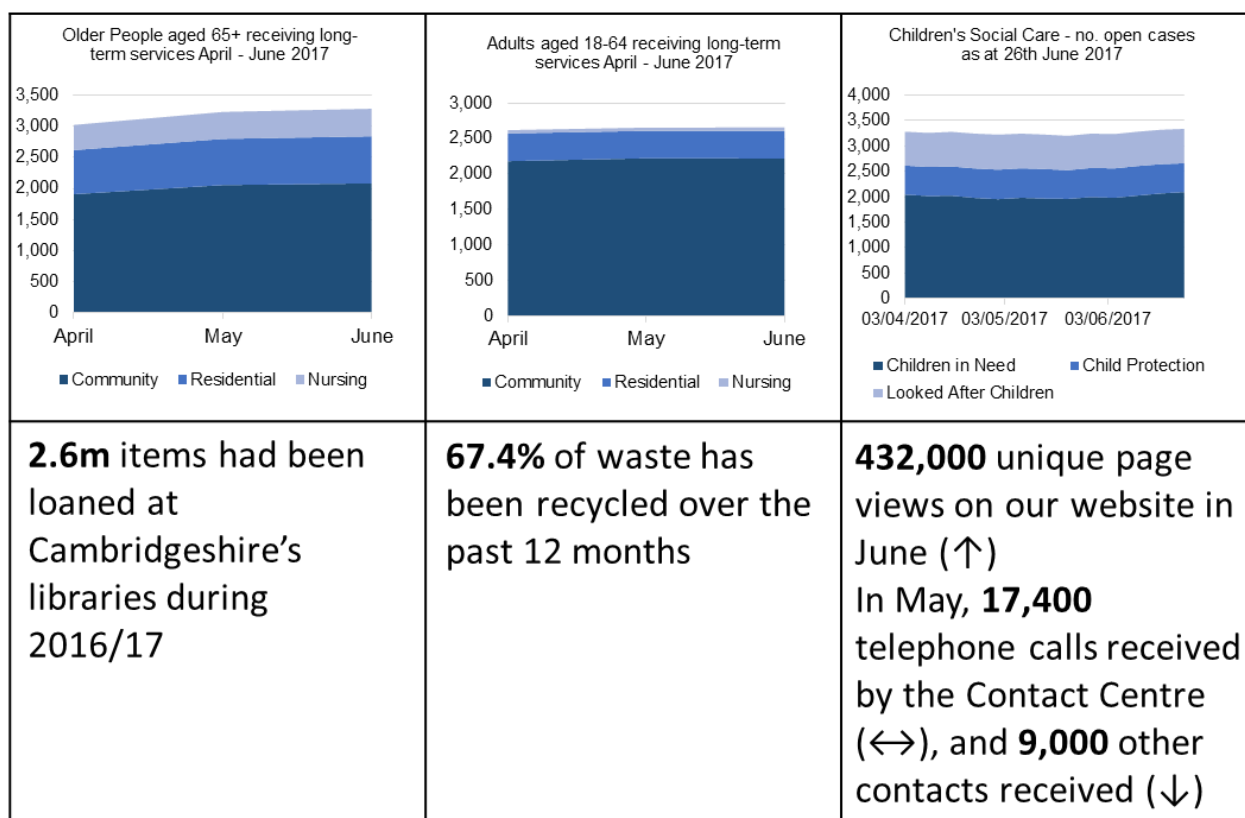
Number of risks

0

9

0

Activity in the previous month



Further detail on the relationship between activity and budget is available in the Finance and Performance Reports for each Service Committee