

# ADULTS COMMITTEE



**Date: Thursday, 13 July 2017**

**Democratic and Members' Services**

Quentin Baker

LGSS Director: Law and Governance

**14:00hr**

Shire Hall

Castle Hill

Cambridge

CB3 0AP

**Kreis Viersen Room**

**Shire Hall, Castle Hill, Cambridge, CB3 0AP**

## AGENDA

Open to Public and Press

### CONSTITUTIONAL MATTERS

- 1 Notification of Chairman/woman and Vice-Chairman/Woman**
- 2 Apologies for Absence**
- 3 Declarations of Interest**

*Guidance for Councillors on declaring interests is available at:*

<http://tinyurl.com/ccc-conduct-code>

- 4 Minutes & Action Log - 9th March 2017**

**5 - 16**

- 5 Petitions**

### DECISIONS

<b>6</b>	<b>Adults Committee Agenda Plan and Training Plan</b>	<b>17 - 30</b>
<b>7</b>	<b>Finance &amp; Performance Report - Outturn 2016-17</b>	<b>31 - 92</b>
<b>8</b>	<b>Finance &amp; Performance Report - May 2017</b>	<b>93 - 144</b>
<b>9</b>	<b>Adult Social Care Customer Care Annual Report 2016-17</b>	<b>145 - 180</b>
<b>10</b>	<b>Employment Strategy for People with Learning Disabilities or Autism</b>	<b>181 - 212</b>
<b>11</b>	<b>Home Care Contract</b>	<b>213 - 218</b>
<b>12</b>	<b>Transformation Programme - Increasing Independence and Resilience when Meeting the Needs of People with Learning Disabilities</b>	<b>219 - 234</b>
<b>13</b>	<b>Appointments to Outside Bodies, Internal Advisory Groups and Panels and Partnership Liaison and Advisory Groups</b>	<b>235 - 240</b>

The Adults Committee comprises the following members:

Councillor Anna Bailey (Chairwoman) Councillor Mark Howell (Vice-Chairman)

Councillor Adela Costello Councillor Sandra Crawford Councillor Kevin Cuffley Councillor Janet French Councillor Derek Giles Councillor Nichola Harrison Councillor David Wells and Councillor Graham Wilson

*For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact*

Clerk Name: Daniel Snowdon

Clerk Telephone: 01223 699177

Clerk Email: [daniel.snowdon@cambridgeshire.gov.uk](mailto:daniel.snowdon@cambridgeshire.gov.uk)

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Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution <https://tinyurl.com/CCCprocedure>.

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**ADULTS COMMITTEE: MINUTES**

**Date:** Thursday 9th March 2017

**Time:** 2.00 p.m. to 4.20.p.m.

**Present:** Councillors A Bailey (Vice-Chairwoman), C Boden, P Brown, A Dent (Chairman), D Giles, R Mandley, T Orgee, and G Wilson.

**Apologies:** Councillors S Crawford, L Dupre, L Harford (Councillor Orgee substituting) and Councillor F Yeulett.

**231. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**232. MINUTES – 19<sup>TH</sup> JANUARY 2017 AND ACTION LOG.**

The minutes of the meeting held on 19<sup>th</sup> January 2017 were agreed as a correct record and signed by the Chairman.

The Action Log was noted.

**233. PETITIONS**

No petitions were received.

**234. FINANCE AND PERFORMANCE REPORT – JANUARY 2017**

The Committee received the November 2016 iteration of the Finance and Performance report. Officers informed Members of a worsening forecast revenue position; although there remained an underspend within Adults Services it had reduced by approximately £500k.

During the course of discussion Members:

- Drew attention to the increased volume of demand placed upon services and the increased cost of services, noting the impact pressures would have on the budget for 2017/18.
- Expressed concern about the proportion of adults with learning disability that were in paid employment. Officers reminded Members of the draft employment strategy that was presented to the previous meeting of the Committee. Members were informed that work was progressing with Human Resources to make the application process simpler recognising that some people with learning disabilities or autism find online forms difficult.

- Drew attention to paragraph 2.3 of the report, in particular new nursing beds in Fenland that cost on average £110 more per week than the previous month and requested that historical bed price data be incorporated within the report in order that trends could be identified. Officers explained that there had been a significant increase in patients aged over 85 who were being discharged from hospital with more complex needs that resulted in higher costs for care. Officers highlighted the work of the Brokerage Unit that worked to minimise those costs. Officers agreed to review how care cost trends could be incorporated within the report more effectively.
- Questioned how the additional funding announced by the Chancellor in the Budget would be utilised. Officers explained that it was unclear how the additional funding would be split across local authorities and were awaiting information about any conditions attached.
- Drew attention to 2 home care providers that had ceased trading and questioned how it would affect Cambridgeshire. Officers informed Members that the 2 companies continued to operate in Cambridgeshire however, in response to Members' concerns Officers acknowledged the impact the Living Wage would have on care providers and drew attention to the joint procurement of the home care contract that was about to be issued jointly with the Clinical Commissioning Group (CCG), where issues such as the Living Wage had been factored into the costings.
- Noted the number of vacancies across the service and the successful recruitment drives particularly in the Reablement Team. The Council had entered a relationship with JobsGoPublic.com that had brought considerable interest in vacant positions. While the market was competitive, officers were working to ensure that the Council was an attractive place to work and highlighted the development and promotion of staff within and across teams.
- Noted the Social Worker training programme provided by the Council that was designed to be as flexible as possible to meet the different personal circumstances of staff undertaking this professional qualification. Officers emphasised the importance of balanced teams of both newly qualified and experienced staff. It was however more difficult to recruit staff in Cambridge City and South Cambridgeshire, primarily due to the higher cost of living.

It was resolved to review and comment on the report.

## **235. TRANSFORMATION FUND INVESTMENT PROPOSALS**

The Committee received two investment proposals that would be presented to the General Purposes Committee (GPC). The proposals represented the response to the severe challenges in the adult social care market where there was a growing mismatch between demand and supply for care.

During the course of discussion Members:

- Welcomed the proposals set out in appendix B of the report that would help deliver efficiencies.

- Expressed concern regarding the proposal set out in appendix A of the report, in particular the potential cost of external consultants and questioned what they could suggest that was new. Officers explained that following presentation to Senior Management Team and Group Leaders it was preferred that soft market testing take place. It was envisaged that a range of organisations would be identified to deliver the scope set out in the proposal. The consultants would bring additional capacity for the work to be completed quickly with the benefit of additional experience from work elsewhere.
- Requested a greater alignment between the proposals and the Neighbourhood Cares model.
- Expressed frustration regarding proposals regarding Continuing Healthcare (CHC) as it was work that should be happening without the need for additional funding. Officers explained that the savings achieved would pay for the posts and it had become apparent that as the issues surrounding CHC funding had been explored in more detail, the level of work generated as a result had increased.
- Requested that the report be amended to emphasise the positive work that had taken place as it would assist the General Purposes Committee.
- Noted the ambition of the proposals with regard to the longer term future and expressed concern regarding the pending waiting list for care and the financial pressure that would result from the waiting list for care being reduced. Officers confirmed that there was a risk that reducing the waiting list could result in increasing costs however, a failure to provide care at an early stage could lead to preventable higher care costs later. Members' attention was drawn to the large number of people that were receiving ongoing domiciliary care through the Reablement Team which was unsustainable and the importance of managing demand effectively was emphasised by officers.
- Questioned whether greater emphasis needed to be placed on integration with the NHS within the proposals.
- Queried the timescales associated with the proposals and questioned how their progress and results would be reported. Officers informed Members that the short term investment proposal would begin immediately and the long term proposal would be placed for tender through the framework system. It was anticipated that a report would be presented to the Committee in the autumn and regular updates would be provided at Spokes meetings.

It was resolved to:

- a) Note the draft paper to be presented to the General Purposes Committee and comment on the two proposals under development for the Transformation Fund; and
- b) Endorse the two proposals to be taken to the General Purposes Committee for approval.

## 236. CHILDREN FAMILIES AND ADULTS RISK REGISTER

Members received the Risk Register for Children Families and Adults (CFA). The Register formed part of the Council's corporate risk management policy. There were 14 risks related to CFA that were within the Council's risk appetite. Members were informed that a review would be taking place through April and May that would align the Risk Register and the Finance and Performance Report more effectively.

During the course of discussion Members:

- Requested that risk number 3 be amended to include the over use of Reablement services to provide long term ongoing care and support rather than their intended short term intensive use. **ACTION**
- Highlighted Risk 8 on the Register. Officers advised that data received from partners was improving and a meeting was scheduled to take place with the Cambridgeshire and Peterborough Foundation Trust (CPFT) regarding the use of performance data within the Section 75 agreement.

It was resolved to endorse the CFA Risk Register and management of the identified risks.

## 237. BETTER CARE FUND 2017-19

The Committee received report that summarised the activity and performance of the Better Care Fund (BCF) in 2016/17. Officers explained that the BCF Guidance and funding allocations, originally intended for publication in November 2016 were not yet published and therefore only a limited update regarding the BCF Plan 2017-18 could be provided.

During discussion of the report Members:

- Drew attention to the substantial health inequalities across Cambridgeshire, in particular the level of diabetes in the Wisbech area.
- Clarified the meaning of proportionate universalism contained in paragraph 5.6.2 of the report. Officers explained that investment would be made across the County but targeted to areas that were most disadvantaged.
- Clarified the size of the areas resources would be targeted to. Officers confirmed that Fenland as an area was particularly concerning in terms of health inequalities and work was being undertaken with communities at a smaller level in order to identify their needs.
- Noted that it was planned for the BCF Plan 2017-19 would be presented to the next meeting of the Health and Wellbeing Board on 30<sup>th</sup> March 2017 however, if the BCF guidance was not published in time for the meeting then an extraordinary meeting of the Health and Wellbeing Board would take place in April.



- Expressed disappointment with the performance of the BCF outlined in paragraphs 2.3 and 2.4 of the report. Officers explained that there had been an unprecedented increase in the level of demand experienced at acute hospitals. It was further explained that the targets set during the original BCF bids were unrealistic and the measures did not reflect the wider situation. Members requested that greater context to the performance of the BCF be included in future reports and that officers included more details about what had been achieved.
- Emphasised the amount of work that had been undertaken to integrate services more effectively across health and social care, in particular with regard to Delayed Discharges of Care (DTOCS).
- Emphasised the importance of demonstrating the need for additional funding from the Government in order to be able to meet the increases of demand experienced.

It was resolved to:

- a) Note the update contained within the report; and
- b) Comment on the verbal update on the BCF Plan to be provided at the meeting, and agree how Adults Committee would like to be further engaged in the planning process for 2017-19

## **238. NEIGHBOURHOOD CARES PILOT**

Members received a report that provided a summary of the plan for the pilot sites and the work that had taken place so far. Officers were focussed on identifying the areas in which to set up the 2 pilot sites and a multi-agency panel was due to meet that would review the suggested sites. The importance of recruitment was emphasised to Members and it was anticipated that following high profile recruitment drives in the pilot areas the team would be operational in late summer.

- Queried the criteria used for determining where to launch the pilot sites as certain areas would not have the infrastructure available to support such a scheme. Officers informed Members that decisions about potential pilot sites need to balance a number of factors.
- Highlighted the importance of effective collaboration with the NHS partner organisations and noted the aspiration to have one worker representing a number of organisations delivering the model.
- Emphasised the importance of ensuring the pilot sites were small so as not to overwhelm newly recruited staff and would like to see existing social care cases being taken over by Neighbourhood Cares as soon as possible.
- Noted that the pilot sites would be located in areas where it was likely for Neighbourhood Cares to be successful and that the roll out would not be without challenge across the County.
- Questioned how community capacity could be increased. Officers explained that often communities would like to do more but require support and guidance in order

to be able to do that. It was also important to build relationships with carers earlier and supporting them to deliver more as the needs of the person being cared for increase.

It was resolved to:

- a) Note the update contained in the report; and
- b) Request a further update is brought to the Adults Committee once patches have been identified and the team appointed.

## 239. TRANSFORMING LIVES

Members received an update on the Transforming Lives Programme across client groups. Officers highlighted paragraph 2.4.5 of the report that provided Transforming Lives activity data across different client groups. The Learning Disability Partnership (LDP) were the first team to adopt the approach and over 50% of cases contained a Transforming Lives care note. Attention was drawn to the graph illustrated in paragraph 3.1.8 of the report that showed the number of people receiving long term community services was reducing and the number of people in nursing homes was increasing. The success of Integrated Community Equipment was highlighted with 90% of equipment reaching those who needed it within 5 working days. Members' attention was drawn to the work undertaken by the Multi-Agency Safeguarding Hub (MASH) where the number of referrals had steadily increased and 60% of safeguarding concerns were being handled by the MASH rather than being dealt with by long-term care teams therefore releasing capacity within those teams to focus on complex safeguarding cases and assessment and review work. The report demonstrated that the work was heading in the right direction but there was significantly further to go regarding embedding the cultural change in teams and in everyday work.

During discussion of the report:

- Expressed concern regarding the decreasing number of hours of Reablement delivered as the number of mainstream domiciliary care hours had increased. This would lead to increased difficulties in the recruitment and retention of staff if they were unable to carry out the role effectively.
- Queried the cumulative percentage of "end of life" hours contained in paragraph 3.2.3 of the report. Officers explained that the percentage was reducing as the work was not appropriate for the Reablement Team to carry out and therefore a wider piece of work regarding palliative care was undertaken with the Clinical Commissioning Group (CCG) and Cambridgeshire and Peterborough Foundation Trust (CPFT).
- Noted the anticipated savings of around £500k through the avoidance of the need to provide double-up care through the work of the Occupational Therapy (OT) Double-Up Team. Officers agreed to circulate case studies of the work of the team to Members. **ACTION**

- Expressed some frustration with the speed of the rollout of the model and questioned whether data had been under-reported. Officers confirmed that it was likely that Mental Health was under-reported and advised that there was more work to do regarding the case recording of long term cases within Older People's teams.
- Noted the Neighbourhood Cares pilots were an extension to the Transforming Lives model. It had been difficult for care teams to deliver everything that was required of them and it was therefore necessary to run the Neighbourhood Cares pilots alongside the existing care teams in order for the successful delivery of the project.
- Expressed concern at the increase in numbers of elderly people that created a clear pressure on services.
- Requested that client satisfaction with assistive technology be reported in the future as increased use could exacerbate loneliness.

It was resolved to note and comment on the report.

#### **240. APPOINTMENTS TO OUTSIDE BODIES, PARTNERSHIP LIAISON AND ADVISORY GROUPS, AND INTERNAL ADVISORY GROUPS AND PANELS**

It was resolved to delegate, on a permanent basis between meetings, the appointment of representatives to any outstanding outside bodies, groups, panels and partnership liaison and advisory groups, within the remit of the Adults Committee, to the Executive Director (CFA) in consultation with Adults Spokes.

#### **241. ADULTS COMMITTEE AGENDA PLAN**

It was resolved to note the Agenda Plan and the oral update provided at the meeting.

#### **242. EXCLUSION OF PRESS AND PUBLIC**

It was resolved:

That the press and public be excluded from the meeting on the grounds that the following item contains exempt information under paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed; information relating to any individual and/or information which is likely to reveal the identity of an individual.

#### **243. CHILDREN, FAMILIES AND ADULTS LEADERSHIP REVIEW**

The Committee received proposals for the Children, Families and Adults (CFA) senior management restructure.

It was resolved to comment on the proposals for CFA Senior Management Restructure Proposal.

Chairman

**Adults Committee****Minutes - Action Log****Introduction:**

This log captures the actions arising from the Adults Committee and will form an outstanding action update from meetings of the Committee to update Members on the progress on compliance in delivering the necessary actions.


This is the updated action log as at 27 January 2017

Minute No.	Report Title	Action to be taken by	Action	Comments	Completed
<b>Minutes of 8<sup>th</sup> December 2016</b>					
220.	Adults Committee Review of Draft Revenue and Capital Business Planning Proposals for 2017/18 to 2021/22	WOW	Members requested they be involved in the Devolution 2 discussions regarding devolved powers for Health and Social Care. (ACTION)	This has been scheduled for the Adults Committee on 1 June 2017	Ongoing

## Minutes of 19<sup>th</sup> January 2017

226.	Finance & Performance Report – November 2016	T Kelly	Officers agreed to review the measure, number of admissions to residential and nursing care homes (aged 65+), per 100,000 population as it appeared confusing to members of the public and the direction of travel arrow was misleading. Officers agreed to review the measure, improving its annotation and providing comparative data.	The commentary for the March FPR for this indicator has been amended to explain cumulative nature and what the direction of travel means	Complete
226.	Finance & Performance Report – November 2016	WOW	Provide a list of the current bids that were progressing through the STP process	A list of bids will be circulated to Members	Ongoing

## Minutes of 9<sup>th</sup> March 2017

236.	CFA Risk Register	TB	Members requested that risk number 3 be amended to include the over use of Reablement services to provide long term ongoing care and support rather than their intended short term intensive use	 CFA RR end Q3 update Ad Ctte.xlsx	Complete
239.	Transforming Lives	CB	Members noted the anticipated savings of around £500k through the avoidance of the need to provide double-up care through the work of the Occupational Therapy (OT) Double-Up Team. Officers agreed to circulate case studies of the work of the team to Members	Case studies have been circulated and will be recirculated for new committee Members	Ongoing





**ADULTS COMMITTEE - AGENDA PLAN AND TRAINING PLAN**

*To:* **Adults Committee**

*Meeting Date:* **13 July 2017**

*From:* **Interim Executive Director: Children, Families and Adults.**

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

*Forward Plan ref:* **Not applicable**      *Key decision:* **No**

*Purpose:* **At the start of the Municipal Year, the Policy and Service Committee is asked to consider its Agenda Plan and Training Plan.**

*Recommendation:* **The Policy and Service Committee is asked to:**

- a) agree its agenda plan attached at Appendix A.**
- b) agree the training plan that has been developed as set out as Appendix B to this report.**
- c) consider if there are any other areas of the Committee's remit where members feel they require additional training.**

<b><i>Officer contact:</i></b>	
<b>Name:</b>	<b>Daniel Snowdon</b>
<b>Post:</b>	<b>Democratic Services Officer</b>
<b>Email:</b>	<b>daniel.snowdon@cambridgeshire.gov.uk</b>
<b>Tel:</b>	<b>01223 699177</b>

## 1. BACKGROUND

- 1.1 Following a workshop held for Chairmen/women, Vice-Chairmen/women and Spokesmen/women (hereafter referred to as Spokes) of the Policy and Service Committees in August 2015, the Member Development Panel, with the support of Group Leaders, recommended that agenda plans should continue to be placed at the end of Policy and Service Committee agendas, with the exception of the first meeting of the new Municipal Year when the agenda plan should be the first item of business on the agenda.
- 1.2 Constitution and Ethics Committee held a workshop on 27 January 2015 to consider the responses to a survey of Members and officers following the introduction of the new system of governance. As part of its considerations, the need for more accessible training and briefings for members in relation to services within their committee remits and decisions being made was discussed. It was suggested that if a committee was responsible for its own Committee Training Plan, it could arrange training at the convenience of its own committee members, monitor attendance, and ensure that each member received copies of PowerPoint presentations. Council, at its meeting on 24 March 2015, agreed that each Policy and Service committee would consider and approve its own training plan at every meeting. The plan to include figures for attendance at each training session.
- 1.3 Group Leaders have raised the need for this report to set the scene for Policy and Service Committees in the new municipal year. Attention has therefore been drawn to major items coming up for consideration. The training plan has a direct link with the activities of the relevant Service and the items to be considered by the Committee.

## 2. AGENDA PLAN

- 2.1 A copy of the Adults Committee Agenda Plan is attached at **Appendix A**. The Plan is considered at each meeting of the Policy and Service Committee and by the relevant Lead Members. There is a process for managing agenda items requested by Councillors, which is detailed in Section 7 of Part 4.4 – Committee and Sub Committee Meetings of the Constitution – see link below [https://cmis.cambridgeshire.gov.uk/ccc\\_live/Documents/PublicDocuments.aspx](https://cmis.cambridgeshire.gov.uk/ccc_live/Documents/PublicDocuments.aspx)
- 2.2 Council, at its meeting on 24 March 2015, agreed that information reports would not normally be included on committee agendas unless they are updating, at the specific request of the committee, progress of decisions previously agreed by a committee.
- 2.3 For the Adults Committee, we propose the following areas for each of the Committee's to focus on this year, particularly in light of new membership:  
  
Adults:
  - Safeguarding – specific safeguarding training, visiting Multi-agency

Safeguarding Hub (MASH)

- A service users journey in Older People services – a day of visiting various teams, right from the start when service users make contact through to delivering services to service users
- Our funding arrangements for providing care – an overview of how funding is allocated to care packages, how direct payments work and pooled budgets with partner organisations
- An outline of our key initiatives – an overview of the key initiatives such as Assisted Technology, Adults Early Help, Community Navigators, Neighbourhood Cares

### **3. TRAINING PLAN**

- 3.1 For the Adults Committee, the development of a training plan has been considered in light of the strategic functions of the Committee.
- 3.2 An initial draft of development topics to be included within the training plan has been developed, and these have are included as **Appendix B**. Once Committee Members have approved the training plan, suitable details and dates for each session will be identified.

### **4. ALIGNMENT WITH CORPORATE PRIORITIES**

#### **4.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

#### **4.2 Helping people live healthy and independent lives**

There are no significant implications for this priority.

#### **4.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

### **5. SIGNIFICANT IMPLICATIONS**

#### **5.1 Resource Implications**

There are no significant implications within this category.

#### **5.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications within this category.

### 5.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

### 5.4 Equality and Diversity Implications

There are no significant implications within this category.

### 5.5 Engagement and Communications Implications

There are no significant implications within this category.

### 5.6 Localism and Local Member Involvement

There are no significant implications within this category.

### 5.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Not applicable
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	Not applicable
Have any engagement and communication implications been cleared by Communications?	Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Not applicable
Have any Public Health implications been cleared by Public Health	Not applicable

Source Documents	Location
Council Agenda and Minutes – 24 March 2015	<a href="https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/276/Committee/20/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/276/Committee/20/Default.aspx</a>



# ADULTS POLICY AND SERVICE COMMITTEE AGENDA PLAN

Published on 3rd July 2017

Cambridgeshire  
County Council

## Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

The definition of a key decision is set out in the Council's Constitution in Part 2, Article 12.

\* indicates items expected to be recommended for determination by full Council.

+ indicates items expected to be confidential, which would exclude the press and public. Additional information about confidential items is given at the foot of this document.

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.

The agenda dispatch date is five clear working days before the meeting.

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
<b>13/07/17</b>	Finance & Performance Report	M Wade	Not applicable		05/07/17
	Employment Strategy	C Bruin / L McManus	Not applicable		
	Complaints Annual Report	C Bruin	Not applicable		
	Home Care Contract	M Teasdale/Richard O'Driscoll	Not applicable		
	Transformation Programme/ Deep dive to be agreed with Committee	W Ogle Welbourn/Will Patten	Not applicable		
	Adults Committee Training Plan	D Snowdon	Not applicable		

	Appointments to Outside Bodies, Partnership Liaison and Advisory groups, and Internal Advisory Groups and Panels	D Snowdon	Not applicable		
<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Adults Committee Agenda Plan	D Snowdon	Not applicable		
<i>[10/08/17] Provisional Meeting</i>					02/08/17
<b>14/09/17</b>	Finance & Performance Report	M Wade	Not applicable		06/09/17
	Risk Register	W Ogle-Welbourn	Not applicable		
	Transformation Programme/Deep dive to be agreed with Committee	W Ogle Welbourn/Will Patten	Not applicable		
	CFA Vision for Adult Services	W Ogle Welbourn	Not applicable		
	Better Care Fund	G Hinkins	Not applicable		
	CPFT Annual Report	D Cohen	Not applicable		
	Adult Self-Assessment	C Black	Not applicable		
	Staffing Structures – Benchmarking using CFO insights	W Ogle Welbourn	Not applicable		
	Business Planning	W Ogle Welbourn	Not applicable		
	Adults Committee Agenda Plan	D Snowdon	Not applicable		
<b>12/10/17</b>	Finance & Performance Report	M Wade	Not applicable		04/10/17
	Transformation Programme/Deep dive to be agreed with Committee	W Ogle Welbourn/Will Patten	Not applicable		



	Accommodation Strategy and Action Plan	R O'Driscoll	Not applicable		
	Winter Planning & DTOCs	Charlotte Black	Not applicable		
	Adult Early Help (at scale inc. Reablement at scale plan)	Charlotte Black	Not applicable		
<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Business Planning	W Ogle-Welbourn	Not applicable		
	Adults Committee Agenda Plan	D Snowdon	Not applicable		
<b>9/11/17</b>	Finance & Performance Report	M Wade	Not applicable		01/11/17
	Transformation Programme/Deep dive to be agreed with Committee	W Ogle Welbourn/Will Patten	Not applicable		
	Mental Health Strategy and Implementation Plan	D Cohen	Not applicable		
	Adult Learning Strategy and Plan for Vulnerable Adults	C Bruin	Not applicable		
	Business Planning	W Ogle-Welbourn	Not applicable		
	Adults Committee Agenda Plan	D Snowdon	Not applicable		
<b>7/12/17</b>	Finance & Performance Report	M Wade	Not applicable		29/11/17
	Transformation Programme/Deep dive to be agreed with Committee	W Ogle Welbourn/Will Patten	Not applicable		
	Transforming Lives	C Bruin	Not applicable		
	CPFT Annual Report	D Cohen	Not applicable		
	Business Planning	W Ogle-Welbourn	Not applicable		

	Adults Committee Agenda Plan	D Snowdon	Not applicable		
<b>11/01/18</b>	Finance & Performance Report	M Wade	Not applicable		03/01/18
	Transformation Programme/Deep dive to be agreed with Committee	W Ogle Welbourn/Will Patten	Not applicable		
	Housing Allowance – Update on national policy	W Ogle Welbourn	Not applicable		
<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Adults Committee Agenda Plan	D Snowdon	Not applicable		
<i>[1/02/18] Provisional Meeting.</i>					24/1/18
<b>8/03/18</b>	Finance & Performance Report	M Wade	Not applicable		28/02/18
	Transformation Programme/Deep dive to be agreed with Committee	W Ogle Welbourn/Will Patten	Not applicable		
	Adults Committee Agenda Plan	D Snowdon	Not applicable		
<i>[12/04/18] Provisional Meeting</i>					04/04/18
<b>24/05/18</b>	Finance & Performance Report	M Wade	Not applicable		16/15/18
	Transformation Programme/Deep dive to be agreed with Committee	W Ogle Welbourn/Will Patten	Not applicable		
	Adults Committee Agenda Plan	D Snowdon	Not applicable		

**Notice made under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in compliance with Regulation 5(7)**

1. At least 28 clear days before a private meeting of a decision-making body, public notice must be given which must include a statement of reasons for the meeting to be held in private.
2. At least 5 clear days before a private meeting of a decision-making body, further public notice must be given which must include a statement of reasons for the meeting to be held in private, details of any representations received by the decision-making body about why the meeting should be open to the public and a statement of the Council's response to such representations.

<b>Forward plan reference</b>	<b>Intended date of decision</b>	<b>Matter in respect of which the decision is to be made</b>	<b>Decision maker</b>	<b>List of documents to be submitted to the decision maker</b>	<b>Reason for the meeting to be held in private</b>

**Decisions to be made in private as a matter of urgency in compliance with Regulation 5(6)**

3. Where the date by which a meeting must be held makes compliance with the above requirements impracticable, the meeting may only be held in private where the decision-making body has obtained agreement from the Chairman of the Council.
4. Compliance with the requirements for the giving of public notice has been impracticable in relation to the business detailed below.
5. The Chairman of the Council has agreed that the Committee may hold a private meeting to consider the business referred to in paragraph 4 above because the meeting is urgent and cannot reasonably be deferred for the reasons stated below.

<b>Date of Chairman's agreement</b>	<b>Matter in respect of which the decision is to be made</b>	<b>Reasons why meeting urgent and cannot reasonably be deferred</b>

For further information, please contact Quentin Baker on 01223 727961 or [Quentin.Baker@cambridgeshire.gov.uk](mailto:Quentin.Baker@cambridgeshire.gov.uk)



**Adults Committee Training Plan 2017/18****Appendix B**

Below is an outline of dates and topics for potential training committee sessions and visits. The preference would be to organise training and visits prior to Committee meetings and utilising existing Reserve Committee dates:

<b>Date</b>	<b>Timings</b>	<b>Topic</b>	<b>Presenter</b>	<b>Location</b>	<b>Audience</b>
30 June	1-4:30pm	Local Government Finance	<i>Chris Malyon</i>	KV Room	All Members invited
JULY (7 July)	2-4pm	Safeguarding ( <i>Children's &amp; Adults</i> )	<i>Theresa Leavy / Sarah-Jane Smedmor / Claire Bruin</i>	KV Room	All Members invited
August (TBC)	TBC (Visit)	Visit to the Multi-agency Safeguarding Hub (MASH)	<i>Jenny Goodes</i>		All Adults Members invited
August (TBC)	TBC (Visit)	Visit to Respite care and day services ( <i>could incorporate the above visit too</i> )	<i>Claire Bruin / Tracy Gurney</i>		
September (TBC)	TBC	Our funding arrangements for providing care - an overview of how funding is allocated to care packages, how direct payments work and pooled budgets with partner organisations	<i>Claire Bruin / Charlotte Black / Tom Kelly</i>	TBC	All Adults Members invited
October	TBC (Visit)	A service users journey in Older People Services – a day visiting various teams, right from the start when service users make contact through to delivering services to service users	<i>Head of Service lead (Jackie / Vicky)</i>	Various	All Adults Members invited
October	TBC	An overview of our key initiatives – an overview of the key initiatives such as Assisted Technology, Adults Early Help, Community Navigators, Neighbourhood Cares			
November (Date TBC)	TBC	Commissioning Services – what services are commissioned and how our services are commissioned across CFA	<i>Meredith Teasdale</i>		All Adults Members invited
21 November	TBC	Local Government Finance	<i>Chris Malyon</i>	KV Room	All Members invited

December	TBC	An overview of Carers Strategy	<i>Claire Bruin / Head of Services</i>		
December	TBC	An overview of Learning Disability Partnership, Physical Disability services and Adults Social Care	<i>Claire Bruin /' Heads of Services</i>		

**FINANCE AND PERFORMANCE REPORT – OUTTURN 2016-17**

**To:** Adults Committee

**Meeting Date:** 11 July 2017

**From:** Executive Director: Children, Families and Adults Services  
Chief Finance Officer

**Electoral division(s):** All

**Forward Plan ref:** Not applicable      **Key decision:** No

**Purpose:** To provide the Committee with the 2016-17 Outturn Finance and Performance report for Children's, Families and Adults Services (CFA).

The report is presented to provide the Committee with the opportunity to comment on the financial and performance position as at the end of the 2016-17 financial year.

**Recommendation:** The Committee should review and comment on the finance and performance report and:

- a) Note the finance and performance position as at the end of 2016-17
- b) Recommend the earmarked reserves listed in Appendix 4, which are continuing in 2017-18, to the General Purposes Committee for their re-approval

<b><i>Officer contact:</i></b>	
Name:	Martin Wade
Post:	Strategic Finance Business Partner
Email:	<a href="mailto:martin.wade@cambridgeshire.gov.uk">martin.wade@cambridgeshire.gov.uk</a>
Tel:	01223 699733

## **1.0 BACKGROUND**

- 1.1 A Finance & Performance Report for the Children, Families and Adults Directorates (CFA) is produced monthly and the most recent available report is presented to the Committee when it meets.
- 1.2 The report is presented to provide the Committee with the opportunity to comment on the financial and performance position of the services for which the Committee has responsibility.
- 1.3 This report is for the whole of the CFA Service, and not all of the budgets contained within it are the responsibility of this Committee. Members are requested to restrict their attention to the budget lines for which this Committee is responsible, which are detailed in Appendix 1.

### **1.4 Financial context**

The Council had overall planned savings of £38,294k in 2016-17, and at year end the overall revenue budget position was an overspend of £499k (0.1%).

Following agreement of the Business Plan at Full Council in February, the major savings agenda continues with £99.2m of savings required across the Council between 2017 and 2022.

## **2.0 MAIN ISSUES IN THE 2016-17 OUTTURN CFA FINANCE & PERFORMANCE REPORT**

- 2.1 The Outturn 2016-17 Finance and Performance report (F&PR) is attached at Appendix 3 and shows the final outturn is an overspend of £5,043k. This is a worsening position since the last report to Adults Committee in March which showed the forecast overspend at the end of January as £3,273k. However, it must be noted that between the end of March and the final outturn the position across CFA improved by £153k.
- 2.2 Despite underspends on areas such as the Physical Disability Service, Older People and Mental Health, Schools Partnership Service and Home to Schools Transport the increasing levels of demand and complexity of need, most notably in respect of the Learning Disability Service and Children's Social Care, have resulted in the overall overspend position at year-end. Significant work was undertaken during the budget setting process, alongside a number of ongoing workstreams to deliver reductions in costs and required savings in 2017-18. This ongoing work includes additional scrutiny on the highest risk budgets and savings via a weekly delivery board.

### **2.3 Revenue changes since January**

The main changes to the revenue outturn position overseen by this Committee since the previous report are as follows:

- In Adult Social Care, the Learning Disability Partnership ended the year with an overspend of £2,735k. The County Council's share of the pooled budget is 79%, and so the overspend for the Council from the LDP is £2,155k, an increase of £581k since January.
- In Adult Social Care, the final underspend on Strategy & Transformation is -£254k, an increase of -£129k since January. This is mainly due to an underspend on contracts, particularly those relating to Housing Related Support, as a result of efficiencies being made by rationalising contracts throughout 2016-17.



- In Adult Social Care, the underspend in the Physical Disabilities service has increased to -£458k, a change of £141k since January. This is due to changes in care costs, mainly as a result of identifying vacancies in block contracts that existing service-users can be moved into and so removing the need to separately pay for care, as well as securing additional funding from the NHS for joint-funded care packages towards the end of the year.
- In Adult Social Care, the underspend on Carers Services has decreased by £332k since January to a final outturn of -£122k. Additional support has been provided where there has been a lower uptake of personal budgets. Care packages have been increased to maintain caring arrangements, and so preventing the need to put in more intensive support over the longer-term.
- In Older People and Mental Health, the Adult Mental Health Localities reported a final year end underspend of -£724k, an increase of -£49k since January. The underlying underspend on cost of care was £502k. Savings were made on residential, nursing and domiciliary care, although this had an offsetting effect on income from client contributions reflecting the reduction in overall service user numbers.
- In Older People and Mental Health, Older People Mental Health reported a final year end underspend of -£245k, a decrease of £274k since January. This is due to increases in residential and nursing care since January, which have been disguised by system changes made by CPFT to realign costs to the teams that are case responsible.
- In Older People and Mental Health, the strategic management policy line underspend has increased by £369k since January. This reflects difficulties in recruiting to posts across the directorate.
- In Older People and Mental Health, the Fenland Locality overspend has increased by £166k to £237k since January due to increases in residential and nursing care resulting from a number of new placements made prior to year-end and pressures resulting from renegotiation of a care home contract.

## 2.4 Performance

Of the twenty-one CFA service performance indicators seven are shown as green, seven as amber and seven are red.

Of those that relate to Adults Committee, three are green, two are amber and three are red. The three red performance indicators are:

- 1 average number of all bed-day delays
- 2 average number of ASC attributable bed-day delays
- 3 the proportion of adults with learning disabilities in paid employment

## 2.5 CFA Portfolio

The major change programmes and projects underway across CFA are detailed in Appendix 8 of the report – none of these was assessed as red at the end of January.

### **3.0 CARRYFORWARD PROPOSALS: CFA EARMARKED RESERVES IN 2017-18**

- 3.1 The Scheme of Financial Management sets out a process for agreement of one-off funds in addition to the agreed budget to support particular schemes and projects, including enabling pilots and continuing savings plans. These are known as service earmarked reserves and were permitted where Services underspent in previous years and secured political agreement to earmark part of those surpluses to future activity. Going forward, the Council is moving away from reserves held at Service level, with deficits and surpluses instead handled from across the Council together in a corporate general reserve. Additionally, the transformation fund has been established as the usual route for funding schemes which lead to new ways of working and financial and non-financial benefits. There is an established business case process to bid into the transformation fund.
- 3.2 Although no new service earmarked reserves are being created at this time, there are a number of previously agreed schemes which continue over multiple years. For these, spending is in progress and continuing on the basis of the original approval. The Scheme of Financial Management sets out that Service Committees will be asked to recommend annual re-approval to the General Purpose Committee.
- 3.3 The table at Appendix 4 of this report sets out the earmarked reserves in the Committee's domain which require continuing approval. Once re-approved the earmarked reserves are report on each month in Appendix 5 of the F&PR each month.

### **4.0 ALIGNMENT WITH CORPORATE PRIORITIES**

#### **4.1 Developing the local economy for the benefit of all**

- 4.1.1 There are no significant implications for this priority.

#### **4.2 Helping people live healthy and independent lives**

- 4.2.1 There are no significant implications for this priority

#### **4.3 Supporting and protecting vulnerable people**

- 4.3.1 There are no significant implications for this priority

### **5.0 SIGNIFICANT IMPLICATIONS**

#### **5.1 Resource Implications**

- 5.1.1 This report sets out details of the overall financial position of the CFA Service.

#### **5.2 Statutory, Risk and Legal Implications**

- 5.2.1 There are no significant implications within this category.

#### **5.3 Procurement/Contractual/Council Contract Procedure Rules Implications**

- 5.3.1 There are no significant implications within this category.

#### **5.4 Equality and Diversity Implications**

5.4.1 There are no significant implications within this category.

## **5.5 Engagement and Consultation Implications**

5.5.1 There are no significant implications within this category.

## **5.6 Localism and Local Member Involvement**

5.6.1 There are no significant implications within this category.

## **5.7 Public Health Implications**

5.7.1 There are no significant implications within this category.

<b>Source Documents</b>	<b>Location</b>
As well as presentation of the F&PR to the Committee when it meets, the report is made available online each month.	<a href="https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&amp;-performance-reports/">https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&amp;-performance-reports/</a>

## Appendix 1

### *Adults Committee Revenue Budgets within the Outturn Finance & Performance report*

#### **Adult's Social Care Directorate**

Strategic Management - ASC

Procurement

ASC Strategy and Transformation

ASC Practice & Safeguarding

#### Learning Disability Services

LD Head of Services

LD Young Adults

City, South and East Localities

Hunts and Fenland Localities

In House Provider Services

#### Disability Services

PD Head of Services

Physical Disabilities

Autism and Adult Support

Carers Services

#### **Older People and Mental Health Directorate**

Strategic Management – OP&MH

Central Commissioning

OP - City & South Locality

OP - East Cambs Locality

OP - Fenland Locality

OP - Hunts Locality

Discharge Planning Teams

Sensory Services

Shorter Term Support and Maximising Independence

Integrated Community Equipment Service

#### Mental Health

Mental Health Central

Adult Mental Health Localities

Older People Mental Health

Voluntary Organisations

#### **Enhanced and Preventative Directorate**

Safer Communities Partnership

#### **Strategy and Commissioning Directorate**

Local Assistance Scheme

## Appendix 2

### A Guide to the FPR Finance Tables

This column shows the previous month's Forecast Variance Outturn. If you compare this column with Column 8 (which is the latest month's forecast variance outturn) –you can see how the forecast position has changed during the last month.

Budgets are grouped together into "Policy Lines", which is the level of detail at which budgets are reported within each CFA Directorate.

The "Current Budget" is the budget as agreed within the Business Plan with any virements (changes to budget). Virements to /from CFA as a whole are detailed in Appendix 4.

When a budget is uploaded to the financial system a "profile" is allocated, and this profile reflects the assumptions on the likely timing of expenditure / income. If it is a salary budget it will assume that one-twelfth of the budget will be required each month. This column shows what level of expenditure or income one would expect to have occurred by this time in the financial year. It is a helpful prompt but in many cases actual expenditure and income does not occur as profiles would suggest.

#### APPENDIX 1 – CFA Service Level Budgetary Control Report

Forecast Variance Outturn (Apr) £'000		Service	Current Budget for 2015/16 £'000	Expected to end of May £'000	Actual to end of May £'000	Current Variance £'000   %		Forecast Variance Outturn (May) £'000   %	
0	1	Adult Social Care Directorate							
0	1	Strategic Management – ASC	4,742	731	294	-437	-60%	-1,200	-25%
0		Procurement	577	103	298	195	189%	0	0%
0		ASC Strategy & Transformation	1,710	367	352	-15	-4%	0	0%
0		ASC Practice & Safeguarding	2,158	158	21	-138	-87%	0	0%
0		Local Assistance Scheme	386	67	79	13	19%	0	0%
		Learning Disability Services							
0	2	LD Head of Services	250	22	860	838	3840%	11	4%
0	2	LD Young Adults	660	231	40	-191	-83%	29	4%
0	2	City, South and East Localities	30,991	5,806	5,381	-425	-7%	1,378	4%
0	2	Hunts & Fenland Localities	21,640	4,001	5,037	1,036	26%	962	4%

This refers to the commentary in Appendix 2.

This column shows actual expenditure and income to date.

This column is the difference between Column 4 and Column 5 (col 5 less col 4) – and highlights where expenditure is higher or lower than is planned / profiled.

It is expressed in hundreds of thousands and as a percentage difference.

This is the most important column of the table – it shows what the budget holder is forecasting as an over- or –underspend at year-end (the variance compared to budget). The budget holder may have detailed commitment records or local knowledge which suggests that the year-end position is similar or different to the current variance (Column 6). This column shows the Budget Holder's best estimate of what the overspend (+) or underspend (-) or balanced position (0) will be at year-end.

It is expressed in both hundreds of thousands and as a percentage of total budget.

## Appendix 4

Adults Committee - Earmarked Reserves for recommendation to GPC for re-approval for use during 2017/18				
Proposal Title	Opening Balance 2016/17 £'000	Amount Required in 2017/18 £'000	Type	Notes / Changes
<b>Adult Social Care</b>				
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.
<b>Older People &amp; Mental Health</b>				
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.
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.
<b>Cross-CFA schemes</b>				
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
<b>TOTAL</b>	<b>£995</b>	<b>£548</b>		

**Children, Families & Adults Service**

**Finance and Performance Report – Closedown 2016/17**

**1. SUMMARY**

**1.1 Finance**

Previous Status	Category	Target	Current Status	Section Ref.
<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 – Mar 2017 Data (see sections 4&5)**

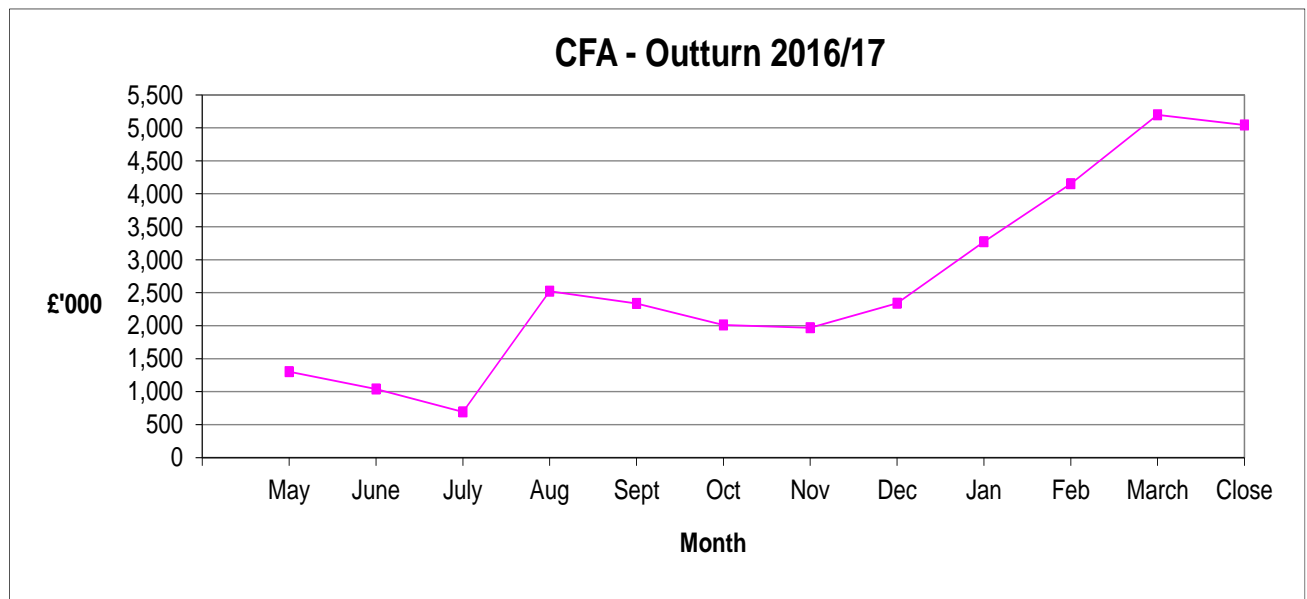
Monthly Indicators	Red	Amber	Green	Total
Mar Performance (No. of indicators)	7	7	7	21
Mar Portfolio (No. of indicators)	1	2	4	7

**2. INCOME AND EXPENDITURE**

**2.1 Overall Position**

Forecast Variance Outturn (Mar) £000	Directorate	Original Budget 2016/17 £000	Budget 2016/17 £000	Actual £000	Outturn Variance £000	Outturn Variance %
1,097	Adult Social Care	81,322	81,620	82,378	758	0.9%
-2,730	Older People & Mental Health	82,450	82,945	80,155	-2,790	-3.4%
7,698	Children's Social Care	50,381	51,936	59,695	7,759	14.9%
640	Strategy & Commissioning	28,340	25,629	26,385	756	2.9%
-200	Children's Enhanced and Preventative	32,595	32,453	32,359	-94	-0.3%
-58	Learning	19,819	20,020	19,975	-45	-0.2%
<b>6,446</b>	<b>Total Expenditure</b>	<b>294,908</b>	<b>294,604</b>	<b>300,947</b>	<b>6,343</b>	<b>2.2%</b>
-1,250	Grant Funding	-52,345	-52,459	-53,759	-1,301	-2.5%
<b>5,196</b>	<b>Total</b>	<b>242,563</b>	<b>242,145</b>	<b>247,188</b>	<b>5,043</b>	<b>2.1%</b>

The service level finance & performance report for 2016/17 can be found in [appendix 1](#). Further analysis of the outturn position can be found in [appendix 2](#).



## 2.2 Significant Issues

At the end of Closedown 2016/17, the overall CFA position is an overspend of £5,043k. Significant issues are detailed below:

- In Adult Social Care, the County Council's share of the overspend in the Learning Disability Partnership has decreased by £202k. This is mainly due to changes to the cost of providing care to existing service-users, including the resolution of outstanding contract negotiations and a number of backdated decreases in care costs.
- In Adult Social Care, the underspend in the Physical Disabilities service has increased by a further £149k. This is due to changes in care costs, mainly as a result of identifying vacancies in block contracts that existing service-users can be moved into and so removing the need to separately pay for care, as well as securing additional funding from the NHS for joint-funded care packages towards the end of the year.
- In Older People and Mental Health, the Fenland Locality overspend has increased by £125k due to increases in residential and nursing care resulting from a number of new placements made prior to year-end and pressures resulting from renegotiation of a care home contract.
- In Strategy and Commissioning, Commissioning Services, the overspend has increased by £171k. The position has worsened due to further costs of ongoing out of school tuition packages being identified, which had previously expected to cease earlier in the term.
- In Strategy and Commissioning, the overspend on LAC Transport is now £287k, an increase of £106k. This is due to an increase in Looked after Children requiring transport, and additional costs being identified through a review of commitments as part of the financial year-end processes.



## 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 Closedown 16/17 for **Looked After Children (LAC)** is shown below:

	BUDGET				ACTUAL (CLOSE 16/17)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Close 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	1	1.25	£189k	3,427.88	-1.75	-£116k	1,467.70
Residential - secure accommodation	0	£k	52	0.00	0	0.00	£k	0.00	0.00	£k	0.00
Residential schools	8	£675k	52	1,622.80	18	14.72	£1,196k	1,837.25	6.72	£521k	214.45
Residential homes	23	£3,138k	52	2,623.52	30	26.28	£3,922k	3,047.71	3.28	£785k	424.19
Independent Fostering	180	£7,173k	52	766.31	273	235.01	£9,615k	791.69	55.01	£2,442k	25.38
Supported Accommodation	19	£1,135k	52	1,149.07	15	19.26	£1,367k	1,296.75	0.26	£232k	147.68
16+	6	£85k	52	272.60	19	19.34	£472k	469.93	13.34	£387k	197.33
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£99k	-	-	-£99k	-
<b>TOTAL</b>	<b>239</b>	<b>£12,512k</b>			<b>356</b>	<b>315.86</b>	<b>£16,664k</b>		<b>76.86</b>	<b>£4,152K</b>	
In-house fostering	187	£3,674k	55	357.74	182	166.39	£3,300k	350.81	-20.33	-£209k	-10.86
Kinship	35	£375k	55	193.23	35	42.59	£498k	170.75	7.30	£123k	-22.48
In-house residential	14	£1,586k	52	2,259.72	7	8.56	£1,533k	3,443.88	-4.94	-£53k	1,184.16
Concurrent Adoption	6	£100k	52	349.86	2	4.52	£92k	350.00	-0.98	-£8k	0.14
Growth/Replacement	0	£k	-	0.00	0	0.00	£k	0.00	-	£k	-
<b>TOTAL</b>	<b>241</b>	<b>£5,735k</b>			<b>226</b>	<b>222.06</b>	<b>£5,423k</b>		<b>-18.95</b>	<b>-£148k</b>	
Adoption	325	£3,000k	52	177.52	385	370.99	£3,342k	165.57	45.99	£342k	-11.95
Savings Requirement	0	£k	0	0.00	0	0.00	£k	0.00	0.00	£k	0.00
<b>TOTAL</b>	<b>325</b>	<b>£3,000k</b>			<b>385</b>	<b>370.99</b>	<b>£3,342k</b>		<b>45.99</b>	<b>£342k</b>	
<b>OVERALL TOTAL</b>	<b>805</b>	<b>£21,247k</b>			<b>967</b>	<b>908.91</b>	<b>£25,428k</b>		<b>103.90</b>	<b>£4,346k</b>	

NOTE: In house fostering and Kinship fund 55 weeks as carers receive two additional weeks payment during the Summer holidays and one additional week payment at Christmas  
In-house residential average weekly cost impacted by closure of Hawthorns Residential Home in September 2016.

**2.5.2** Key activity data to the end of Closedown 16/17 for SEN Placements is shown below:

BUDGET				ACTUAL (CLOSE 16/17)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Close 16/17	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	109	105.46	£6,633k	£62,895	17	13.46	£802k	-£481
Hearing Impairment (HI)	4	£110k	£27k	2	2.34	£78k	£33,322	-2	-1.66	-£32k	£5,915
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	£18,969	1	0.76	£17k	£2,105
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	38.09	£1,622k	£42,584	-4	3.09	£190k	£1,673
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	4	5.02	£103k	£20,500	-6	-4.98	-£76k	£2,637
Visual Impairment (VI)	2	£55k	£27k	1	1.34	£43k	£32,126	-1	-0.66	-£12k	£4,650
Recoupment	-	-	-	-	-	£198k	-	-	-	£198k	-
<b>TOTAL</b>	<b>154</b>	<b>£8,185k</b>	<b>£53,148</b>	<b>155</b>	<b>160.19</b>	<b>£9,030k</b>	<b>£55,134</b>	<b>1</b>	<b>6.19</b>	<b>£845k</b>	<b>£1,986</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

**2.5.3** Key activity data to the end of Closedown 16/17 for **Adult Social Care** Services is shown below:

		BUDGET			ACTUAL (CLOSE 16/17)			
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 Close 16/17	Current Average Unit Cost (per week) £	Actual £000	Variance £000
Adult Disability Services	Residential	42	£1,000	£2,185k	34	£1,011	£1,824k	-£361k
	Nursing	25	£734	£954k	23	£856	£861k	-£93k
	Community	687	£304	£10,846k	644	£309	£10,355k	-£491k
<b>Total expenditure</b>		<b>754</b>		<b>£13,985k</b>	<b>701</b>		<b>£13,040k</b>	<b>-£945k</b>
<b>Income</b>				-£1,941k			-£1,612k	£329k
<b>Further savings assumed within Outturn</b>								
<b>Net Total</b>				<b>£12,044k</b>			<b>£11,428k</b>	<b>-£616k</b>
Learning Disability Services	Residential	275	£1,349	£19,284k	292	£1,360	£20,860k	£1,532k
	Nursing	16	£1,939	£1,613k	7	£1,842	£1,317k	-£299k
	Community	1,297	£611	£41,219k	1,281	£637	£43,504k	£2,192k
<b>Learning Disability Service Total</b>		<b>1,588</b>		<b>£62,116k</b>	<b>1,580</b>		<b>£65,681k</b>	<b>£3,425k</b>
<b>Income</b>				-£2,348k			-£2,229k	£119k
<b>Further savings assumed within Outturn as shown in Appendix 1</b>								£k
<b>Net Total</b>								<b>£3,544k</b>

**2.5.4** Key activity data to the end of Closedown 16/17 for **Adult Mental Health** Services is shown below:

		BUDGET			ACTUAL (CLOSE 16/17)			
Service Type		<i>Budgeted No. of Clients 2016/17</i>	<i>Budgeted Average Unit Cost (per week)</i>	<i>Annual Budget</i>	<i>Snapshot of No. of Clients at End of Close 16/17</i>	<i>Current Average Unit Cost (per week)</i>	<i>Actual</i>	<i>Variance</i>
Adult Mental Health	Community based support	24	£115	£143k	32	£97	£124k	-£19k
	Home & Community support	211	£93	£1,023k	212	£82	£786k	-£237k
	Nursing Placement	19	£507	£502k	19	£592	£372k	-£130k
	Residential Placement	66	£691	£2,379k	69	£757	£2,182k	-£197k
	Supported Accommodation	138	£93	£671k	151	£92	£670k	-£1k
	Direct Payments	21	£198	£217k	23	£239	£209k	-£8k
	Income			-£383k			-£294k	£89k
<b>Adult Mental Health Total</b>		<b>479</b>		<b>£4,552k</b>	<b>506</b>		<b>£4,049k</b>	<b>-£503k</b>
Further adjustments assumed within Outturn as shown in Appendix 1							£k	

**2.5.5** Key activity data to the end of Closedown 16/17 for **Older People (OP)** Services is shown below:

OP Total	BUDGET			ACTUAL (CLOSE 16/17)			
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) £	Actual £000	Variance £000
Residential	530	£456	£12,610k	457	£464	£12,580k	-£29k
Residential Dementia	368	£527	£10,111k	351	£520	£10,087k	-£24k
Nursing	306	£585	£9,845k	296	£672	£11,012k	£1,167k
Nursing Dementia	20	£639	£702k	53	£700	£785k	£83k
Respite			£932k			£691k	-£240k
Community based							
~ Direct payments	277	£210	£3,028k	230	£255	£3,137k	£109k
~ Day Care			£1,577k			£1,408k	-£168k
~ Other Care			£5,851k			£5,562k	-£289k
~ Homecare arranged	1,745	per hour £15.97	£15,267k	1,484	per hour £15.87	£13,741k	-£1,526k
~ Homecare Block			£3,161k			£3,161k	£k
Total Expenditure	3,246		£63,083k	2,871		£62,165k	-£917k
Residential Income			-£8,611k			-£9,171k	-£560k
Community Income			-£8,308k			-£6,784k	£1,523k
Total Income			-£16,918k			-£15,955k	£963k
Further Savings Assumed Within Outturn as shown within Appendix 1							

**2.5.6** Key activity data to the end of Closedown 16/17 for **Older People Mental Health (OPMH)** Services is shown below:

OPMH Total	BUDGET			ACTUAL (CLOSE 16/17)			
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) £	Actual £000	Forecast Variance £000
Residential	33	£585	£1,082k	29	£632	£1,226k	£144k
Residential Dementia	27	£467	£707k	27	£529	£801k	£94k
Nursing	32	£695	£1,225k	27	£780	£1,137k	-£89k
Nursing Dementia	140	£658	£5,077k	109	£747	£4,710k	-£367k
Respite			£34k			£12k	-£21k
Community based							
~ Direct payments	17	£200	£177k	16	£207	£193k	£15k
~ Day Care			£5k			£3k	-£2k
~ Other Care			£80k			£25k	-£56k
~ Homecare arranged	69	per hour £17.34	£549k	45	per hour £15.46	£520k	-£29k
<b>Total Expenditure</b>	<b>318</b>		<b>£8,937k</b>	<b>253</b>		<b>£8,626k</b>	<b>-£311k</b>
Residential Income			-£1,140k			-£1,143k	-£4k
Community Income			-£352k			-£214k	£139k
<b>Total Income</b>			<b>-£1,492k</b>			<b>-£1,357k</b>	<b>£135k</b>
Further Savings Assumed Within Outturn as shown in Appendix 1							

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**

##### Funding

A £2,678k net increase in funding has occurred in March 2017 as a result of the following;

£2,333k Schools funded capital balances being confirmed.

£1,868k Payment of Isle primary Tariff due to sale of land parcels being completed.

£500k reduction in anticipated insurance money for St Bedes has not yet been received.

£1,023k reduction in S106 funding due to slippage on the Cambourne scheme and S106 triggers not being met at Alconbury Weald.

£780k reductions in Devolved Formula Capital grant to account for the schools 2016/17 actual spend.

#### 2016/17 Pressures/Slippage

The 2016/17 Capital spend was £93.089m resulting in a £2.666m underspend. The level of slippage has exceeded the Capital Variation adjustment made in May of £10,282k. The significant changes in the following schemes have been the major contributory factors to this;

- Northstowe First Primary; £599k slippage £346k of this relates to furniture and part of the ICT requirements being unexpended until the permanent school opens. £253k underspent due to contingencies as part of the build not being required.
- Godmanchester Bridge Primary School, Bearscroft development; £1,797k slippage. The project slipped from the 15th August 2016 anticipated start on site to 24th October 2016.
- Ramnoth Junior School, Wisbech; £2,272k slippage due to start on site delayed from October 2016 to January 2017.
- Sawtry Infant; £689k slippage as the scheme has been redefined. The project has now been refocused on providing improved accommodation for delivery of early years education and childcare.
- Hatton Park, Longstanton; £1,752k accelerated spend as work commenced 7 weeks early in November 16 rather than January 17, and progressed on site ahead of schedule.
- The Shade, Soham; £522k underspend as contractors tender was lower than anticipated project cost.
- Trumpington Community College; £524k Slippage due to the school not drawing down funding for Furniture, fittings and Equipment and ICT. This will be in 2017/18 with some balance being carried forward to future years as the school grows.
- Littleport Special and Secondary; £1,975k slippage due to a 6 week delay in the scheme due to design changes following the appointment of a new academy sponsor for the schools.
- Bottisham Village College; £901k slippage due to the start on site being deferred from late 2016 to July 2017. The delay occurred as a result of the decision to submit a joint bid with the Academy Trust to the Education Funding Agency (EFA).
- CFA Management Information System IT Infrastructure has incurred slippage of £1,282k due to a number of reasons including the delay to the implementation of the ERP gold financial system and lack of resources to keep development on the original timescales.

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**

During March, we saw the numbers of children with a Child Protection plan increase from 548 to 560.

Following a review of working processes in FREDt which has ensured that referrals are effectively processed in a timelier manner, we have seen some increases in the number of families undergoing a section 47 assessment, which has then impacted on the numbers of requests for Conference. This increase is likely to be short-lived as any backlog is resolved.

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

The number of Looked After Children increased to 675 in March. This includes 61 UASC, around 9.9% 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.

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.

- **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 3,029 bed-day delays, which is 37% above the current BCF target ceiling of 2,206. In February there were 2,462 bed-day delays, down 788 compared to the previous month.

Over the course of this year we have seen a rise in the number of admissions to A & E across the county with several of the hospitals reporting Black Alert. The main cause of the recent increase in bed-day delays varies by area but a general lack of capacity in domiciliary and residential care is the prevailing theme. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community. We continue to work in collaboration with health colleagues to build on this work.

Between March '16 and February '17 there were 35,696 bed-day delays across the whole of the Cambridgeshire system - representing a 21% increase on the preceding 12 months.

Across this period NHS bed-day delays have increased by 18% from 20,435 ( Mar 15 - Feb 16) to 24,090 (Mar 16 - Feb 17), while bed-day delays attributed to Adult Social Care have increased from 7,720 in Mar 15 - Feb 16 to 9,134 in Mar 16 - Feb 17 an increase of 18%.

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

In Feb '17 there were 735 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 143 delays per 100,000 of 18+ population. For the same period the national rate was 156 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.

- **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**

The 2016 results are not comparable with previous years because of new assessment arrangements but the data shows that there is still a significant gap in the performance of pupils eligible for FSM in the new KS2 tests, compared with their non-FSM peers.

For attainment in A\*-C in both English and Maths at GCSE, FSM pupils have made progress but the overall county outcome is two percentage points below the national figure.

The Accelerating Achievement Action Plan 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 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 (Mar) £'000	Service		Budget 2016/17  £'000	Actual 2016/17  £'000	Outturn Variance  £'000   %	
Adult Social Care Directorate						
-73	Strategic Management – ASC		1,638	1,573	-65	-4%
0	Procurement		579	571	-8	-1%
-254	1	ASC Strategy & Transformation	1,980	1,727	-254	-13%
-312	2	ASC Practice & Safeguarding	1,764	1,456	-308	-17%
<u>Learning Disability Services</u>						
-1,569	3	LD Head of Services	1,417	-427	-1,844	-130%
721	3	LD Young Adults	2,106	2,750	644	31%
1,566	3	City, South and East Localities	30,055	31,968	1,913	6%
1,559	3	Hunts & Fenland Localities	20,492	21,865	1,373	7%
38	3	In House Provider Services	5,238	5,306	68	1%
<u>Physical Disability Services</u>						
-4	PD Head of Services		1,113	1,095	-18	-2%
-309	4	Physical Disabilities	12,356	11,898	-458	-4%
-142	5	Autism and Adult Support	784	620	-164	-21%
-123	6	Carers Services	2,097	1,975	-122	-6%
1,097	Director of Adult Social Care Directorate Total		81,620	82,378	758	1%
Older People & Mental Health Directorate						
-934	7	Strategic Management - OP&MH	2,128	1,227	-901	-42%
129	Central Commissioning		11,162	11,194	32	0%
20	OP - City & South Locality		13,022	12,993	-29	0%
82	OP - East Cambs Locality		6,043	6,070	27	0%
112	8	OP - Fenland Locality	8,598	8,835	237	3%
-533	9	OP - Hunts Locality	11,107	10,593	-514	-5%
-63	Discharge Planning Teams		2,064	2,001	-63	-3%
-365	10	Shorter Term Support and Maximising Independence	8,079	7,709	-370	-5%
-42	Sensory Services		408	367	-41	-10%
-6	Integrated Community Equipment Service		779	757	-22	-3%
<u>Mental Health</u>						
-17	Mental Health Central		693	704	11	2%
-702	11	Adult Mental Health Localities	6,506	5,782	-724	-11%
-264	12	Older People Mental Health	8,173	7,928	-245	-3%
-146	13	Voluntary Organisations	4,182	3,994	-188	-4%
-2,730	Older People & Adult Mental Health Directorate Total		82,945	80,155	-2,790	-3%



Forecast Variance Outturn (Mar) £'000	Service	Budget 2016/17	Actual 2016/17	Outturn Variance	
		£'000	£'000	£'000	%
Children's Social Care Directorate					
1,062	14 Strategic Management - Children's Social Care	6,013	7,080	1,066	18%
342	15 Adoption Allowances	3,076	3,418	342	11%
450	16 Legal Proceedings	1,540	2,035	495	32%
350	17 Safeguarding & Standards	1,517	1,869	352	23%
752	18 CSC Units Hunts and Fenland	3,923	4,706	783	20%
152	19 Children Looked After	13,146	13,258	112	1%
369	20 CSC Units East & South Cambs and Cambridge	3,654	4,034	380	10%
71	Disabled Services	6,556	6,633	77	1%
4,150	21 Looked After Children Placements	12,512	16,664	4,152	33%
7,698	Children's Social Care Directorate Total	51,936	59,695	7,759	15%
Strategy & Commissioning Directorate					
53	Strategic Management – Strategy & Commissioning	349	403	54	15%
-110	22 Information Management & Information Technology	1,580	1,433	-147	-9%
-14	Strategy, Performance & Partnerships	2,492	2,477	-14	-1%
-189	23 Local Assistance Scheme	484	291	-193	-40%
Commissioning Enhanced Services					
916	24 Special Educational Needs Placements	8,563	9,408	845	10%
442	25 Commissioning Services	3,948	4,561	613	16%
-187	26 Early Years Specialist Support	1,323	1,107	-216	-16%
-260	27 Home to School Transport – Special	7,973	7,685	-288	-4%
181	28 LAC Transport	1,107	1,394	287	26%
Executive Director					
84	Executive Director	443	527	85	19%
-277	29 Central Financing	-2,632	-2,902	-269	-10%
640	Strategy & Commissioning Directorate Total	25,629	26,385	756	3%
Children's Enhanced & Preventative Directorate					
-90	Strategic Management – Enhanced & Preventative	1,472	1,395	-78	-5%
7	Children's Centre Strategy	504	512	8	2%
-32	Support to Parents	3,792	3,759	-33	-1%
95	30 SEND Specialist Services	6,917	7,083	165	2%
18	Safer Communities Partnership	7,047	7,056	9	0%
Youth Support Services					
-116	31 Youth Offending Service	3,037	2,916	-121	-4%
-27	Central Integrated Youth Support Services	532	508	-24	-4%
Locality Teams					
-32	East Cambs & Fenland Localities	3,183	3,166	-17	-1%
-18	South Cambs & City Localities	3,586	3,588	2	0%
-5	Huntingdonshire Localities	2,383	2,375	-8	0%
-200	Children's Enhanced & Preventative Directorate Total	32,453	32,359	-94	0%

Forecast Variance Outturn (Mar) £'000	Service	Budget 2016/17  £'000	Actual 2016/17  £'000	Outturn Variance	
				£'000	%
Learning Directorate					
66	Strategic Management - Learning	1,000	1,065	65	7%
-62	Early Years Service	1,258	1,220	-37	-3%
100	Schools Intervention Service	1,227	1,320	93	8%
-386	32 Schools Partnership Service	947	598	-349	-37%
415	33 Children's Innovation & Development Service	1	411	410	47874%
10	Integrated Workforce Development Service	1,342	1,358	16	1%
365	34 Catering & Cleaning Services	-400	-52	348	87%
0	Teachers' Pensions & Redundancy	2,936	2,977	41	1%
Infrastructure					
-10	0-19 Organisation & Planning	1,773	1,790	17	1%
-6	Early Years Policy, Funding & Operations	78	13	-65	-83%
-0	Education Capital	172	128	-44	-26%
-550	35 Home to School/College Transport – Mainstream	9,686	9,147	-539	-6%
-58	Learning Directorate Total	20,020	19,975	-45	0%
6,446	Total	294,604	300,947	6,343	2%
Grant Funding					
-1,250	36 Financing DSG	-23,326	-24,627	-1,301	-6%
0	Non Baselined Grants	-29,133	-29,133	0	0%
-1,250	Grant Funding Total	-52,459	-53,759	-1,301	-2%
5,196	Net Total	242,145	247,188	5,043	2%

## APPENDIX 2 – Commentary on 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	Budget 2016/17	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>1) ASC Strategy &amp; Transformation</b>	<b>1,980</b>	<b>1,727</b>	<b>-254</b>	<b>-13%</b>
The final outturn of -£254k is mainly due to an underspend on contracts, particularly those relating to Housing Related Support, as a result of efficiencies being made by rationalising contracts throughout 2016/17.				
<b>2) ASC Practice &amp; Safeguarding</b>	<b>1,764</b>	<b>1,456</b>	<b>-308</b>	<b>-17%</b>
This area is underspent by -£308k at the end of 2016/17, mainly due to spending on the MCA/DoLS budget as a result of a shortage of Best Interest Assessors, and the resulting lower level of activity to date.  Budgets for 2017/18 were revised to ensure that they are better aligned to the likely level of expenditure on BIAs, and work is ongoing to review how this activity may be increased.				
<b>3) Learning Disability Services</b>	<b>59,307</b>	<b>61,463</b>	<b>2,155</b>	<b>4%</b>
<p><u>Overall LDP Position</u></p> <p>At the end of 2016/17, the Learning Disability Partnership is overspent by £2,735k, a change of -£202k since the position reported in March. The County Council's share of the pooled budget is 79%, and so the overspend for the Council from the LDP is £2,155k, a decrease of -£159k.</p> <p>The overall level of overspend is mainly due to lower than expected delivery of savings throughout the year. The planned reassessment of each service-user and the negotiation of placement costs with providers have shown an average cost reduction per client that was much lower than originally planned, though performance improved in later months.</p> <p>In addition, care costs have been higher than expected during the year, due to increasing complexity of cases, compounded by the need to place a number of high-cost in-patients out-of-county due to restricted local availability.</p> <p>Against a savings target exceeding £6m, this overspend has been partially mitigated in year through a number of actions:</p> <ul style="list-style-type: none"> <li>• Exceeding targeted restrictions on price uplifts.</li> <li>• Underspending on staff costs where vacancies were not filled.</li> <li>• Reviewing the utilisation of staff to reduce reliance on agency and overtime working in the in-house provider services.</li> <li>• Reducing costs with a large provider through negotiation.</li> </ul> <p>A number of actions were undertaken in 2016/17 to ensure that the position in 2017/18 is going to be sustainable:</p> <ul style="list-style-type: none"> <li>• Planned reassessments in locality teams are continuing to ensure agreed policy lines are applied.</li> <li>• A dedicated team to undertake targeted reassessment, provider negotiation and service-redesign activity was put in place in December 2016, which will be continuing throughout 2017/18.</li> <li>• Modelling work was undertaken to ensure that savings targets agreed as part of Business Planning for 2017/18 are underpinned by robust data and experiences in 2016/17.</li> </ul>				

Service	Budget 2016/17	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>LD Head of Services, continued:</b> <ul style="list-style-type: none"> <li>Negotiations with the NHS regarding contract arrangements for in-patient provision are underway, aiming to ensure a sustainable local contract and mitigation for costs of high-cost out-of-county placements.</li> </ul> <p><u>Changes since the March Forecast</u></p> <p>The difference between the final pool overspend and the position reported in March of -£202k was caused mainly by the resolution of outstanding negotiations with the NHS over the cost of block provision for inpatients, which resulted in reimbursement for costs in some cases where the block could not be utilised in-year – this produced a variance on the Head of Services policy line.</p> <p>Care costs increased slightly at year end (£84k) across all localities – reductions in costs resulting from the favourable resolution of a number of disputes with providers, and from a number of backdated reductions in costs processed March, were offset by costs for service-users with increased needs and the final reconciliation of variable packages. In addition, the actual position for In-House Provider Services was £31k worse than forecast in March,</p> <p>The CCG's contribution to the pool will decrease by £43k as a result of these changes, taking their total additional contribution to the pool to £580k for 2016/17.</p>				
<b>4) Physical Disabilities</b>	<b>12,356</b>	<b>11,898</b>	<b>-458</b>	<b>-4%</b>
<p>The Physical Disability service is -£458k underspent at the end of 2016/17, which is a change of -£149k compared to the position reported in March. The underlying underspend is due to lower than expected care costs and restraint on price uplifts for providers, aided by the service having delivered the expected level of savings through reassessing service-users and joint-funding arrangements with the NHS.</p> <p>The increase in the level of underspend compared to March's forecast position is mainly due to the identification of service-users who were able to be classed as part of existing block contracts, thus reducing the period of time for which these service-users were paid for separately. In addition, a number of cases where funding was sought from the NHS were agreed through the joint-assessment process with the Clinical Commissioning Group late in March, with funding backdated several months in most cases.</p> <p>Savings achievement in 2017/18 remains dependent on the continuing delivery of efficiencies through reassessments and contract management, and through ensuring the appropriate level of funding is received from the NHS for service-users with health needs.</p>				
<b>5) Autism and Adult Support</b>	<b>784</b>	<b>620</b>	<b>-164</b>	<b>-21%</b>
<p>The Autism and Adult Support Team is -£164k underspent at the end of 2016/17, which is an increased underspend compared to the forecast underspend in March of -£22k. The underspend is due to lower than expected service-user needs, and efficiencies that have been made in existing care packages as a result of shorter-term interventions being put in place in line with the Transforming Lives approach.</p>				

Service	Budget 2016/17	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>6) Carers Services</b>	<b>2,097</b>	<b>1,975</b>	<b>-122</b>	<b>-6%</b>
<p>The Carers Service is underspent by -£122k at the end of 2016/17, which is consistent with the position reported in March. The underspend is mainly due to the number of carer assessments carried out, and thus personal budgets awarded, being much lower than expected when the budget was set. The underspend was partially mitigated in-year through the identification of additional support that has been provided to carers by services in which there is a low uptake of personal budgets, and therefore where services have been putting in more resources to support carers. Reviews of cases have highlighted where this additional support to carers has been instrumental in maintaining care arrangements and so preventing the need to put in more intensive longer-term support.</p>				
<b>7) Strategic Management – OP&amp;MH</b>	<b>2,128</b>	<b>1,227</b>	<b>-901</b>	<b>-42%</b>
<p>The year-end position is an underspend of £901k; this is an adverse change of £33k from last month's figure. Difficulties experienced in recruiting to posts across the directorate have continued throughout the year and have resulted in an underspend on vacancy savings of £604k.</p> <p>Previously reported underspends and pressures also still apply including an underspend of £60k on the Better Care Fund and £200k underspend on an agency earmarked reserve.</p> <p>During 2015/16, in line with the Care Act, the Council made a policy decision to make no further reimbursement to the NHS in relation to delayed transfers of care. This position was communicated to NHS partners, but claims have continued to accrue during the course of the year. The Council is maintaining its position and so no allowance has been made this year.</p>				
<b>8) OP - Fenland Locality</b>	<b>8,598</b>	<b>8,835</b>	<b>237</b>	<b>3%</b>
<p>Fenland have had an adverse movement of £125k from the position reported in March, and have finished the year £237k overspent.</p> <p>The underlying reasons for the overspend are as follows:</p> <ul style="list-style-type: none"> <li>• £270k overspend on cost of care - predominantly due to an overspend and increase in nursing placements and an overspend on residential care</li> <li>• £100k overspend on block day care not originally budgeted for</li> <li>• £10k overspend on staffing/team costs</li> <li>• £95k underspend on client income</li> <li>• £48k underspend on shared lives funding</li> </ul> <p>The movement from March F&amp;PR is due to the following:</p> <ul style="list-style-type: none"> <li>• £45k pressure from the renegotiation of a care home contract, increasing costs for 6 Fenland service users</li> <li>• There were 7 service users placed in residential or nursing beds who had start dates back dated by 3 months on average causing a pressure of £105k</li> <li>• There were various smaller movements totalling a reduction of £30k</li> </ul>				

Service	Budget 2016/17	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>9) OP - Hunts Locality</b>	<b>11,107</b>	<b>10,593</b>	<b>-514</b>	<b>-5%</b>
<p>The year-end underspend for Hunts OP Locality team was £514k, a decrease of £19k since the March report.</p> <p>Savings were primarily made on domiciliary and residential care, respite and short term/emergency care and direct payments but there were pressures on nursing costs and from the under-achievement of income.</p>				
<b>10) Shorter term Support and Maximising Independence</b>	<b>8,079</b>	<b>7,709</b>	<b>-370</b>	<b>-5%</b>
<p>Shorter Term Support and Maximising Independence has underspent by £370k which is £5k more than the figure reported last month.</p> <p>Vacancy hours within the Reablement Service remained high throughout the year although recent successful recruitment drives increased staffing levels in the final part of the year. Phased recruitment into the Adult Early Help team during the set-up stage also contributed to in year-savings.</p> <p>Other underspends across the service totalled £190k, including a year-end stock adjustment on equipment of £44k.</p>				
<b>11) Adult Mental Health Localities</b>	<b>6,506</b>	<b>5,782</b>	<b>-724</b>	<b>-11%</b>
<p>Adult Mental Health Localities had a year-end underspend of £724k, an improvement of £22k from the March reported position.</p> <p>The underlying underspend on cost of care was £502k. Savings were made on residential, nursing and domiciliary care, although this had an offsetting effect on income from client contributions reflecting the reduction in overall service user numbers.</p> <p>The previously reported expectation of additional funding for placements made through Section 41 of the Mental Health Act has been included in the final position. Discussions with the NHS on this matter are ongoing.</p> <p>A six-figure provision has also been made in respect of the previously reported dispute with another County Council regarding a high cost, backdated package.</p>				
<b>12) Older People Mental Health</b>	<b>8,173</b>	<b>7,928</b>	<b>-245</b>	<b>-3%</b>
<p>Older People Mental Health had a year-end underspend of £245k, an adverse change of £19k from the March reported position.</p> <p>The underlying underspend on cost of care was £162k. Significant savings were made nursing care, but this was offset by pressures on residential care and income received from client contributions.</p> <p>As with adult mental health, the previously reported expectation of section 41 has been included in the final position, and there were a number of small underspends on non-care budgets.</p>				

Service	Budget 2016/17	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>13) Voluntary Organisations</b>	<b>4,182</b>	<b>3,994</b>	<b>-188</b>	<b>-4%</b>
There was an underspend of £188k in mental health Voluntary Organisations. There were less than full year costs against funding earmarked for a new 24 hour supported living project in addition to a number of small underspends on non-contract and grant spend.				
<b>14) Strategic Management - Children's Social Care</b>	<b>6,013</b>	<b>7,080</b>	<b>1,066</b>	<b>18%</b>
<p>The outturn position for the Children's Social Care (CSC) Director budget is an over spend of £1,066k.</p> <p>The First Response Emergency Duty Team's final outturn position is a £67k overspend due to use of agency staffing. This is because, due to service need, posts were required to be filled as quickly as possible, with essential posts covered by agency staff in a planned way until new staff had taken up post. Without the use of agency staff to back fill the vacant posts we would not have been 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 was 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 £213k of costs associated with managing the Children's Change Programme.</p> <p>CSC Strategic Management also has a vacancy savings target of £656k and although the directorate actively managed the staff budgets and use of agency staff, savings could not be achieved to meet the target in full. This is because, due to service need, posts were required to 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.</p> <p><u>Actions being taken:</u></p> <p>We continue to make concerted efforts to minimise the dependency on agency despite high levels of demand. The implementation of our recruitment and retention strategy for social work staff is designed to decrease the reliance on agency staffing. However, it does remain a challenge to attract appropriately experienced social workers to this front line practice.</p>				
<b>15) Adoption Allowances</b>	<b>3,076</b>	<b>3,418</b>	<b>342</b>	<b>11%</b>
<p>The outturn position for the Adoption Allowances budget is an over spend of £342k.</p> <p>The review of Special Guardianship Orders (SGO) took longer to implement than planned due to capacity issues and as a result we were only able to account for c£70k of savings in year. The final position also takes into account an historical £29k payment received in the final quarter.</p> <p><u>Actions being taken:</u></p> <p>A strategic review of adoption allowances is underway which, with the full year effect of the SGO reviews, should return the budget to balance in 2017/18.</p>				
<b>16) Legal Proceedings</b>	<b>1,540</b>	<b>2,035</b>	<b>495</b>	<b>32%</b>
The outturn position for the legal proceedings budget is an over spend of £495k. This was due to increased care proceedings and a higher than usual number of cases concluding with final costs.				

Service	Budget 2016/17	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>Legal Proceedings, continued:</b>  <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. Care proceedings continued to increase through 2016/17.</p> <p>There had been a small decrease in care applications in the early part of the year but they are still showing a rise of 18.7% since 2015/16 against a national average of 15%. This is recognised by the Family Division as a national issue. There were 151 care applications in 2016/17 (Q1:44 Q2:36 Q3:32 Q4:42). The number of current S31 care proceedings at year end was 133 which is the highest number it has ever been.</p> <p>There has been no additional investment to meet the increasing need to take action to safeguard children so demand on the legal budget has exceeded 2015/16 figures.</p> <p><u>Actions being taken:</u> Implementation of the Children's Change Programme will seek to improve performance and by targeting the right families at the right time is expected to reduce our exposure to legal costs. Focus is also being put on our use of expert witnesses and how we access legal advice in order to better manage expenditure. We are actively talking to LGSS Law about ongoing management of these costs.</p>				
<b>17) Safeguarding &amp; Standards</b>	<b>1,517</b>	<b>1,869</b>	<b>352</b>	<b>23%</b>
<p>The outturn position for the Safeguarding and Standards (SAS) budget was an over spend of £352k.</p> <p>This was 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 continued to rise steadily and stood at 561 CP (27<sup>th</sup> March 2017) and 677 LAC (end March 17). Independent Reviewing Officer caseloads are defined by statutory legislation so extra staff were required to manage that obligation. In the final six months of the financial year, two extra full time permanent staff were agreed to support the workload but it continued to leave a gap which was being filled by agency staff. Agency staff were also required to cover sickness within the service.</p> <p>SAS recruited a full time IRO in advance of the funding being available from 1<sup>st</sup> April 2017 in order to retain a skilled social worker within the County, which also released some of the agency spend. In 2016/17 SAS also appointed a consultant to undertake deep dive audits and to support performance, this was also a pressure within the budget.</p> <p><u>Actions taken:</u> SASU had already analysed, and implemented new procedures on better use of staff time to free up capacity. Despite the workloads remaining stretched they are still exploring other avenues to secure resource to better manage the caseloads.</p>				
<b>18) CSC Units Hunts and Fenland</b>	<b>3,923</b>	<b>4,706</b>	<b>783</b>	<b>20%</b>
<p>The outturn position for the CSC Units Hunts and Fenland budget is an over spend of £783k due to the use of agency staffing.</p>				



Service	Budget 2016/17	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>CSC Units Hunts and Fenland, continued:</b>  A policy decision was taken to ensure we fulfil our safeguarding responsibilities by ensuring that posts were 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.  The unit model is very vulnerable when posts are left vacant and whilst this can be managed for a very short period of time (staff on leave/period of absence) vacancies require agency staff to backfill.  <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. This would be more cost effective than using agency staff. 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. This involved staffing structures being altered in preparation for the implementation of the Children's Change Programme towards the end of the financial year.				
<b>19) Children Looked After</b>	<b>13,146</b>	<b>13,258</b>	<b>112</b>	<b>1%</b>
The outturn position for the Children Looked After budget is an over spend of £112k.  This was due to a combination of additional adoption and Leaving Care costs. The increase in Adoption costs is associated with increased placements under our external adoption contract and is a reflection of the good practice in making permanency plans for children outside of the looked after system. The increase in Leaving Care costs was in relation to an increase in the provision of placements for over 18 year old asylum seeking young people who do not yet have an adult asylum status and for whom the local authority is responsible under care leavers legislation.				
<b>20) CSC Units East &amp; South Cambs &amp; Cambridge</b>	<b>3,654</b>	<b>4,034</b>	<b>380</b>	<b>10%</b>
The outturn position for the CSC Units East & South Cambs and Cambridge budget is an over spend of £380k due to the use of agency staffing.  See CSC Hunts and Fenland (note 18) for narrative.				
<b>21) Looked After Children Placements</b>	<b>12,512</b>	<b>16,664</b>	<b>4,152</b>	<b>33%</b>
The outturn position for the Looked After Children Placements budget to the end of 2016/17 is a £4.152m overspend. The overall pressure is a combination of the underlying pressure from 2015/16 (£1.4m), as a result of having more LAC than budgeted, and the number of children in care and in placements not reducing as originally budgeted. New admissions to care have shown a trend below that of the national and statistical neighbour picture, but this had not been adequately factored into the 16/17 budget. Some of the optimism around the LAC savings for both the current year and future years was given a deep dive review. The outcome of this work revealed that there is inadequate budget to service the number of LAC in the care system currently and the anticipated LAC numbers going forward. In-house fostering has continued to show an increase in numbers of households and placements, which has absorbed many but not all new admissions to care. The impact to future year savings has been carefully modelled and informed the 2017/18 Business Planning process.				

Service	Budget 2016/17	Actual	Outturn Variance	
	£'000	£'000	£'000	%

#### Looked After Children Placements, continued:

It should be noted that a significant amount of work was undertaken focussing on procurement savings. In 16/17, c. £1.4m of savings were successfully delivered around this work, against an annual savings target of £1.5m. Similarly, in-house fostering placements increased from below budgeted numbers to be above target, with a steady stream of new households being approved every month.

Overall LAC numbers at the end of March 2017, including placements with in-house foster carers, residential homes and kinship, are 677, 5 more than February 2017. This includes 67 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of March are 356.

External Placements Client Group	Budgeted Packages	28 Feb 2017 Packages	31 Mar 2017 Packages	Variance from Budget
Residential Disability – Children	3	1	1	-2
Child Homes – Secure Accommodation	0	0	0	-
Child Homes – Educational	8	17	18	+10
Child Homes – General	23	33	29	+6
Supported Accommodation	19	15	16	-3
Supported living 16+	6	19	19	+13
Independent Fostering	180	265	273	+93
<b>TOTAL</b>	<b>239</b>	<b>350</b>	<b>356</b>	<b>+117</b>

In 2016/17 the budgeted number of external placements was reduced to 239, a reduction of 72 from 2015/16. This reduction mainly focused on achieving 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 in practice was much higher than budgeted, which put a significant strain on this budget.

Actions being taken to address the ongoing budget pressure include:

- A fortnightly 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.
- 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 a 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. This will begin to have impact in 2017/18 and delivers a sustainable model to increase savings in future years.

Service	Budget 2016/17	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>22) Information Management &amp; Information Technology</b>	<b>1,580</b>	<b>1,433</b>	<b>-147</b>	<b>-9%</b>
<p>The outturn position for 2016/17 for Information Management &amp; Information Technology is an underspend of £147k. This is due to the capitalisation of staff costs (£113k) in relation to the Mosaic Project for both the Project Manager roles and the Business Intelligence Officer posts. The remainder of the underspend (£33k) is due to a reduction in revenue costs, as a result of the delay to the Mosaic Project. These costs still exist, but will be incurred 6-9 months later than originally anticipated, which has been accounted for within the overall project funding envelope.</p>				
<b>23) Local Assistance Scheme</b>	<b>484</b>	<b>291</b>	<b>-193</b>	<b>-40%</b>
<p>The outturn position in relation to the Local Assistance Scheme was an overall underspend of £193k. This was due to the contingency budget of £163k not being required in 2016/17, with an additional £20k in relation to an underspend for the Direct Payment Provision and further saving of £10k being identified in relation to Other Hired Contract Services expenditure being less than budgeted.</p>				
<b>24) SEN Placements</b>	<b>8,563</b>	<b>9,408</b>	<b>845</b>	<b>10%</b>
<p>The outturn position on SEN Placements is a £845k overspend. Overall this budget has seen an increase in pressure from a rise in the number of children and young people who are LAC, have an EHCP and have been placed in a 52 week placement. These are cases where the child cannot remain living at home. Their local schools may have been able to meet their needs, but may also have been concerned about progress and meeting educational needs. In these cases the SEN Placement budget has to fund the ISEP element of the 52 week residential placement; often these are schools given the level of learning disability of the young children. 4 additional such cases recently placed further pressure on this budget.</p> <p>The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG) and, as such, this overspend has been met from DSG carry-forward applied in-year.</p> <p><u>Actions going forward:-</u></p> <ul style="list-style-type: none"> <li>• Actions in the Placements Strategy are aimed at returning children to within County borders and reducing Education Placement costs.</li> <li>• Previous discussions for 3 new special schools to accommodate the rising demand over the next 10 years needs to be revisited as there is a pressure on capital funding. One school is underway and with two more planned. Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with FE to provide appropriate post 16 course is also being explored.</li> <li>• Business case presented to health commissioners to improve the input of school nursing in area special schools to support increasingly complex medical/health needs.</li> <li>• Deliver SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education.</li> <li>• Schools Forum requested further information on all pressures within the High Needs Block at their December meeting for scrutiny. Approval was given for there to be a transfer of funding within the DSG to address the pressures in future years. However, a full review of all High Needs spend is required due to the ongoing pressures and proposed changes to national funding arrangements.</li> </ul>				

Service	Budget 2016/17	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>25) Commissioning Services</b>	<b>3,948</b>	<b>4,561</b>	<b>613</b>	<b>16%</b>
<p>The Out of School Tuition budget had a final outturn position of £766k overspent, an increase of £166k from the previous month. This increase was due to late confirmation of the need to fund packages that had been expected to cease earlier in the term. A new process has been quickly established to ensure that this does not reoccur. Overall there was an increasing number of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative education (tuition) packages. When moving a child with a Statement of Special Educational Needs / EHCP from one school to another the LA has to adhere to the placement consultation process (with specified timescales) outlined in the DfE SEN Code of Practice.</p> <p>Due to the need for the timescales to be followed, and an increasing number of negative responses being received, the process of moving a child with a Statement / EHCP from one school to another can take longer. Until the process is complete the LA has a duty to provide interim full-time education provision, which is now a mandatory 25 hours per week. The overspend has also risen as the current packages are needing to be extended for longer than committed for, due to difficulties in securing school places as well as the increase in numbers.</p> <p>The Head of Service budget underspent by £97k, Educational Equipment budget overspent by £28k, the Special Equipment budget underspent by £39k, Supported Lodgings underspent by £27k, Supporting People contract secured a saving of £9k, and the Access to Resources Team underspent by £9k.</p>				
<b>26) Early Years Specialist Support</b>	<b>1,323</b>	<b>1,107</b>	<b>-216</b>	<b>-16%</b>
<p>More children have moved onto plans than expected, and so the need for Early Years Access Fund (EYAF) has reduced and transferred to the High Needs Block (HNB) funding for Education, Health and Care Plans (EHCP) in relation to increased early year (pre-school) plans. As a result the EYAF has underspent by £163k in 16/17.</p> <p>In addition, the Tribunal budget underspent by £39k, the Therapies budget overspent by £3k, and the Childcare Access Funding (CAF) budget underspent by £17k. This increases the total EYSS year-end underspend to £216k.</p>				
<b>27) Home to School Transport (Special)</b>	<b>7,973</b>	<b>7,685</b>	<b>-288</b>	<b>-4%</b>
<p>The final Home to School Special transport position is an overall underspend of £288k. This underspend is as a result of savings on the retendering of contracts under the Council's Dynamic Purchasing System and also a result of fewer mid-year route additions than originally budgeted.</p>				
<b>28) LAC Transport</b>	<b>1,107</b>	<b>1,394</b>	<b>287</b>	<b>26%</b>
<p>The final position on the LAC transport budget is a £287k overspend. This is predominantly a result of the overall increase in Looked after Children meaning more children are requiring Home to School Transport than at the same point last year.</p>				

Service	Budget 2016/17	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>29) Central Financing</b>	<b>-2,632</b>	<b>2,902</b>	<b>-269</b>	<b>-10%</b>

Central Financing has final outturn of £269k underspent at the year end.

This has arisen following approval at July GPC, that £200k of SEND Reform Grant to be received during the 2016/17 financial year will be applied to support additional associated costs within CFA. Additionally, we expect underspends of £299k within the Better Care Fund. There are off setting pressures from a delay in planned senior management restructure (£200k), which has been addressed through Business Planning for 2017/18, and also from the re-baselining of 2016/17 in-year pressures (£40k).

<b>30) SEND Specialist Services</b>	<b>6,917</b>	<b>7,083</b>	<b>165</b>	<b>2%</b>
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The level of over spend in SEND Specialist Services increased from £95k to £165k in the final outturn period. There were four key contributing factors to this final position:

- A pilot to improve provision for primary aged pupils with Social Emotional and Mental Health (SEMH) difficulties, including those who have been excluded or who are at risk of exclusion, was extended in the final quarter of 2016/17. This was to enable the evaluation of the effectiveness of the provision and a further exploration of future funding options as part of the wider planned review of all High Needs dedicated schools grant (DSG) funded provision in 2017/18.
- The cost of providing one to one tuition for excluded primary school children and those at risk of exclusion increased, with an increased use of agency teachers to provide this capacity which is not available from the service.
- A number of Education Psychology vacancies emerged during the year increasing the reliance on agency staff, most notably in the final quarter of the year. Mitigating actions are described below. In addition, agency invoices relating to 2015/16 were received at the end of the 2016/17 year, creating a one off cost pressure.
- An unfunded budget pressure was created as a result of additional employer's NI and Pension contributions in 16/17. A mitigating DSG vacancy savings target was created within SEND Specialist Services and there was a shortfall against this target in quarter 4 only.

A significant element of SEND Specialist Services is funded from the High Needs Block (HNB) element of the DSG and, as such, the element of over spend relating to DSG activity (£90k of the £165k) has been met from DSG carry-forward applied to CFA.

#### Actions going forward:

- An evaluation of outcomes and lessons learnt from the SEMH pilot will be used to inform a review of SEMH provision in 2017/18 as part of the Local Authority's review of all High Needs DSG funded Provision as part of a strategic plan. Capacity for this review will be funded by the High Needs Strategic Planning Fund, received from the Department for Education. This fund will also provide capacity to support both the transition arrangements during the review and to implement recommendations.
- Within the School and Early Years Finance Regulations there is provision for the Local Authority to remove funding from schools for excluded pupils. In December 2016, Schools' Forum approved that where a primary aged child is not in school, the funding will pass to SEND Specialist Services to provide tuition before the child is placed in another school.

Following recent successful recruitment, the EP staffing establishment is closer to capacity which means there will be less reliance on agency staff to provide required capacity to deliver the statutory work of the service.

Service	Budget 2016/17	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>31) Youth Offending Service</b>	<b>3,037</b>	<b>2,916</b>	<b>-121</b>	<b>-4%</b>
<p>The Youth Offending Service under spend increased by £5k to £121k at year end. The overall under spend was due to additional traded activity in Multi-Systemic Therapy (MST) and a staff secondment in the MST Standard team that created an under spend against the element of the service that was funded from CFA earmarked reserves in 2016/17. There was also an under spend against the budget for remands to Youth Detention Accommodation. This position can vary on an annual basis, given that the number and duration of remand incidents can vary significantly each year. Smaller under spends against budgets for activities, staff training and legal costs also contributed to the increased under spend at year end.</p>				
<b>32) Schools Partnership Service</b>	<b>947</b>	<b>598</b>	<b>-349</b>	<b>-37%</b>
<p>The final year-end position for the Schools Partnership Service is a £349k underspend. This underspend is due to an increase in grant funding that supports activity previously funded from net LA budget.</p>				
<b>33) Children's Innovation &amp; Development Service</b>	<b>1</b>	<b>411</b>	<b>410</b>	<b>-%</b>
<p>The final year-end position for the CID service is a £410k overspend.</p> <p>This is mainly due to an overspend of £331k against the Head of Service CID budget. £250k of this relates to external sponsorship that was thought to have been secured through a consortium of businesses who had expressed a commitment to supporting the work of the service. However, we were unable to finalise the commitment in this financial year. It has been recognised that this is not a sustainable way of raising income to support service delivery and the income requirement has been removed from budgets for 17/18 onwards.</p> <p>The remaining £81k pressure has arisen due to the closure of the Cambridgeshire Advisory Service (£66k) and due to income targets against Service Development (£10k) and the HoS (£5k) which could not be met due to other work priorities. When CAS closed, the income the service generated could not be fully absorbed by the services that took on their responsibilities. It was hoped that this would be covered from the external sponsorship discussed above, however, this was not possible.</p> <p>There is a further £79k pressure within CID which is predominantly due to an £86k deficit on Grafham Water. The budget includes a £26,576 income target and a loan repayment of £99,160. The pressure is predominantly due to increased staff costs which could not be passed onto customers this year. There have also been a number of issues such as staff on long term sick resulting in high agency costs and a last minute cancellation which have contributed to the deficit position.</p>				

Service	Budget 2016/17	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>34) Catering &amp; Cleaning Services</b>	<b>-400</b>	<b>-48</b>	<b>348</b>	<b>88%</b>
<p>The Catering and Cleaning service (CCS) was budgeted to achieve a -£400k contribution to the overall CFA bottom line. However, at year end the outturn is -£52k, a shortfall of £348k.</p> <p>The outturn is £17k better than the March forecast primarily as a result of LGSS recharges being less than forecast.</p> <p>The major variances through the year were:</p> <p style="padding-left: 40px;">The closure by Northants CC of Nourish (their school meal service) in July 16, and the loss of orders to supply 3.1million meals annually, subsequently leading to the closure of the Cambridgeshire Cook Freeze and Distribution Centre's.</p> <p style="padding-left: 40px;">The cost of staff redundancies and pension strain has amounted to £206k</p> <p style="padding-left: 40px;">Dilapidation costs to B4 Distribution Centre - £51k</p> <p style="padding-left: 40px;">Additional trading variances and closure costs at C3 / B4 £313k</p> <p>Although day to day trading has met budgeted targets for income and provisions costs, there have been pressures relating to staff costs and related mileage costs necessary to maintain service provision whilst covering staff absences and recruiting to vacancies.</p> <p>Additional staff cost pressures of £93k have been as a result of higher than budgeted / expected NJC salary rates in addition to the national living wage increase, which impacted on a large proportion of the catering and cleaning operational staff</p> <p>Throughout the year a number of service level agreements (SLAs) have been terminated w, and in some areas the take-up of school meals has been below expectations with a resulting loss of income and contribution</p> <p>A plan of savings and restrictions of expenditure has been in place to minimise the 2016/17 trading shortfall which has restricted the budget shortfall to £348k.</p>				
<b>35) Home to School Transport – Mainstream</b>	<b>9,686</b>	<b>9,147</b>	<b>-539</b>	<b>-6%</b>
<p>The Mainstream Home to School/College final year-end position is a £539k underspend against budget.</p> <p>This underspend position has been achieved as a result of:</p> <ul style="list-style-type: none"> <li>• The implementation of policy changes to the financial support provided by the Council to post-16 which came into effect on 1 September 2016. The only students who now qualify for support are those who meet low-income criteria and attend their nearest appropriate post-16 centre as designated by the Council and those post-16 students who were part-way through a course of study which commenced before 1 September 2016. All students make a contribution to their transport costs. This policy change has led to greater than expected savings on post-16 transport.</li> <li>• The re-tendering of contracts under the new framework has enabled those operators wishing to do so to submit bids for all the routes serving individual schools which has led to greater than expected savings.</li> </ul>				

Service	Budget 2016/17	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>Home to School Transport – Mainstream, continued:</b> <ul style="list-style-type: none"> <li>On-going scrutiny and challenge over use of single-occupancy taxis, with alternatives offered to parents including two bus passes, one for the child and one for an accompanying parent.</li> <li>On-going scrutiny and challenge of requests for transport assistance in cases where the child or young person does not meet the Council's qualifying criteria.</li> <li>Analysis of data and subsequent review of contract arrangements to match the size of the vehicle as closely as possible to the number of entitled children/young people requiring seats.</li> </ul>				
<b>36) Financing DSG</b>	<b>-23,326</b>	<b>-24,627</b>	<b>-1,301</b>	<b>-6%</b>
<p>Within CFA, spend of £23.3m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £1,301k is primarily made up from Education Placements (£845k); Commissioning Services (£755k); Early Years Specialist Support (-£216k); Locality Teams (-£33k); 0-19 Place Planning &amp; Organisation Service (-£60k) and for this financial year only will be met by DSG reserves.</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	6,412
Better Care Fund	Cambs & P'Boro CCG	15,457
Social Care in Prisons Grant	DCLG	318
Unaccompanied Asylum Seekers	Home Office	1,664
Youth Offending Good Practice Grant	Youth Justice Board	528
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	2,497
Children's Social Care Innovation Grant (MST innovation grant)	DfE	576
High Needs Strategic Planning Funding	DfE	267
MST Standard & CAN	DoH	201
Music Education HUB	Arts Council	797
Non-material grants (+/- £160k)	Various	287
<b>Total Non Baselined Grants 2016/17</b>		<b>29,133</b>

Financing DSG	Education Funding Agency	23,326
<b>Total Grant Funding 2016/17</b>		<b>52,459</b>

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

<b>Directorate</b>	<b>Grant Total £'000</b>
Adult Social Care	2,297
Older People	12,166
Children's Social Care	1,735
Strategy & Commissioning	1,557
Enhanced & Preventative Services	10,363
Learning	1,015
<b>TOTAL</b>	<b>29,133</b>

## APPENDIX 4 – Virements and Budget Reconciliation

### Virements between CFA and other service blocks:

	Eff. 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.
Adult Social Care	Nov	45	Corporate Funding - Advocacy Contract
Multiple Policy Lines	Dec / Mar	-720	Corporate Capacity Review Budgets
Multiple Policy Lines	Mar	505	Annual Insurance Charges 2016/17
<b>Current Budget 2016/17</b>		<b>242,145</b>	

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

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

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

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

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

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

## APPENDIX 5 – Reserve Schedule

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

Fund Description	Balance at 31 March 2016	2016/17		Year End Balance 2016/17	Notes
		Movements in 2016/17	Balance at Close 16/17		
		£'000	£'000		
<b>General Reserve</b>					
CFA carry-forward	1,623	-1,083	540	540	
<b>subtotal</b>	<b>1,623</b>	<b>-1,083</b>	<b>540</b>	<b>540</b>	
<b>Equipment Reserves</b>					
ICT Equipment Replacement Reserve	604	122	726	726	The reserve is fully committed but the replacement cannot be implemented before school summer holiday so costs will be incurred Autumn Term 2017
IT for Looked After Children	178	-45	133	133	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
<b>subtotal</b>	<b>782</b>	<b>77</b>	<b>859</b>	<b>859</b>	
<b>Other Earmarked Reserves</b>					
<b>Adult Social Care</b>					
Capacity in ASC procurement & contracts	225	-82	143	143	Continuing to support route rationalisation for domiciliary care car rounds
Specialist Assistive technology input to the LDP	186	-186	0	0	External support to promote use of technology to reduce costs of supporting LD clients
Autism & Adult Support Workers (trial)	60	-60	0	0	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	-174	0	0	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	-118	0	0	CHC team has been formed to deliver the BP savings
Homecare Development	62	-40	22	22	Post taking forward proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work.
Falls prevention	44	0	44	44	To upscale the falls prevention programme
Dementia Co-ordinator	35	-22	13	13	£35k needed.
Shared Lives (Older People)	49	-49	0	0	Trialling the Adult Placement Scheme within OP&MH
Mindful / Resilient Together	321	-133	188	188	Programme of community mental health resilience work (spend over 3 years)
Increasing client contributions and the frequency of Financial Re-assessments	120	-106	14	14	Hiring of fixed term financial assessment officers to increase client contributions. Staff in post.

Fund Description	Balance at 31 March 2016 £'000	2016/17		Year End Balance 206/17 £'000	Notes
		Movements in 2016/17 £'000	Balance at Close 16/17 £'000		
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	0	250	250	The funding required is in relation to a dedicated Missing and Exploitation (MET) Unit and due to a delay in the service being delivered this is going back to GPC to obtain approval, as originally the Child Sexual Exploitation service was going to be commissioned out but now this will be bought in house within the Integrated Front Door and this funding will be required in 2017/18 to support this function (1 x Consultant Social Worker & 4 x MET Hub Support Workers).
Hunts Mental Health	0	200	200	200	Provision made in respect of a dispute with another County Council regarding a high cost, backdated package
<b>Strategy &amp; Commissioning</b>					
Building Schools for the Future (BSF)	141	-141	0	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	-493	-240	-240	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. Oct 16 - have amended the expected draw down by 197k as have corrected the draw down by 2 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	0	60	60	Draw down of funds to pay for independent travel training
Prevent children and young people becoming Looked After	57	-32	25	25	£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)

Fund Description	Balance at 31 March 2016  £'000	2016/17		Year End Balance 206/17  £'000	Notes
		Movements in 2016/17  £'000	Balance at Close 16/17  £'000		
<b>Strategy &amp; Commissioning</b>					
Disabled Facilities	127	-83	44	44	Funding for grants for disabled children for adaptations to family homes.
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	-20	0	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	-182	0	0	2-year investment in the MST service (£182k in 2015/16 & 2016/17) to support a transition period whilst the service moves to an external model, offering services to CCC and other organisations on a traded basis.
MST Child Abuse & Neglect	78	-78	0	0	Whilst the MST CAN project ended in 2015/16, the posts of MST Program Manager and Business Support Manager who support all of the MST teams have been retained and will transfer to the MST Mutual CIC. Funding is required until the MST Mutual commences.
Youth Offending Team (YOT) Remand (Equalisation Reserve)	250	-100	150	150	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	-24	0	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	40	47	47	Providing cultural experiences for children and young people in Cambs
Discretionary support for LAC education	182	-182	0	0	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

Fund Description	Balance at 31 March 2016	2016/17		Year End Balance 206/17	Notes
		Movements in 2016/17	Balance at Close 16/17		
	£'000	£'000	£'000	£'000	
ESLAC Support for children on edge of care	50	-14	36	36	Funding for 2 year post re CIN
CCS (Cambridgeshire Catering and Cleaning Services)	119	-119	0	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.
Cambridgeshire Music	0	80	80	80	Annual reserve agreed by GPC to develop and support the Cambridgeshire Music CREATE program which will look to create new purpose built accommodation.
<b><u>Cross Service</u></b>					
Develop 'traded' services	57	-27	30	30	£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	-74	110	110	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
Other Reserves (<£50k)	0	135	135	135	Other small scale reserves.
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.
subtotal	4,097	-2,528	1,489	1,489	
TOTAL REVENUE RESERVE	6,502	-3,534	2,888	2,888	

Fund Description	Balance at 31 March 2016	2016/17		Year End Balance 206/17	Notes
		Movements in 2016/17	Balance at Close 16/17		
	£'000	£'000	£'000	£'000	
<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	3,781	3,781	0	The Basic Need allocation received in 2016/17 is fully committed against the approved capital plan. Remaining balance is 2017/18 funding in advance
Capital Maintenance	0	4,708	4,708	0	The School Condition allocation received in 2016/17 is fully committed against the approved capital plan.
Other Children Capital Reserves	110	3,316	3,426	1,448	£10k Universal Infant Free School Meal Grant c/f and the Public Health Grant re Alcohol recovery hub £100k rolled forward to 2016/17. Feb 17 received £687k for Early Years project to be spent in 2017/18
Other Adult Capital Reserves	2,257	3,479	5,736	379	Adult Social Care Grant to fund 2016/17 capital programme spend.
<b>TOTAL CAPITAL RESERVE</b>	<b>2,428</b>	<b>15,284</b>	<b>17,712</b>	<b>1,827</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 (Close) £'000	Outturn Variance (Close) £'000	Total Scheme Revised Budget £'000	Total Scheme Variance £'000
	<b>Schools</b>					
41,711	Basic Need - Primary	42,782	37,481	-5,301	224,944	28,047
39,689	Basic Need - Secondary	41,662	36,365	-5,297	214,351	2,844
321	Basic Need - Early Years	613	71	-542	2,203	0
770	Adaptations	654	342	-312	6,541	0
2,935	Specialist Provision	3,225	3,254	29	5,060	-175
3,250	Condition & Maintenance	3,250	3,234	-16	25,750	0
204	Building Schools for the Future	348	133	-215	9,118	0
1,114	Schools Managed Capital	4,259	3,970	-290	9,798	-190
0	Universal Infant Free School Meals	10	5	-5	0	0
300	Site Acquisition and Development	300	419	119	650	0
1,500	Temporary Accommodation	1,500	1,933	433	14,000	0
0	Youth Service	127	0	-127	0	0
295	Children Support Services	295	107	-188	2,530	0
3,717	Adult Social Care	5,311	5,357	46	25,777	1,299
1,350	CFA IT Infrastructure	1,700	418	-1,282	3,000	0
0	CFA Capital Variation	-10,282	0	10,282	0	0
<b>97,156</b>	<b>Total CFA Capital Spending</b>	<b>95,754</b>	<b>93,089</b>	<b>-2,666</b>	<b>543,722</b>	<b>31,825</b>

#### **Basic Need - Primary £28,047k increased total scheme cost**

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

- Fulbourn Primary (£1,000k) further planning has indicated that the cost of the 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 scope 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 involves replacement of existing 1 form entry (FE) (210 place) primary school; Phase 2 involves - new a 2 FE (420 place) primary school.

In June 2016 these increased costs were offset by £670k of underspend on 2016/17 schemes which were due to complete and did not require the use of budgeted contingencies:

Brampton Primary School (£41k), Fawcett Primary School (£203k), Cambourne Hardwick Primary School second campus (£183k), Millfield Primary (£28k), Fourfields Primary (£42k) and Trinity School: (£175k).



There was 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. The schemes involved are;

- Clay Farm, Cambridge £1.5m increase due to developing scope of the project to a 3FE school to accommodate further anticipated housing development.
- Ramnoth, Wisbech; £740k increase in the build cost identified at design stage.
- Hatton Park, Longstanton; £540k increase in the build cost identified at planning stage and transport costs of children.
- Barrington; £1,890k increase following completion of a detailed option appraisal and to take account of inflation linked to a Sept 2020 delivery date
- Loves Farm, St Neots; £2,320k increase due to changing scope of the project to a 2FE school.

In September 2016 there was a further additional total scheme cost increase of £15.5m since the Business Plan was approved by full Council. All these changes which are detailed below relate to future years, other than Grove Primary, and have been addressed through the 2017/18 Business Plan:

- Sawtry Infant; £880k increase following receipt and review of detailed costings.
- St Ives, Eastfield / Westfield / Wheatfields; £4.0m increased cost due to additional building work required as the schools have taken the decision not to proceed with proposals to amalgamate and create an all-through primary school.
- Histon & Impington - Additional Places; £10m as the scope of the project has significantly increased to include additional places at both Infant and Junior age ranges following detailed discussions with the schools and local Member.
- Grove Primary School; £310k due to increased scheme costs associated with asbestos removal.
- Burwell Primary; £322k increase following receipt and review of revised cost plans and more detailed planning being undertaken.

In October 2016 the following schemes have seen total scheme underspends identified:

- Ermine Street Primary, Alconbury; £200k reduction due to works on site completing and the final accounts being agreed without expending items on the risk register.
- Clay Farm, Cambridge; £159k reduction following receipt and review of the contractor's Milestone 4 report.
- Fulbourn, Cambridge £115k reduction as the extent of external works was less than expected and because no consequential improvements were required by Building Control.

In November 2016 the following schemes experienced total scheme changes:

- Meldreth Primary School; £834k reduction, further design and project planning had identified the most appropriate option to achieve best value for money in terms of meeting current and forecast basic need requirements
- Westwood, March £960k increased costs due to more detailed design and planning.
- Barrington; £400k increased cost resulting from further design and planning work.
- Littleport Village College; £800k Increased costs following identification of the need for additional work to the pumping station to ensure it is adequate to service the project.
- St Bede's, Cambridge; £519k reduced costs from October's estimate of insurance works. The resulting revised total cost of fire damage works is now £1,995k.

### **Basic Need - Primary £5,301k 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:

Westwood Primary, March (£92k) Phase 1 and (£100k) Phase 2, Hatton Park (£1,792k) in Longstanton, Wyton Primary (£189k) and Histon & Impington additional places (£57k). These schemes will be re-phased in the 2017/18 business plan.

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

The accelerated spend has been offset by the following schemes where progress has slowed and anticipated expenditure in 2016/17 will no longer be incurred. Huntingdon Primary 1<sup>st</sup> & 2<sup>nd</sup> Phases (£134k) 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 cost less than originally allocated.

Darwin Green (NIAB) Primary School, (£198k) slippage to scheme being deferred, the scheme is linked to housing development which is not progressing as quickly as anticipated. Minimal spend expected in 2016/17 to complete design and planning stages. Sawtry Infant, (£689k) & Sawtry Junior (£120k), the scheme has been redefined. The Infant and Junior school are no longer to merge following the Junior School's conversion to an academy at the start of November 2016. The project has now been refocused on providing improved accommodation for delivery of early years education and childcare. Design works only for 2016-17. Building work is scheduled to commence in April 2017 and be completed by August 2018.

The Shade, Soham; (£522k) Lower than expected tender from contractors at this stage of the planning process.

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

Pathfinder Primary School, Northstowe (first Primary School); (£599k) slippage as it has not been necessary to purchase furniture, equipment and part of the ICT system this financial year as the school opening has been delayed to September 2017 in response to slower than anticipated progress with the housing development.

Godmanchester Bridge Primary School, Bearscoft development, (£1,797k). The project slipped from the 15 August 2016 anticipated start on site to 24 October 2016. The nursery provision will now be constructed later in the build programme and the completion date has slipped to 31 October 2017.

Ramnoth Junior School, Wisbech; (£2,272k). Start on site delayed from October to January, a further 3 weeks delay due to the tender being submitted late.

Fawcett Primary, Cambridge; (£437k). The required access road will not be completed until next year and contingencies not required.

Ermine Street Primary, Alconbury Weald development; (£216k) Works on site completing and the final accounts being agreed without expending items on the risk register.

Fulbourn Primary; (£185k) slippage due to additional more complex design work being required, the progress of the project has slowed as a consequence.

### **Basic Need – Secondary £2,844k 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; £2m increased cost to incorporate fire damage works at St Bede's site, which will be offset by insurance payments.

Littleport Secondary and Special School scheme has increased by £800k due to additional work to the pumping station to ensure it is adequate to service the project.

**Basic Need – Secondary £5,297k slippage**

The Bottisham Village College scheme has incurred £780k of slippage due to the start on site being deferred from late 2016 to July 2017. The delay occurred as a result of the decision to submit a joint bid with the Academy Trust to the Education Funding Agency (EFA). The outcome of which was an additional £4m funding. This will enable the school to address condition needs and progress advanced works ahead of the main capital scheme.

There has been accelerated spend on Cambridge City 3FE Additional places of £210k on St Bede's programme. This has arisen due to works commencing earlier than anticipated in response to the need to address the fire damage sustained at the school. This work will be offset from funding from the insurers. The accelerated spend has reduced by as main project will now not commence until the fire damage works is completed.

Planning and design work has not commenced for Alconbury Secondary & Special School as originally reported.

In November 2016 it was identified that the Cambourne Secondary School original forecast from contractors was likely to be optimistic and not achievable, £1,669k slippage occurring in 2016/17, project to be completed in 2017/18.

Contractor has identified a 6 week delay in the Littleport Secondary and special scheme due to design changes following the appointment of a new academy sponsor for the schools. This has resulted in £1,975k slippage and completion on site will now be January 2018.

Trumpington Community College is reporting slippage for 2016/17 of £524k due to the school not drawing down funding for Furniture, fittings and Equipment and ICT. This will be used in 2017/18 with some balance being carried forward to future years as the school grows.

Northstowe Secondary School has slippage of £376k due to design works not progressing as the scope of the project is still being confirmed.

**Basic Need – Early Years £542k slippage**

Continued site issues have meant the Early Years scheme in St Neots has once again been delayed and is anticipated to commence in 2017/18.

**Adaptations £312k slippage.**

Morley Memorial spend is expected to be £176k less than expected due to slower than expected progress and only minimal design work now being undertaken in 2016/17. Dry Drayton primary scheme has underspent by £27k, all accounts and retentions paid.

**Schools Managed Capital £290k slippage**

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. There is a £780k carry forward to 2017/18 which is offset by schools energy saving capital spend of £490k.

### Temporary Accommodation £433k overspend

It had been anticipated at Business Planning that the current stock of mobiles would prove sufficient to meet September 2015 demand. Unfortunately, it has proved necessary to purchase additional mobiles due to rising rolls at primary schools around the county.

### CFA IT Infrastructure £1,282k slippage

The latest cost schedules from the Information Management service confirm slippage of £1,282k due to a number of reasons including the delay to the implementation of the ERP gold financial system and lack of resources to keep development on the original timescales.

### 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. At the end of 2016/17 the capital programme has encountered total slippage of £12,948k which has exceeded the Capital Variation adjustment made in May of £10,282k. This has resulted in an underspend outturn variance of £2,666k

2016/17					
Service	Capital Programme Variations Budget £000	Outturn Variance (Close) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Outturn Variance (Close) £000
CFA	-10,282	-12,948	10,282	100%	-2,666
<b>Total Spending</b>	-10,282	-12,948	10,282	100%	-2,666

## 6.2 Capital Funding

2016/17				
Original 2016/17 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2016/17 £'000	Outturn Spend (Close) £'000	Funding Outturn Variance (Close) £'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	1,146	-780
0	Universal Infant Free School meals	10	5	-5
3,717	Adult specific Grants	5,311	5,358	47
24,625	S106 contributions	22,612	18,856	-3,756
0	BSF -PFS only	61	61	0
0	Capitalised Revenue Funding	0	0	0
0	DAAT Capital Grant	0	100	100
700	Other Capital Contributions	3,533	4,205	672
54,416	Prudential Borrowing	49,652	50,707	1,055
4,160	Prudential Borrowing (Repayable)	4,160	4,160	0
<b>97,156</b>	<b>Total Funding</b>	<b>95,755</b>	<b>93,088</b>	<b>-2,667</b>

The overall net impact of the movements within the capital plan is an expected £2,667k underspend in 2016/17.

£3,756k is S106 funding which has not been received as anticipated, £5k Universal Infant free school means grant which are all to be carried forward into future years, along with £780k of Devolved Formula Capital which represents the School DFC programme, a rolling three-year programme; and accounts for 15/16 and 16/17 rolled forward funds.

Prudential borrowing has overspent by £1,055k provision for this has been made within the 2017/18 business plan as it reflects timing differences in anticipated S106 funds.

## APPENDIX 7 – Performance at end of March 2017

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	18.2%	20.0%	18.1%	Mar-17	↑	G	22.2% (2015)	24.0% (2015)	Performance in re-referrals to children's social care remains below target.
Number of children with a Child Protection Plan per 10,000 population under 18	Childrens Social Care	41.2	30.0	42.1	Mar-17	↓	R	35.2% (2015)	42.9% (2015)	During March, we saw the numbers of children with a Child Protection plan increase from 548 to 560. Following a review of working processes in FREDt which has ensured that referrals are effectively processed in a timelier manner, we have seen some increases in the number of families undergoing a section 47 assessment, which has then impacted on the numbers of requests for Conference. This increase is likely to be short-lived as any backlog is resolved

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	50.5	40.0	50.7	Mar-17	↓	R	41.6% (2015)	60.0% (2015)	<p>The number of Looked After Children increased to 675 in March. This includes 61 UASC, around 9.9% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.</p> <p>Actions being taken include:</p> <ul style="list-style-type: none"> <li>• A weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.</li> <li>• A weekly LAC monitoring meeting chaired by the Executive Director of CFA, which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions. It also challenges progress made and promotes new initiatives.</li> </ul> <p>At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
No / % of families who have not required statutory services within six months of having a Think Family involvement	Enhanced & Preventative									Following the recommendations from the Think Family evaluation report and the implementation of the Children's Change Programme, the Family CAF is being replaced with a new Early Help Assessment from December 2016. In addition, the Corporate Capacity Review has led to the development of the Business Intelligence and Transformation Teams, both of which are supporting the Council in reviewing how performance is monitored / measured. Considering these changes it is not currently possible or helpful to report on the current CAF / Think Family measure as this is likely to be redefined.
% year 12 in learning	Enhanced & Preventative	95.0%	96.5%	94.4%	Mar-17	↓	A	94.0% (2015)	94.8% (2015)	We have not met our in learning target for year 12 and performance has been variable across the localities. Year 13 in learning has improved over the last three years and is very close to target. However again performance is variable across the localities.



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
%16-18 year olds NEET and unknown	Enhanced & Preventative	3.8%	3.8%	4.0%	Mar-17	↓	A			NOTE: From Sept 2016 - This indicator has changed from 16-19 to 16-18 and now includes unknowns, and therefore isn't comparable to previous years. Though performance remains within target, there is a high number of young people whose situation is currently unknown. Information about these young people will be gathered during the autumn term to give a clearer idea of our actual performance.
% Clients with SEND who are NEET	Enhanced & Preventative	10.1%	9.0%	10.6%	Q1 (Apr to Jun 16)	↓	A	7.0% (2015)	9.2% (2015)	Whilst we are not on target our performance is much better than this time last year when NEET was 12.4%. We continue to prioritise this group for follow up and support.
The proportion pupils attending Cambridgeshire Nursery schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Mar-17	→	G			

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 Primary schools judged good or outstanding by Ofsted	Learning	82.9%	82.0%	81.7%	Mar-17	↓	A	88.4% (2016)	88.5% (2016)	174 out of 194 primary schools are judged as good or outstanding
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	77.1%	75.0%	80.3%	Mar-17	↑	G	85.2% (2016)	80.3% (2016)	Performance for Secondary schools continues to improve with 25 out of 31 schools now good or outstanding. Further improvement is expected.
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Mar-17	→	G			
Proportion of income deprived 2 year olds receiving free childcare	Learning	79.2%	80.0%	74.0%	Summer Term	↓	A			There were 1758 children identified by the DWP as eligible for the Summer Term. 1301 took up a place which equates to 74.0%

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>FSM/Non-FSM attainment gap % achieving the national standard in Reading, Writing &amp; Maths at KS2</i>	Learning	30	21	27	2016	↑	R			The 2016 results are not comparable with previous years because of new assessment arrangements but the data shows that there is still a significant gap in the performance of pupils eligible for FSM in the new KS2 tests, compared with their non-FSM peers.
<i>FSM/Non-FSM attainment gap % achieving 5+ A*-C including English &amp; Maths at GCSE</i>	Learning	37	26	29	2016	↑	R		24.8	<p>For attainment in A*-C in both English and Maths at GCSE, FSM pupils have made progress but the overall county outcome is two percentage points below the national figure.</p> <p>The Accelerating Achievement Action Plan 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.</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
1E - Proportion of adults with learning disabilities in paid employment	Adult Social Care	1.5%	6.0%	1.5%	Mar-17	➡	R	5.9% (2014-15)	6.0% (2014-15)	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	96.6%	93.0%	97.3%	Mar-17	⬆	G	83.0% (2014-15)	82.6% (2014-15)	This indicator is subject to a new calculation method for 2015/16 onwards. Performance remains above the target and is improving gradually. Performance is above the national average for 14/15 and will be monitored closely.

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
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	52.0%	50.1%	51.7%	Mar-17	↓	G	N/A (Local Indicator)		Performance at this indicator has remains fairly consistent and represents a slight improvement on the previous year. Data cleansing relating to the categorisation of planned/unplanned reviews could cause performance to fluctuate slightly. A focus on completing reviews early where there is the potential to free up capacity/make savings may have contributed to this increased performance compared to last year.

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	56.1%	57.0%	56.5%	Mar-17	↑	A	N/A (Local Indicator)		<p>The service continues to be the main route for people leaving hospital with simple, as opposed to complex care needs. However, we are experiencing a significant challenge around capacity in that a number of staff have recently retired and we are currently undertaking a recruitment campaign to increase staffing numbers. In addition the service is being re-organised to strengthen leadership and to reduce process delays.</p> <p>In addition, people are leaving hospital with higher care needs and often require double up packages of care which again impacts our capacity. We are addressing this issue through a variety of means, including discussions with the NHS about filling intermediate care gaps, to reduce inappropriate referrals and use of capacity in reablement. The Council has also developed the Double Up Team who work with staff to reduce long term care needs and also release re-ablement capacity, and a home care transition service to support transfers into long term domiciliary care.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	284	577	311	Mar-17	↑	G	611.0 (2014-15)	658.5 (2014-15)	<p>The implementation of Transforming Lives model, combined with a general lack of available residential and nursing beds in the area is resulting in a fall in the number of admissions.</p> <p>N.B. This is a cumulative figure, so will always go up. An upward direction of travel arrow means that if the indicator continues to increase at the same rate, the ceiling target will not be breached.</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	600	429	589	Feb-17	↑	R	N/A (Local Indicator)		<p>The Cambridgeshire health and social care system is experiencing a monthly average of 3,029 bed-day delays, which is 37% above the current BCF target ceiling of 2,206. In February there were 2,462 bed-day delays, down 788 compared to the previous month.</p> <p>Over the course of this year we have seen a rise in the number of admissions to A &amp; E across the county with several of the hospitals reporting Black Alert. The main cause of the recent increase in bed-day delays varies by area but a general lack of capacity in domiciliary and residential care is the prevailing theme. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community. We continue to work in collaboration with health colleagues to build on this work.</p> <p>Between March '16 and February '17 there were 35,696 bed-day delays across the whole of the Cambridgeshire system - representing a 21% increase on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have increased by 18% from 20,435 (Mar 15 - Feb 16) to 24,090 (Mar 16 - Feb 17), while bed-day delays attributed to Adult Social Care have increased from 7,720 in Mar 15 - Feb 16 to 9,134 in Mar 16 - Feb 17 an increase of 18%.</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	154	114	153	Feb-17	↑	R	N/A (Local Indicator)		In Feb '17 there were 735 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 143 delays per 100,000 of 18+ population. For the same period the national rate was 156 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%	12.1%	Mar-17	↑	A	9.0% (2015-16) Provisional	6.7% (2015/16) Provisional	Performance at this measure is climbing within 10% of target. Reductions in the number of people in contact with services are making this indicator more variable while the numbers in employment are changing more gradually.

## APPENDIX 8 – CFA Portfolio at end of March 2017

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Transforming Lives Practice Governance Project</b> Claire Bruin / Jane Heath	The revised project board is in place. The membership has been refreshed and encompasses the pre-existing Practice Governance Group. Board meetings are underway. A business case has been drafted and includes key benefits that outline targets for improvement in all areas of practice. The project plan is being developed to address the project priorities and these will be reflected in revised service implementation plans.	GREEN
<b>Building Community Resilience Programme:</b> Sue Grace/Elaine Matthews	<p>The Community Resilience Programme and the Innovation Fund have moved to Strengthening Communities Service for management and delivery. A paper on progress of the Community Resilience Strategy and Innovation Fund was heard by GPC in March 2017.</p> <p>The first Selection Panel for the Innovation Fund was held in March. The successful applicants have been contacted and we are awaiting final acceptance of the funding offer and terms and conditions.</p>	GREEN
<b>0-19 Commissioning:</b> Meredith Teasdale/ Janet Dullaghan	<p>This project is looking at 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>The aim is for an integrated model where children, young people and families are offered a core programme of evidence based, early intervention and preventative health care with additional care and support for those who need it in line with the Thrive model that is based on having a good core offer across the agencies for universal services and clear and process to identify need early and provide the right early help and support</p> <p>The Healthy Child Programme aims to build on good working relationships with all local key partners to:</p> <ul style="list-style-type: none"> <li>• Improve partnership working.</li> <li>• Strengthened relationships and work between health and local authority services for children.</li> <li>• Children, young people and families are involved in service review and redesign.</li> <li>• A consistent service offer is communicated so that children, young people, families and professionals know what they can expect from the healthy child programme</li> </ul> <p>A series of workshops have been set up the first on the 10<sup>th</sup> April to engage all partners and stakeholders in what we need to do to achieve the above the aim is to have a potential model by June 2017</p>	GREEN

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Children's Centres:</b> Sarah Ferguson/Jo Sollars	Children's Centres are currently being considered within the potential future service offer for 0-19 child health and wellbeing services as outlined above.	AMBER
<b>Mosaic:</b> Sue Grace / James Wilson	<ul style="list-style-type: none"> <li>•Project will be driven as a business transformation project with CFA leads being Charlotte Black and Theresa Leavy. Sue Grace will take on system ownership consistent with the role of the Corporate Directorate following the Corporate Capacity Review. They will be supported by a streamlined Project Board.</li> <li>•Timelines will be reviewed to accommodate any expanded scope, and other issues such as the implementation of our new finance system Agresso – but to support the aspiration for the system to still go-live to all teams in both adults and children's services within the 2017/18 financial year. Provisional dates are: Adults, Older People Mental Health and related finance January 2018, Children's and Families Early Help by April 2018.</li> <li>•To achieve all this the project team will need to be bigger. The resource requirements are being reviewed, but in the meantime we will maintain the current considerable momentum already achieved. RED status due to current transitional state, however a new programme lead has been appointed with prior experience of successfully delivering complex MOSAIC implementation. They are working to revise the programme plans and bring in the rest of the additional capacity needed. Therefore anticipate that status will change at next update when fuller plans will be in place.</li> </ul>	RED
<b>Accelerating Achievement:</b> Keith Grimwade	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. Accelerating the Achievement of Vulnerable Groups is a key priority of the Local Authority's School Improvement Strategy 2016-18 and an action plan has been developed. The AA Steering Group is monitoring the implementation of this plan.	AMBER
<b>Children's Change Programme:</b> Theresa Leavy/James Gemmell	<p>Phase I of the Children's Change Programme has brought together the Enhanced and Preventative directorate with the Children's Social Care directorate to create Children and Families Services. This integration will provide continuity of relationships with children, families and professional partners to respond to the increasing levels of need experienced across our communities. The consultation for Phase I ran between December 2016 and January 2017. Throughout February and March the recruitment process was undertaken to appoint the management structure of the new service.</p> <p>Phase II will see the change of structures at the front line to bring together people working across early help, safeguarding and specialist services. The consultation for Phase II began on 24<sup>th</sup> March 2017 and will run for 30 days.</p>	GREEN



**FINANCE AND PERFORMANCE REPORT – MAY 2017**

**To:** Adults Committee

**Meeting Date:** 13 July 2017

**From:** Executive Director: Children, Families and Adults Services  
Chief Finance Officer

**Electoral division(s):** All

**Forward Plan ref:** Not applicable      **Key decision:** No

**Purpose:** To provide the Committee with the May 2017 Finance and Performance report for Children's, Families and Adults Services (CFA).

The report is presented to provide the Committee with the opportunity to comment on the financial and performance position as at the end of May 2017.

**Recommendation:** The Committee is asked to review and comment on the report

<b><i>Officer contact:</i></b>	
Name:	Martin Wade
Post:	Strategic Finance Business Partner
Email:	<a href="mailto:martin.wade@cambridgeshire.gov.uk">martin.wade@cambridgeshire.gov.uk</a>
Tel:	01223 699733

## **1.0 BACKGROUND**

- 1.1 A Finance & Performance Report for the Children, Families and Adults Directorates (CFA) is produced monthly and the most recent available report is presented to the Committee when it meets.
- 1.2 The report is presented to provide the Committee with the opportunity to comment on the financial and performance position of the services for which the Committee has responsibility.
- 1.3 This report is for the whole of the CFA Service, and as such, not all of the budgets contained within it are the responsibility of this Committee. Members are requested to restrict their attention to the budget lines for which this Committee is responsible, which are detailed in Appendix 1.
- 1.4 **Financial Context**  
As previously discussed at Adults Committee the major savings agenda continues with £99.2m of savings required across the Council between 2017 and 2022.

The required savings for CFA in the 2017/18 financial year total £20,658k.

## **2.0 MAIN ISSUES IN THE MAY 2017 CFA FINANCE & PERFORMANCE REPORT**

- 2.1 The May 2017 Finance and Performance report is attached at Appendix 2. This is the first available report for the 2017/18 financial year and at the end of May, CFA forecast an overspend of £2,014k.

### **2.2 Revenue**

The significant issues within Adults Committee areas are as follows:

- In Adult Social Care, the forecast overspend for the Young Adults Team within the Learning Disability Partnership is £200k. The circumstances of the young people as they reach 18 years is monitored closely to confirm the level of funding required to meet their needs and to try to anticipate the sustainability of the arrangements. This includes both the home circumstances and the educational arrangements for the young person. This work has led to the forecast overspend.
- In Adult Social Care, the forecast underspend in the Autism and Adult Support Team is £90k, reflecting progress made on achieving further savings between the setting of budgets and the start of the financial year.
- In Adult Social Care, the Carers Service is expecting an underspend of £132k as personal budget allocations are lower than anticipated so far this year.

In line with the Committee's request at the last meeting, trend information for unit cost prices has been added to the activity data section.

### **2.3 Performance**

Of the twenty-one CFA service performance indicators six are shown as green, eight as amber and seven are red.

Of the Adults Performance Indicators, two are green, three are amber and three are red.

The three red performance indicators are:

1. Proportion of adults with learning disabilities in paid employment
2. Average number of bed-day delays, per 100,000 of population per month (aged 18+)
3. Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+)

## **2.4 CFA Portfolio**

The major change programmes and projects underway across CFA are detailed in Appendix 8 of the report – none of these is currently assessed as red.

## **3.0 2017-18 SAVINGS TRACKER**

- 3.1 As previously reported the “tracker” report – a tool for summarising delivery of savings – will be made available for Members on a quarterly basis. The tracker as at mid-June is included as Appendix 3 to this report.
- 3.2 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 for CFA is a £1,512k 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 £20,658k CFA savings target. It is also important to note the relationship with the reported position within the detailed F&PR. As pressures arise in-year further mitigation and/or additional savings will be required to deliver a balanced position.

## **4.0 ALIGNMENT WITH CORPORATE PRIORITIES**

### **4.1 Developing the local economy for the benefit of all**

- 4.1.1 There are no significant implications for this priority.

### **4.2 Helping people live healthy and independent lives**

- 4.2.1 There are no significant implications for this priority

### **4.3 Supporting and protecting vulnerable people**

- 4.3.1 There are no significant implications for this priority

## **5.0 SIGNIFICANT IMPLICATIONS**

### **5.1 Resource Implications**

- 5.1.1 This report sets out details of the overall financial position of the CFA Service.

### **5.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

- 5.2.1 There are no significant implications within this category.

### **5.3 Statutory, Risk and Legal Implications**

- 5.3.1 There are no significant implications within this category.

### **5.4 Equality and Diversity Implications**

5.4.1 There are no significant implications within this category.

## **5.5 Engagement and Consultation Implications**

5.5.1 There are no significant implications within this category.

## **5.6 Localism and Local Member Involvement**

5.6.1 There are no significant implications within this category.

## **5.7 Public Health Implications**

5.7.1 There are no significant implications within this category.

<b>Source Documents</b>	<b>Location</b>
As well as presentation of the F&PR to the Committee when it meets, the report is made available online each month.	<a href="https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&amp;-performance-reports/">https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&amp;-performance-reports/</a>



## **Appendix 1**

### *Adults Committee Revenue Budgets within the Outturn Finance & Performance report*

#### **Adult Social Care Directorate**

Strategic Management – ASC  
Procurement  
ASC Practice & Safeguarding

#### **Learning Disability Services**

LD Head of Services  
LD Young Adults  
City, South and East Localities  
Hunts & Fenland Localities  
In House Provider Services  
NHS Contribution to Pooled Budget

#### **Physical Disability Services**

PD Head of Services  
Physical Disabilities  
Autism and Adult Support  
Carers Services

#### **Older People & Mental Health Directorate**

Strategic Management - OP&MH  
Central Commissioning  
OP - City & South Locality  
OP - East Cambs Locality  
OP - Fenland Locality  
OP - Hunts Locality  
Discharge Planning Teams  
Shorter Term Support and Maximising Independence  
Integrated Community Equipment Service

#### **Mental Health**

Mental Health Central  
Adult Mental Health Localities  
Older People Mental Health  
Voluntary Organisations

#### **Children & Families Directorate**

Safer Communities Partnership

#### **Strategy and Commissioning Directorate**

Local Assistance Scheme



From: Martin Wade  
 Tel.: 01223 699733  
 Date: 13<sup>th</sup> June 2017

## **Appendix A**

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

#### **Finance and Performance Report – May 2017**

## **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 – April 2017 Data (see sections 4&5)**

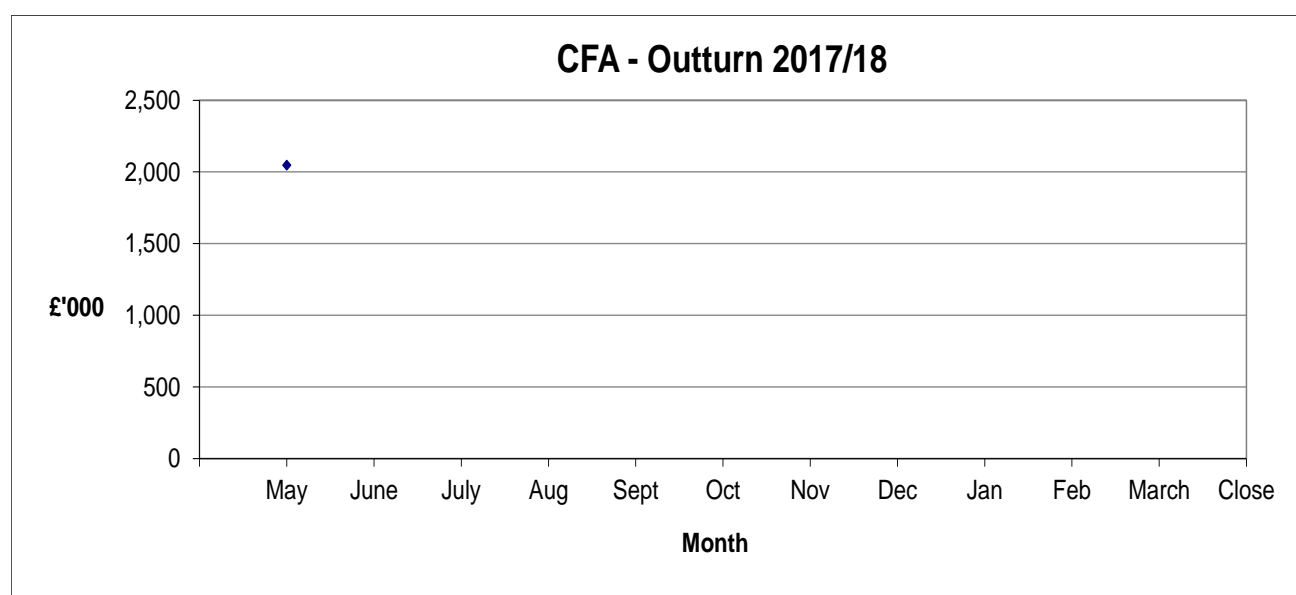
<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
Apr Performance (No. of indicators)	7	8	6	21
Apr Portfolio (No. of indicators)	0	3	4	7

## **2. INCOME AND EXPENDITURE**

### **2.1 Overall Position**

<b>Forecast Variance Outturn (Apr) £000</b>	<b>Directorate</b>	<b>Original Budget 2017/18 £000</b>	<b>Current Budget 2017/18 £000</b>	<b>Current Variance £000</b>	<b>Forecast Variance Outturn (May) £000</b>	<b>Forecast Variance - Outturn (May) %</b>
0	Adult Social Care	79,891	79,854	670	53	0.1%
0	Older People & Mental Health	76,714	76,685	-160	0	0.0%
0	Children & Families	94,858	95,391	208	1,684	1.8%
0	Strategy & Commissioning	24,854	26,407	-391	222	0.8%
0	Learning	19,447	19,700	128	273	1.4%
<b>0</b>	<b>Total Expenditure</b>	<b>295,765</b>	<b>298,036</b>	<b>455</b>	<b>2,232</b>	<b>0.7%</b>
0	Grant Funding	-61,324	-63,875	-36	-218	0.3%
<b>0</b>	<b>Total</b>	<b>234,441</b>	<b>234,162</b>	<b>418</b>	<b>2,014</b>	<b>0.9%</b>

The service level finance & performance report for May 2017 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 May 2017, CFA is forecasting a year end overspend of £2,014k. Significant issues are detailed below:

- In Adult Social Care, the forecast overspend for the Young Adults Team within the Learning Disability Partnership is £200k. The circumstances of the young people as they reach 18 years is monitored closely to confirm the level of funding required to meet their needs and to try to anticipate the sustainability of the arrangements. This includes both the home circumstances and the educational arrangements for the young person. This work has led to the forecast overspend.
- In Adult Social Care, the Carers Service is expecting an underspend of £132k as personal budget allocations are lower than anticipated so far this year.
- In Children & Families Services, Strategic Management have a forecast overspend of £1,087k. 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 (CCP) 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.
- In Children & Families Services, the Looked After Children Placements budget is forecasting an overspend of £273k. 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. 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.

- In Children & Families Services, Adoption is forecasting an overspend of £300k due to an additional requirement of 20 adoptive placements over and above those covered by our existing contract. We are forecasting a need to purchase inter agency placements to manage this requirement and ensure our children receive the best possible outcomes.
- In Strategy and Commissioning, SEN Placements have a forecast outturn of £100k overspend. This budget continues to see an increase in pressure from a rise in the number of children and young people who are LAC and have an EHCP who are placed in 52 week residential placements. This budget pays for the educational element of those placements and is funded from the Dedicated Schools Grant (DSG). It is the aim that any pressures on DSG funded services will be managed from within the overall available DSG for 2017/18. Should an overall deficit be forecast on DSG funded activities towards the end of 2017/18 the position will be reviewed and appropriate consent sought from Schools Forum to carry forward the deficit to the following year as set out in the options within the DSG conditions of grant
- In Strategy and Commissioning, Commissioning Services have a forecast overspend of £100k. Overall there is an increasing number of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative education (tuition) packages.
- In Learning, the Children's Innovation & Development Service are forecasting an overspend of £104k, due to a pressure in the Grafham Water Centre which was identified during budget build. The Centre is currently unable to generate sufficient income to cover their costs, which include the paying back of a building and development loan.
- In Learning, Catering & Cleaning Services are forecasting an overspend of £169k, due to an under recovery against a challenging income budget of £450k. The service is working with the transformation service to identify how it can develop the business to achieve the required income target.
- In Grant Funding, Financing DSG has an outturn underspend of £218k. This reflects the offsetting of pressures in educational and out of school placements as outlined under SEN placements and Commissioning Services above.
- In Children & Families, Safer Communities Partnership, the budget has been amended to reflect the transfer of the drug and alcohol treatment budgets from Children & Families to the Public Health Directorate Joint Commissioning Unit (JCU). GPC will be asked to note this organisational change as part of the May IR&PR report which will be presented to the July meeting of GPC.

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

	BUDGET				ACTUAL (May)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements May 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	1	£143k	52	2,743.20	1	1.00	£133k	2,544.66	0	£10k	-198.54
Residential - secure accommodation	0	£k	52	0.00	0	0.00	£k	0.00	0	£k	0.00
Residential schools	16	£1,160k	52	1,408.53	19	18.01	£2,168k	2,267.54	2.01	£1,008k	859.01
Residential homes	22	£3,018k	52	2,656.43	30	30.35	£4,561k	2,978.99	8.35	£1,544k	322.56
Independent Fostering	263	£10,304k	52	784.53	266	259.88	£10,631k	795.15	-3.12	£327k	10.62
Supported Accommodation	15	£1,244k	52	1,247.14	21	16.09	£1,310k	1,532.12	1.09	£66k	284.98
16+	25	£608k	52	467.73	9	5.87	£90k	235.55	-19.13	£518k	-232.18
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Pressure funded within directorate	-	£2,045k	-	-	-	-	£4,189k	-	-	£2,144k	-
<b>TOTAL</b>	<b>342</b>	<b>£14,431k</b>			<b>346</b>	<b>331.20</b>	<b>£14,704k</b>		<b>-10.8</b>	<b>£273k</b>	
In-house fostering - Basic	212	£2,053k	56	172.89	177	179.79	£1,899k	174.04	-32.21	£154k	1.15
In-house fostering - Skills	212	£1,884k	52	170.94	177	180.74	£1,650k	176.91	-31.26	£235k	5.97
Kinship - Basic	40	£439k	56	195.84	44	41.50	£422k	184.57	1.5	£16k	-11.27
Kinship - Skills	11	£39k	52	68.78	11	11.00	£39k	68.78	0	£k	0.00
In-house residential	5	£556k	52	2,138.07	4	3.78	£556k	2,828.13	-1.22	£k	690.06
Growth*	0	£297k	-	0.00	0	0.00	£k	0.00	-	£297k	-
<b>TOTAL</b>	<b>257</b>	<b>£4,674k</b>			<b>225</b>	<b>225.07</b>	<b>£4,566k</b>		<b>-31.93</b>	<b>£107k</b>	
Adoption	376	£3,236k	52	165.51	388	386.83	£3,362k	167.14	10.83	£126k	1.62
Concurrent Adoption	5	£91k	52	350.00	1	1.00	£18k	350.00	-4	£73k	0.00
Savings Requirement	0	£k	0	0.00	0	0.00	£k	0.00	0	£k	0.00
<b>TOTAL</b>	<b>381</b>	<b>£3,327k</b>			<b>389</b>	<b>387.83</b>	<b>£3,380k</b>		<b>10.83</b>	<b>£53k</b>	
<b>OVERALL TOTAL</b>	<b>980</b>	<b>£22,432k</b>			<b>960</b>	<b>944.10</b>	<b>£22,650k</b>		<b>-31.9</b>	<b>£219k</b>	

NOTE: In house Fostering and Kinship basic payments fund 56 weeks as carers receive two additional weeks payment during the Summer holidays, one additional week payment at Christmas and a birthday payment.

\*Represents expected growth of in-house foster placements to be managed against the LAC Placements budget

## 2.5.2 Key activity data to the end of May for SEN Placements is shown below:

	BUDGET			ACTUAL (MAY 17)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements May 17	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)	98	£6,165k	£62,895	109	97.12	£6,556k	£67,501	11	-0.88	£390k	£4,606
Hearing Impairment (HI)	3	£100k	£33k	2	2.00	£74k	£37,217	-1	-1.00	£26k	£3,895
Moderate Learning Difficulty (MLD)	3	£109k	£36k	3	3.00	£95k	£31,720	0	0.00	£14k	£4,672
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	£75k	£0
Physical Disability (PD)	1	£19k	£19k	2	1.34	£38k	£28,687	1	0.34	£19k	£9,717
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	£1,490k	£43k	31	32.36	£1,423k	£43,959	-4	-2.64	£68k	£1,375
Speech, Language and Communication Needs (SLCN)	3	£163k	£54k	2	2.00	£96k	£48,006	-1	-1.00	£67k	£6,479
Severe Learning Difficulty (SLD)	2	£180k	£90k	1	1.00	£90k	£90,237	-1	-1.00	£90k	£0
Specific Learning Difficulty (SPLD)	8	£164k	£20k	4	2.68	£69k	£25,807	-4	-5.32	£95k	£5,308
Visual Impairment (VI)	2	£64k	£32k	1	1.00	£40k	£39,949	-1	-1.00	£24k	£7,823
Recoupment	-	-	-	-	-	£191k	-	-	-	£191k	-
<b>TOTAL</b>	<b>157</b>	<b>£8,573k</b>	<b>£54,602</b>	<b>155</b>	<b>142.50</b>	<b>£8,673k</b>	<b>£59,520</b>	<b>-2</b>	<b>-14.50</b>	<b>£100k</b>	<b>£4,918</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 May for **Adult Social Care Services** is shown below:

		BUDGET			ACTUAL (May 17)		Forecast	
Service Type		Budgeted No. of Service Users 2017/18	Budgeted Average Unit Cost (per week) £	Annual Budget £000	No. of Service Users at End of May 17	Current Average Unit Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Adult Disability Services	Residential	31	£1,120,968	£1,807k	28	£1,089	£1,743k	-£64k
	Nursing	20	£927,885	£965k	19	£972	£1,032k	£67k
	Community	669	£294,239	£10,236k	647	£324	£10,991k	£755k
<b>Total expenditure</b>		<b>720</b>		<b>£13,008k</b>	<b>694</b>		<b>£13,766k</b>	<b>£758k</b>
<b>Income</b>				-£1,646k			-£1,614k	£32k
<b>Further savings assumed within forecast</b>								-£1,066k
<b>Net Total</b>				<b>£11,362k</b>				<b>-£276k</b>

Learning Disability Services	Residential	313	£1,342	£21,844k	315	£1,379	£23,550k	£1,707k
	Nursing	8	£2,056	£855k	8	£2,128	£915k	£60k
	Community	1,272	£611	£40,382k	1,272	£646	£43,543k	£3,172k
<b>Learning Disability Service Total</b>		<b>1,593</b>		<b>£63,081k</b>	<b>1,595</b>		<b>£68,009k</b>	<b>£4,938k</b>
<b>Income</b>				-£2,576k			-£2,577k	-£1k
<b>Further savings assumed within forecast as shown in Appendix 1</b>								-£4,517k
<b>Net Total</b>								<b>£420k</b>

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

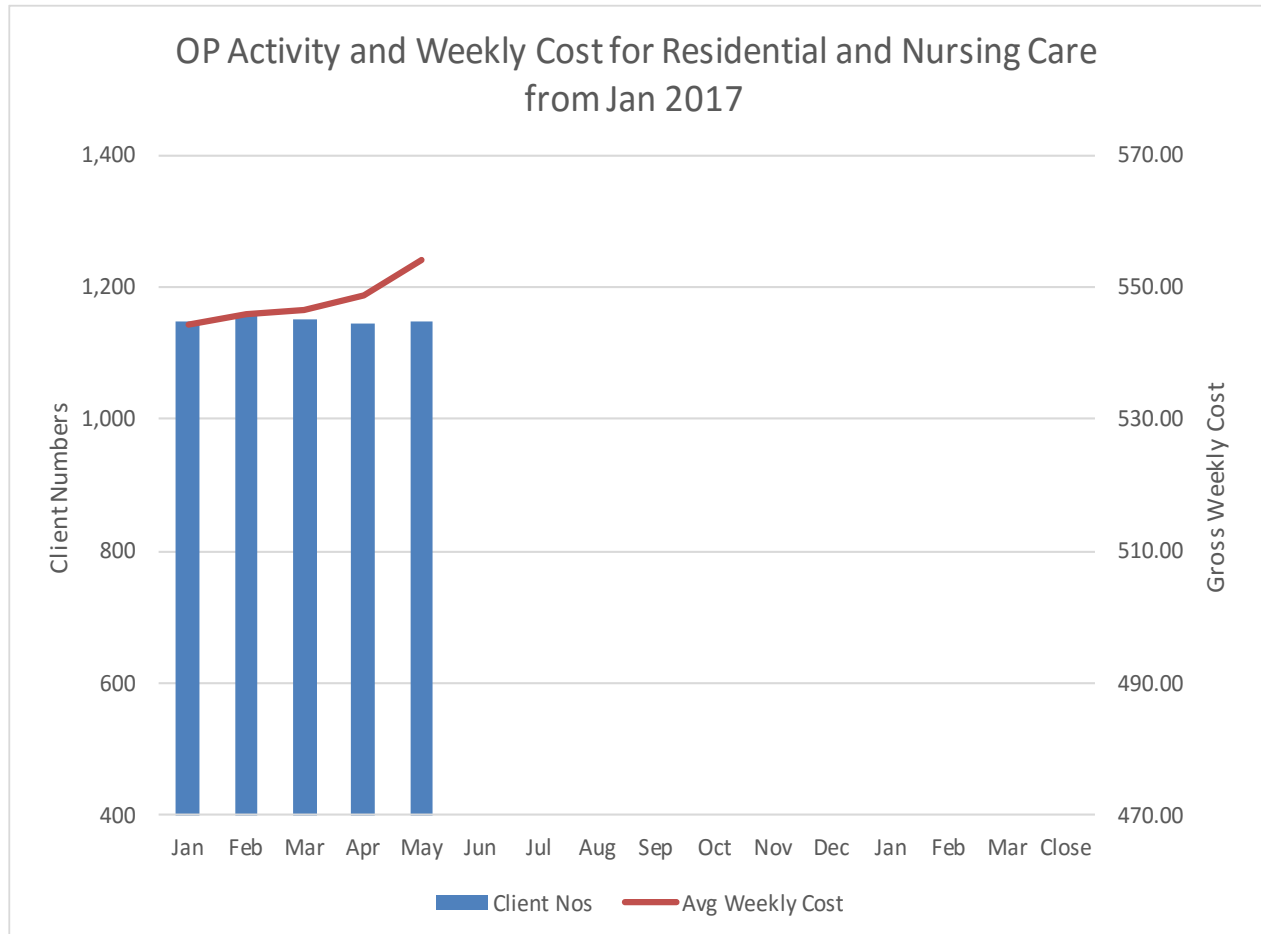
		BUDGET			ACTUAL (May)				FORECAST		
Service Type		Budgeted No. of Clients 2017/18	Budgeted Average Unit Cost (per week) £'s	Annual Budget £000's	Snapshot of No. of Clients at End of May 17	Direction of Travel	Current Average Unit Cost (per week) £'s	Direction of Travel	Forecast Spend £000's	Direction of Travel	Variance £000's
Adult Mental Health	Community based support	24	£71	£89k	27	↑	£76	↑	£119k	↑	£30k
	Home & Community support	154	£87	£703k	183	↓	£88	↔	£840k	↓	£137k
	Nursing Placement	13	£783	£531k	17	↑	£683	↓	£607k	↓	£76k
	Residential Placement	65	£718	£2,432k	71	↑	£712	↓	£2,632k	↑	£200k
	Supported Accommodation	133	£116	£804k	129	↓	£109	↓	£737k	↓	-£67k
	Direct Payments	20	£232	£241k	17	↓	£225	↓	£212k	↓	-£29k
	Anticipated New Demand										£170k
	Inflation			£125k					£125k		£k
	Income			-£368k					-£399k		-£31k
<b>Adult Mental Health Total</b>		<b>409</b>		<b>£4,557k</b>	<b>444</b>				<b>£4,873k</b>		<b>£486k</b>
<b>Further savings assumed within forecast as shown in Appendix 1</b>											<b>-£486k</b>

Direction of travel compares the May snapshot position to the number of clients, average unit cost and full-year commitment at the 1st April 2017 and not the budgeted figures, which have been adjusted to reflect the expected impact of savings and demography. In future months, direction of travel will compare the current month to the previous month.



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

OP Total	BUDGET			ACTUAL (May 17)				Forecast		
Service Type	Expected No. of Service Users 2017/18	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	D o T	Current Average Cost (per week) £	D o T	Forecast Actual £000	D o T	Forecast Variance £000
Residential	447	£483	£11,691k	452	↑	£475	↓	£12,420k	↑	£326k
Residential Dementia	347	£536	£10,068k	350	↑	£528	↓	£10,697k	↑	£281k
Nursing	301	£715	£11,549k	294	↓	£677	↓	£11,727k	↓	-£202k
Nursing Dementia	55	£753	£2,225k	53	↓	£723	↓	£2,259k	↓	-£39k
Respite			£1,589k					£1,635k	↑	£46k
Community based										
~ Direct payments	248	£173	£2,239k	217	↓	£258	↑	£2,372k	↑	£133k
~ Day Care			£941k					£938k	↓	-£3k
~ Other Care			£5,028k					£5,527k	↑	£499k
~ Homecare arranged	1,608	per hour £15.70	£13,176k	1,487	↓	per hour £16.11	↑	£14,435k	↑	£1,259k
~ Homecare Block			£2,477k					£2,477k	↔	£k
<b>Total Expenditure</b>	<b>3,006</b>		<b>£60,983k</b>	<b>2,853</b>				<b>£64,488k</b>		<b>£2,301k</b>
Residential Income			-£8,306k					-£8,691k	↓	-£385k
Community Income			-£8,099k					-£7,849k	↑	£250k
Health Income			-£9k					-£9k	↔	£k
<b>Total Income</b>			<b>-£16,415k</b>					<b>-£16,550k</b>		<b>-£135k</b>
Further Savings Assumed Within Forecast as shown within Appendix 1										-£2,165k



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

OPMH Total	BUDGET			ACTUAL (May 17)				Forecast		
Service Type	Expected No. of Service Users 2017/18	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	D o T	Current Average Cost (per week) £	D o T	Forecast Actual £000	D o T	Forecast Variance £000
Residential	14	£663	£493k	13	↓	£646	↓	£563k	↑	£70k
Residential Dementia	28	£533	£786k	25	↓	£535	↑	£897k	↑	£111k
Nursing	16	£740	£605k	18	↑	£739	↓	£735k	↑	£130k
Nursing Dementia	90	£747	£3,494k	103	↑	£746	↓	£4,244k	↑	£750k
Respite			£11k					£17k	↑	£6k
Community based										
~ Direct payments	16	£207	£168k	17	↑	£241	↑	£208k	↑	£40k
~ Day Care			£3k					£7k	↑	£4k
~ Other Care			£38k					£30k	↓	-£8k
~ Homecare arranged	45	per hour £15.95	£558k	47	↑	per hour £16.12	↑	£657k	↑	£99k
Total Expenditure	209		£6,155k	223				£7,357k		£1,202k
Residential Income			-£862k					-£1,001k	↓	-£139k
Community Income			-£244k					-£238k	↑	£6k
Health Income			£k					£k	↔	£k
Total Income			-£1,106k					-£1,238k		-£133k
Further Savings Assumed Within Forecast as shown in Appendix 1										-£1,069k

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**

##### Funding

The following changes in funding for 2107/18 have occurred since the Business Plan was published:

- Devolved Formula Capital reduction in the government grant of £71k
- School Conditions Allocation government grant funding increased by £433k
- Adjustment to carry forward funding increased by £5,760k due to increased slippage in 2016/17. The carry forward position is to be agreed by GPC.
- Prudential borrowing reduced by £1,271k to reflect the increased capital variation budget for 2017/18
- S106 developer Contributions reduced by £2,370k to reflect the increased capital variation budget for 2017/18.

### 2017/18 Revised Capital Programme

The Capital Plan for 2017/18 has reduced by £4,021k since the Business Plan was published, resulting in a revised budget of £75.187m. This is the figure against which progress will be monitored on a monthly basis. The following explains the significant movement and categorises schemes into rephrased projects and cost changes.

#### Rephrased schemes

- St Ives, Eastfield / Westfield / Wheatfields; £250k slippage. Project start on site has been deferred due to the need to replace the original scheme with a different approach.
- Histon Additional Places; £1,617k slippage conversion of existing school has been deferred by 3 months.
- Pathfinder Primary, Northstowe; £185k slippage due to not all IT and Furniture being procured in 2017/18.
- Northstowe Secondary; £2,377k slippage as the project progress slower than initially anticipated at time of Capital Plan.
- Ramnoth; £1,972k slippage as the programme longer than originally budgeted, completion now October 2018.
- Sawtry Junior; £1,250k slippage as the scheme has been deferred for a year due to need not being as urgent as initially thought.
- Hatton Park. Longstanton; £1,039 accelerated spend due to the scheme progressing quicker than originally anticipated.
- Burwell Primary; £237k accelerated spend.
- Clay Farm £658k accelerated spend as progress ahead of original schedule.
- Little Paxton £416k slippage due to slower progress in 2016/17
- Cambourne £1,691k slippage due to slower than anticipated progress on the scheme in 2016/17
- Trumpington community College; £150k Slippage due to IT not yet procured
- CFA Management Information System IT Infrastructure £532k slippage due to delays in delivering the IT system.

#### Cost Changes

- Clay Farm Primary; £384k reduction as risk and contingency items not required.
- Fulbourn Primary; £1,215k increase. Further planning has indicated scope of the works has increased with associated costs.
- The Shade, Soham; £113k reduction as risk and contingency items not required.
- Wyton Replacement School; £2,773k increase as the scope of the scheme has increased to 1.5FE rather than 1FE to ensure school can respond to future demand for places.
- Melbourn Primary; £281k increase due to increase project scope including works to an early year's provision.

- LA maintained Early Years Provision £493k reduction due to review of scheme needs.
- Morley Memorial; £443k increase due to revision of milestone which were originally undertaken in 2012.
- School Devolved Formula Capital; £639k reduction to reflect the reduction in funding for 2017/18 of £71k which has also been applied to future years.
- Fourfields Primary; £2,300k reduction 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
- Wyton New School; £10,000 reduction further developments involving planning have meant the this school can be removed from the capital plan, This will only impact on future years and not 2017/18

#### Overall Capital programme

Changes to the overall project cost of the capital plan total a reduction of -£8,123k since the 2017/18 Business Plan was approved. There have been no new schemes added since the Business Plan was published. Future year changes in scheme costs relating to existing schemes will be managed through the 2018/19 Business Plan process.

#### 2017/18 In Year Pressures/Slippage

As at the end of May the capital programme forecast underspend continues to be zero. The level of slippage has not exceeded the Capital Variation budget of £10,305k. A forecast outturn will only be reported once slippage exceeds this level. However in May movements on schemes has occurred totaling £475k. The significant changes in schemes are detailed below;

- Ermine Primary School, Alconbury; £138k forecast underspend as remaining contingencies will now not be required.
- Godmanchester Bridge Primary; £129k forecast underspend as remaining contingencies will now not be required.
- Fordham Primary; £152k underspend forecast as remaining contingencies will now not be required.
- Meldreth Primary School; £210k slippage due to commencement on site slipping by one month, scheme should however complete to original timescales.
- Littleport Secondary & special; Additional £425k due to changes required to the scope to include specialist equipment for the special school.

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**

During April we saw the numbers of children with a Child Protection plan increase from 560 to 581.

Following a review of working processes in FREDt which has ensured that referrals are effectively processed in a timelier manner, we have seen some increases in the number of families undergoing a section 47 assessment, which has then impacted on the numbers of requests for Conference. This increase is likely to be short-lived as any backlog is resolved.

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

The number of Looked After Children increased to 685 in April. This includes 66 UASC, around 9.6% 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.

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.

- **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 2,978 bed-day delays, which is 35% above the current BCF target ceiling of 2,206. In January there were 2,405 bed-day delays, down 57 compared to the previous month.

Over the course of this year we have seen a rise in the number of admissions to A & E across the county with several of the hospitals reporting Black Alert. The main cause of the recent increase in bed-day delays varies by area but a general lack of capacity in domiciliary and residential care is the prevailing theme. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community. We continue to work in collaboration with health colleagues to build on this work.

Between April '16 and March '17 there were 35,732 bed-day delays across the whole of the Cambridgeshire system - representing a 22% increase on the preceding 12 months.

Across this period NHS bed-day delays have increased by 16% from 20,365 (Apr 15 - Mar 16) to 23,621 (Apr 16 - Mar 17), while bed-day delays attributed to Adult Social

Care have increased from 7,709 in Apr 15 - Mar 16 to 9,259 in Apr 16 - Mar 17 an increase of 20%.

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

In Mar '17 there were 625 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 121 delays per 100,000 of 18+ population. For the same period the national rate was 169 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.

- **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.

(N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)

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

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

Provisional data for 2016 shows that there is a significant gap in the performance of pupils eligible for FSM in the KS4 tests. Cambridgeshire's gap is currently wider than seen nationally.

## **5. CFA PORTFOLIO**

The CFA Portfolio performance data can be found in [appendix 8](#) along with comments about current issues.

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 (Apr) £'000		Service	Current Budget for 2017/18 £'000	Expected to end of May £'000	Actual to end of May £'000	Current Variance		Forecast Variance Outturn (May)	
						£'000	%	£'000	%
Adult Social Care Directorate									
0		Strategic Management – ASC	2,074	635	677	42	7%	0	0%
0		Procurement	512	102	83	-20	-19%	0	0%
0		ASC Practice & Safeguarding	2,532	505	272	-233	-46%	0	0%
Learning Disability Services									
0		LD Head of Services	5,570	1,137	1,495	358	31%	75	1%
0	1	LD Young Adults	4,300	320	700	380	119%	200	5%
0		City, South and East Localities	33,680	6,630	6,738	108	2%	0	0%
0		Hunts & Fenland Localities	27,323	5,156	5,228	72	1%	0	0%
0		In House Provider Services	5,501	1,158	988	-171	-15%	0	0%
0		NHS Contribution to Pooled Budget	-17,150	0	0	0	0%	0	0%
Physical Disability Services									
0		PD Head of Services	1,134	235	266	31	13%	-0	0%
0		Physical Disabilities	11,730	2,473	2,522	50	2%	0	0%
0		Autism and Adult Support	814	123	86	-37	-30%	-90	-11%
0	2	Carers Services	1,834	323	413	90	28%	-132	-7%
0		Director of Adult Social Care Directorate Total	79,854	18,798	19,467	670	4%	53	0%
Older People & Mental Health Directorate									
0		Strategic Management - OP&MH	-430	-369	-350	19	-5%	0	0%
0		Central Commissioning	-1,161	3,099	3,337	238	8%	0	0%
0		OP - City & South Locality	20,331	2,406	2,561	155	6%	0	0%
0		OP - East Cambs Locality	6,230	1,021	1,024	3	0%	0	0%
0		OP - Fenland Locality	9,039	1,264	1,098	-166	-13%	0	0%
0		OP - Hunts Locality	13,776	2,222	2,142	-81	-4%	0	0%
0		Discharge Planning Teams	2,123	348	308	-40	-12%	0	0%
0		Shorter Term Support and Maximising Independence	9,053	1,459	1,245	-214	-15%	0	0%
0		Integrated Community Equipment Service	711	-385	-489	-104	27%	0	0%
Mental Health									
0		Mental Health Central	673	130	73	-57	-44%	0	0%
0		Adult Mental Health Localities	6,680	1,061	1,034	-27	-3%	0	0%
0		Older People Mental Health	5,856	1,074	1,293	219	20%	0	0%
0		Voluntary Organisations	3,804	659	555	-104	-16%	0	0%
0		Older People & Adult Mental Health Directorate Total	76,685	13,989	13,830	-160	-1%	0	0%

Forecast Variance Outturn (Apr) £'000	Service	Current Budget for 2017/18 £'000	Expected to end of May £'000	Actual to end of May £'000	Current Variance		Forecast Variance Outturn (May)	
					£'000	%	£'000	%
Children & Families Directorate								
0 3	Strategic Management – Children & Families	2,548	386	574	187	48%	1,087	43%
0	Partnerships and Quality Assurance	1,849	222	229	7	3%	0	0%
0	Children in Care	12,250	1,883	1,921	38	2%	0	0%
0	Integrated Front Door	2,570	417	375	-41	-10%	0	0%
0	Safer Communities Partnership	1,588	-319	-302	18	-6%	0	0%
0	Children's Centre Strategy	456	169	177	7	4%	0	0%
0	Support to Parents	2,878	-323	-394	-71	22%	0	0%
0 4	Looked After Children Placements	14,431	1,203	1,142	-61	-5%	273	2%
0 5	Adoption Allowances	4,406	764	922	158	21%	300	7%
0	Legal Proceedings	1,540	-44	7	51	-117%	0	0%
SEND Specialist Services (0-25 years)								
0	SEND Specialist Services	6,815	1,285	1,337	52	4%	24	0%
0	Children's Disability Service	6,527	1,560	1,607	48	3%	0	0%
0	High Needs Top Up Funding	15,130	1,708	1,686	-22	-1%	0	0%
District Delivery Service								
0	Safeguarding Hunts and Fenland	4,994	707	682	-25	-3%	0	0%
0	Safeguarding East & South Cambs and Cambridge	4,422	618	594	-24	-4%	0	0%
0	Early Help District Delivery Service –North	4,455	417	370	-47	-11%	0	0%
0	Early Help District Delivery Service – South	4,738	571	549	-22	-4%	0	0%
Youth Support Services								
0	Youth Offending Service	3,371	-280	-297	-17	6%	0	0%
0	Central Integrated Youth Support Services	422	55	27	-28	-51%	0	0%
0	Children & Families Directorate Total	95,391	10,999	11,206	208	2%	1,684	2%
Strategy & Commissioning Directorate								
0	Strategic Management – Strategy & Commissioning	1,529	319	197	-122	-38%	50	3%
0	Local Assistance Scheme	321	114	87	-27	-24%	-28	-9%
0	Commissioning Enhanced Services							
0 6	Special Educational Needs Placements	8,973	3,050	3,048	-2	0%	100	1%
0 7	Commissioning Services	4,447	618	568	-50	-8%	100	2%
0	Early Years Specialist Support	1,210	161	-27	-188	-117%	0	0%
0	Home to School Transport – Special	7,946	385	433	48	12%	0	0%
0	LAC Transport	1,126	153	153	0	0%	0	0%
0	Executive Director							
0	Executive Director	430	72	25	-47	-65%	0	0%
0	Central Financing	424	11	8	-3	-27%	0	0%
0	Strategy & Commissioning Directorate Total	26,407	4,884	4,493	-391	-8%	222	1%



Forecast Variance Outturn (Apr) £'000	Service	Current Budget for 2017/18 £'000	Expected to end of May £'000	Actual to end of May £'000	Current Variance		Forecast Variance Outturn (May)	
					£'000	%	£'000	%
Learning Directorate								
0	Strategic Management - Learning	292	144	150	6	4%	0	0%
0	Early Years Service	1,427	-96	-135	-38	40%	0	0%
0	Schools Curriculum Service	58	-224	-226	-2	1%	0	0%
0	Schools Intervention Service	1,077	232	313	81	35%	0	0%
0	Schools Partnership Service	766	-54	-59	-5	10%	0	0%
0	8 Children's' Innovation & Development Service	56	-1,556	-1,360	196	-13%	104	186%
0	9 Catering & Cleaning Services	-448	274	311	37	14%	169	38%
0	Teachers' Pensions & Redundancy	2,936	612	612	0	0%	0	0%
0								
0	<u>Infrastructure</u>							
0	0-19 Organisation & Planning	4,304	697	534	-163	-23%	0	0%
0	Early Years Policy, Funding & Operations	90	-3	-3	0	0%	0	0%
0	Education Capital	171	123	140	16	13%	0	0%
0	Home to School/College Transport – Mainstream	8,972	627	627	0	0%	0	0%
0	Learning Directorate Total	19,700	775	904	128	17%	273	1%
0	Total	298,036	49,445	49,900	455	1%	2,232	1%
Grant Funding								
0	10 Financing DSG	-41,548	-6,888	-6,925	-36	1%	-218	-1%
0	Non Baselined Grants	-22,327	-1,699	-1,699	0	0%	0	0%
0	Grant Funding Total	-63,875	-8,587	-8,624	-36	0%	-218	0%
0	Net Total	234,162	40,858	41,276	418	1%	2,014	1%

## APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>1) LD Young Adults</b>	<b>4,300</b>	<b>700</b>	<b>200</b>	<b>5%</b>
<p>The Young Adults Team is forecasting a pressure of £200K. The demography and savings relating to this part of the LDP is prepared using a number of assumptions about the levels of care and support required to meet needs and the sustainability of these arrangements through the year. The circumstances of the young people as they reach 18 years old is monitored closely to confirm the level of funding required to meet their needs and to try to anticipate the sustainability of the arrangements. This includes both the home circumstances and the educational arrangements for the young person. This work has led to the forecast overspend. Work continues with colleagues in Children's services to ensure that packages are cost effective leading up to each person's 18th birthday and staff in the Young Adults Team are working to try to mitigate the potential of increased costs if individual circumstances are not sustainable.</p>				
<b>2) Carers Service</b>	<b>1,834</b>	<b>90</b>	<b>-132</b>	<b>-7%</b>
<p>The forecast underspend in the Carers Service in May is -£132k, mainly due to the number of carer assessments, and thus the number of personal budgets awarded, being lower expected continuing a trend seen in the previous year. It is expected that carer assessments should increase in 2017/18 as a result of ongoing work with social work staff.</p>				
<b>3) Strategic Management - Children &amp; Families</b>	<b>2,548</b>	<b>574</b>	<b>1,087</b>	<b>43%</b>
<p>The Children's Social Care (CSC) Director budget is forecasting an over spend of £1,087k.</p> <p>The Children's Change Programme (CCP) is on course to deliver savings of £669k in 2017/18 to be achieved by integrating children's social work and children's early help services in to a district-based delivery model. However, historical unfunded pressures of £1,087k still remain. These consist of £706k around the use of agency staffing, unfunded posts (£180k) necessary to manage current caseloads and a pressure on our Business Support service of £122k. This is however set against a backdrop of £294k of other previously unfunded posts that have been resolved through the CCP.</p> <p>An additional £79k of costs associated with managing the Children's Change Programme is also forecast.</p> <p>Agency need has been reduced based on a 15% usage expectation in 2017/18 but use of agency staff remains necessary to manage current caseloads.</p> <p><u>Actions being taken:</u></p> <p>A business support review is underway to ensure we use that resource in the most effective manner in the new structure. All the budget pressures continue to be monitored and reviewed at the CCP work stream project meetings, by Senior Management Team and at the CFA Delivery Board with the intention of any residual pressures being managed as part of the 2018/19 Business Planning round.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>4) Looked After Children Placements</b>	<b>14,431</b>	<b>1,142</b>	<b>273</b>	<b>2%</b>

An overspend of £273k is being forecast. There is an underlying pressure on the LAC Placement budget of c.£3,200k currently, which is net of growth and achievable savings in 17/18. Of this pressure, c.£300k can be attributed to undeliverable composition savings, with the remaining c.£2.9m being directly attributed to an increase in LAC numbers. The forecast overspend assumes that c.£2,900k 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.

During the Business Planning process for 2017/18 a pressure of c.£2,100k was identified for LAC Placements. However, the combination of a significant increase in LAC numbers experienced in the last quarter of 16/17, and also the beginning of 17/18, coupled with an increase in expensive external residential placements, has resulted in this pressure increasing (the increase in LAC numbers significantly outstripped the projected LAC numbers modelled during the Business Planning process).

Overall LAC numbers at the end of May 2017, including placements with in-house foster carers, residential homes and kinship, are 675, 10 less than April 2017. This includes 62 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of May are 346, down from 356 at the end of March. However, a small number of expensive residential placements made in the last quarter of 2016/17 and during April 2017 impact significantly on the forecast.

External Placements Client Group	Budgeted Packages	31 May 2017 Packages	Variance from Budget
Residential Disability – Children	1	1	0
Child Homes – Secure Accommodation	0	0	0
Child Homes – Educational	16	19	+3
Child Homes – General	22	30	+8
Independent Fostering	263	266	+3
Supported Accommodation	15	21	+6
Supported Living 16+	25	9	-16
<b>TOTAL</b>	<b>342</b>	<b>346</b>	<b>+4</b>

'Budgeted Packages' are the expected number of placements by Mar 18, once the work associated to the saving proposals has been undertaken and has made an impact.

Actions being taken to address the forecast overspend include:

- A fortnightly 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.

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 a 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.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>5) Adoption</b>	<b>4,406</b>	<b>922</b>	<b>300</b>	<b>7%</b>
<p>The Adoption budget is forecasting an overspend of £300k.</p> <p>Our contract with Coram Cambridgeshire Adoption (CCA) provides for 38 adoptive placements pa. In 2017/18 we are forecasting an additional requirement of 20 adoptive placements We are forecasting a need to purchase inter agency placements to manage this requirement and ensure our children receive the best possible outcomes. The forecast assumes £270k to manage our inter agency requirement and a further £30k to increase our marketing strategy in order to identify more suitable adoptive households.</p> <p>The increase in Adoption orders is a reflection of the good practice in making permanency plans for children outside of the looked after system.</p> <p><u>Actions being taken:</u></p> <p>Ongoing dialogue continues with CCA to look at more cost effective medium term options to recruit more adoptive families to meet the needs of our children. Rigorous oversight of individual children's cases is undertaken before Inter Agency placement is agreed.</p>				
<b>6) SEN Placements</b>	<b>8,973</b>	<b>3,048</b>	<b>100</b>	<b>1%</b>
<p>The SEN Placements budget is forecasting a £100k overspend. This budget continues to see an increase in pressure from a rise in the number of children and young people who are LAC, have an EHCP and have been placed in a 52 week placement. These are cases where the child cannot remain living at home. Where there are concerns about the local schools meeting their educational needs, the SEN Placement budget has to fund the educational element of the 52 week residential placement; often these are schools given the level of learning disability of the young children. 4 additional such cases recently placed further pressure on this budget.</p> <p>The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).</p> <p><u>Actions being taken:</u></p> <ul style="list-style-type: none"> <li>• SEND Sufficiency plan to be implemented. This sets out what is needed, how and when;</li> <li>• 3 new special schools to accommodate the rising demand over the next 10 years .One school is opening in September 2017 with two more planned for 2020 and 2021. 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 in the plan;</li> <li>• Deliver SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education;</li> <li>• Work on coordination of reviews for ISEPs to look at returning in to county; and</li> </ul> <p>A full review of all High Needs spend is required due to the ongoing pressures and proposed changes to national funding arrangements.</p>				
<b>7) Commissioning Services</b>	<b>4,447</b>	<b>568</b>	<b>100</b>	<b>2%</b>
<p>The Out of School Tuition budget is forecasting an overspend of £100k due to an increasing number of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative (tuition) packages. A new process has been established to ensure all allocations and packages are reviewed in a timely way and that there is oversight of moves back into full time school. There are delays in securing permanent school places which results in alternative education packages lasting longer.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>8) Childrens' Innovation &amp; Development Service</b>	<b>56</b>	<b>-1,360</b>	<b>104</b>	<b>186%</b>
<p>There is a pressure of £104k against Grafham Water which was identified during budget build.</p> <p>The budget includes an internal loan of £97k in 17/18 relating to building and improvement works carried out a number of years ago. Although prices have been increased for all user groups and the centre is running at high capacity, the centre is currently unable to generate sufficient income to cover the additional costs of the loan as well as a targeted £27k over-recovery.</p> <p>This long standing issue will be addressed through a review of options for Grafham Water going forwards, with the aim of achieving a realistic and sustainable budget. We will look to mitigate the pressure in the short term via any emerging underspends elsewhere within the directorate.</p>				
<b>9) Catering &amp; Cleaning Services</b>	<b>-448</b>	<b>311</b>	<b>169</b>	<b>38%</b>
<p>There is a pressure of £169k against CCS which was identified during budget build.</p> <p>Plans are being progressed with the transformation team to develop strategies in which the service can be competitive in price, make efficiencies to the service and increase customer engagement. Encouragingly the service has retained the CPET group of 3 schools plus an additional new site at Trumpington, as well as contracting with ALT to develop the catering service at the new Littleport Academy.</p> <p>Operational teams have been targeted with increasing the uptake of meals served by a minimum 5%, and making productivity savings against the major direct costs to achieve 45% staffing costs and 39% provisions costs against income.</p> <p>A proposed re-structure of management and operational teams is being considered and will deliver a significant element of the required savings; however the timetable for implementation is not yet clear.</p>				
<b>10) Financing DSG</b>	<b>-41,548</b>	<b>-6,925</b>	<b>-218</b>	<b>-1%</b>
<p>Within CFA, spend of £41.5m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £218k is made up from Education Placements (£100k); Commissioning Services (£100k); SEND Specialist Services (£18k) and for this financial year will be met by DSG reserve carry forwards.</p>				

### APPENDIX 3 – Grant Income Analysis

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

<b>Grant</b>	<b>Awarding Body</b>	<b>Expected Amount £'000</b>
<b>Grants as per Business Plan</b>		
Public Health	Department of Health	442
Better Care Fund	Cambs & P'Boro CCG	15,457
Social Care in Prisons Grant	DCLG	318
Unaccompanied Asylum Seekers	Home Office	1,600
Staying Put	DfE	167
Youth Offending Good Practice Grant	Youth Justice Board	531
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	1,405
Children's Social Care Innovation Grant (MST innovation grant)	DfE	521
Domestic Abuse	DCLG	574
High Needs Strategic Planning Funding	DfE	267
MST Standard	DoH	63
Music Education HUB	Arts Council	784
Non-material grants (+/- £160k)	Various	71
<b>Total Non Baselined Grants 2017/18</b>		<b>22,327</b>

Financing DSG	Education Funding Agency	41,548
<b>Total Grant Funding 2017/18</b>		<b>63,875</b>

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

<b>Directorate</b>	<b>Grant Total £'000</b>
Adult Social Care	2,283
Older People	12,166
Children & Families	5,522
Strategy & Commissioning	1,557
Learning	799
<b>TOTAL</b>	<b>22,327</b>

## APPENDIX 4 – Virements and Budget Reconciliation

### Virements between CFA and other service blocks:

	Eff. Period	£'000	Notes
<b>Budget as per Business Plan</b>		<b>237,311</b>	
Multiple Policy Lines	Apr	-292	CCR Adjustments
Multiple Policy Lines	Apr	310	Apprenticeship Levy
Information Management & Information Technology	Apr	-1,286	Digital Strategy to Corporate Services
Strategic Management ASC, Strategic Management S&C and ASC Practice & Safeguarding	Apr	-293	Savings from organisational structure review within CFA, contribution to corporate target
Adult Social Care	Apr	-52	Court of Protection Client Funds Team transferring to Finance Operations within LGSS
Shorter Term Support and Maximising Independence	May	-10	Transfer from Reablement for InTouch Maintenance to Corporate Services
Multiple Policy Lines	May	-1,348	LGSS Workforce Development to Corporate Services
Safer Communities Partnership	May	-178	DAAT budgets transferred to Public Health Joint Commissioning Unit (GPC will be asked to note this at their July meeting)
<b>Current Budget 2017/18</b>		<b>234,162</b>	

## APPENDIX 5 – Reserve Schedule

GPC will be asked to re-approve these earmarked reserves at their July meeting.

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 May 17		
	£'000	£'000	£'000	£'000	
<b><u>General Reserve</u></b>					
CFA carry-forward	540	-540	0	-2,014	Forecast overspend of £2,014k applied against reserves.
<b>subtotal</b>	<b>540</b>	<b>-540</b>	<b>0</b>	<b>-2,014</b>	
<b><u>Equipment Reserves</u></b>					
ICT Equipment Replacement Reserve	726	0	726	726	The reserve is fully committed but the replacement cannot be implemented before school summer holiday so costs will be incurred Autumn Term 2017
IT for Looked After Children	133	0	133	83	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
<b>subtotal</b>	<b>859</b>	<b>0</b>	<b>859</b>	<b>809</b>	
<b><u>Other Earmarked Reserves</u></b>					
<b>Adult Social Care</b>					
Capacity in ASC procurement & contracts	143	0	143	77	Continuing to support route rationalisation for domiciliary care rounds
<b>Older People &amp; Mental Health</b>					
Homecare Development	22	0	22	0	Post taking forward proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work.
Falls prevention	44	0	44	20	To upscale the falls prevention programme
Dementia Co-ordinator	13	0	13	0	Used to joint fund dementia co-ordinator post with Public Health
Mindful / Resilient Together	188	0	188	94	Programme of community mental health resilience work (spend over 3 years)
Increasing client contributions and the frequency of Financial Re-assessments	14	0	14	0	Hiring of fixed term financial assessment officers to increase client contributions. Staff in post.
Brokerage function - extending to domiciliary care	35	0	35	6	Trialling homecare care purchasing post located in Fenland
Specialist Capacity: home care transformation / and extending affordable care home capacity	25	0	25	0	External specialist support to help the analysis and decision making requirements of these projects and upcoming tender processes
Hunts Mental Health	200	0	200	0	Provision made in respect of a dispute with another County Council regarding a high cost, backdated package
<b>Children &amp; Families</b>					
Child Sexual Exploitation (CSE) Service	250	0	250	0	The funding required is in relation to a dedicated Missing and Exploitation (MET) Unit and due to a delay in the service being delivered this is going back to GPC to obtain approval, as originally the Child Sexual Exploitation service was going to be commissioned out but now this will be bought in house within the Integrated Front Door and this funding will be required in 2017/18 to support this function (1 x Consultant Social Worker & 4 x MET Hub Support Workers).



Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 May 17		
	£'000	£'000	£'000	£'000	
Youth Offending Team (YOT) Remand (Equalisation Reserve)	150	0	150	150	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
<b>Strategy &amp; Commissioning</b>					
Home to School Transport Equalisation reserve	-240	296	56	56	17/18 is a shorter year. Therefore, a £296k contribution has been made back to reserves to account for this. No further changes expected this year.
Reduce the cost of home to school transport (Independent travel training)	60	0	60	0	Draw down of funds to pay for independent travel training
Prevent children and young people becoming Looked After	25	0	25	0	Re-tendering of Supporting People contracts (ART)
Disabled Facilities	44	0	44	0	Funding for grants for disabled children for adaptations to family homes.
<b>Learning</b>					
Cambridgeshire Culture/Art Collection	47	-4	43	43	Providing cultural experiences for children and young people in Cambs
ESLAC Support for children on edge of care	36	0	36	36	Funding for 2 year post re CIN
Cambridgeshire Music	80	0	80	40	Annual reserve agreed by GPC to develop and support the Cambridgeshire Music CREATE program which will look to create new purpose built accommodation.
<b>Cross Service</b>					
Develop 'traded' services	30	0	30	30	£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)	78	0	78	0	This will fund 2-3 staff across 2017/18 focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	110	0	110	0	Repairs & refurbish to council properties: £5k Linton; £25k March; £20k Norwich Rd; £10k Russell St; Alterations: £50k Havilland Way
Other Reserves (<£50k)	135	-43	92	0	Other small scale reserves.
<b>subtotal</b>	<b>1,489</b>	<b>249</b>	<b>1,738</b>	<b>552</b>	
<b>TOTAL REVENUE RESERVE</b>	<b>2,888</b>	<b>-291</b>	<b>2,597</b>	<b>-653</b>	

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 May 17		
	£'000	£'000	£'000	£'000	
<b>Capital Reserves</b>					
Devolved Formula Capital	780	402	1,182	0	Devolved Formula Capital Grant is a three year rolling program managed by Cambridgeshire School
Basic Need	0	10,995	10,995	0	The Basic Need allocation received in 2017/18 is fully committed against the approved capital plan. Remaining balance is 2017/18 funding in advance
Capital Maintenance	0	497	497	0	The School Condition allocation received in 2017/18 is fully committed against the approved capital plan.
Other Children Capital Reserves	1,448	0	1,448	0	£5k Universal Infant Free School Meal Grant c/f, £1,444k is Early Years funding for project to be spent in 2017/18
Other Adult Capital Reserves	379	0	379	0	Adult Social Care Grant to fund 2017/18 capital programme spend.
<b>TOTAL CAPITAL RESERVE</b>	<b>2,607</b>	<b>11,894</b>	<b>14,501</b>	<b>0</b>	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

## APPENDIX 6 – Capital Expenditure and Funding

### 6.1 Capital Expenditure

2017/18						TOTAL SCHEME	
Original 2017/18 Budget as per BP	Scheme	Revised Budget for 2017/18	Actual Spend (May)	Forecast Spend - Outturn (May)	Forecast Variance - Outturn (May)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	<b>Schools</b>						
41,560	Basic Need - Primary	38,750	4,490	37,874	-876	274,415	-8,943
26,865	Basic Need - Secondary	28,441	3,889	28,867	426	218,513	425
841	Basic Need - Early Years	1,687	75	1,687	0	5,442	592
1,650	Adaptations	1,945	12	1,945	0	3,442	442
248	Specialist Provision	242	-46	216	-26	9,810	0
3,000	Condition & Maintenance	3,000	445	3,000	0	27,400	0
1,076	Schools Managed Capital	1,785	0	1,785	0	12,047	-639
150	Site Acquisition and Development	150	-2	150	0	650	0
1,500	Temporary Accommodation	1,500	100	1,500	0	15,500	0
2,095	Children Support Services	2,715	0	2,715	0	5,618	0
5,354	Adult Social Care	5,278	0	5,278	0	36,029	0
-6,664	CFA Capital Variation	-10,305	0	-9,830	475	-37,825	0
1,533	Capitalisation of Interest Costs	1,533	0	1,533	0	6,846	0
<b>79,208</b>	<b>Total CFA Capital Spending</b>	<b>75,187</b>	<b>8,962</b>	<b>75,187</b>	<b>0</b>	<b>571,041</b>	<b>-8,123</b>

**Basic Need - Primary £8,943k reduction in scheme cost**

A total scheme variance of -£8,524k has occurred due to changes since the Business Plan was approved 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 reduction as risk and contingency items not required.
- Fulbourn Primary; £1,215k increase. Further planning has indicated scope of the works has increased with associated costs.
- The Shade, Soham; £113k reduction as risk and contingency items not required.
- Wyton Replacement School; £2,773k increase as the scope of the scheme has increased to 1.5FE rather than 1FE to ensure school can respond to future demand for places.
- Melbourn Primary; £281k increase due to increase project scope including works to an early year's provision.
- Morley Memorial; £443k increase due to revision of milestone which were originally undertaken in 2012.
- Fourfields Primary; £2,300k reduction 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
- Wyton New School; £10,000 reduction further developments involving planning have meant the this school can be removed from the capital plan, This will only impact on future years and not 2017/18

In May 2017 these reductions were increased further by £419k due to underspend on 2017/18 schemes which were due to complete and did not require the use of budgeted contingencies:

Godmanchester Bridge ((£129k), Fordham Primary (£152k) and Ermine primary (£139k)

#### **Basic Need - Primary £876k slippage**

In additional to the £419k detailed above where underspends are forecast due to contingencies not being required. Meldreth Primary is forecasting slippage of £210k due to the scheme experiencing a delay of one month to the start on site.

#### **Basic Need – Secondary £425k increased total scheme cost**

A total scheme variance of £426k has occurred due to changes since the Business Plan was approved. 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.

#### **Adaptations £442k increased total scheme cost**

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.

#### **Schools Managed Capital**

Devolved Formula Capital (DFC) is a three year rolling balance and includes £780k carry forward from 2017/18. The total scheme variance of £639k relates to the reduction in 2017/18 grant being reflected in planned spend over future periods.

## 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:

2017/18					
Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (May) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (May) £000
CFA	-10,305	-475	475	4.6%	-
<b>Total Spending</b>	-10,305	-475	475	4.6%	-

## 6.2 Capital Funding

2017/18				
Original 2017/18 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2017/18 £'000	Forecast Spend – Outturn (May) £'000	Forecast Funding Variance - Outturn (May) £'000
32,671	Basic Need	32,671	32,671	0
4,043	Capital maintenance	4,476	4,476	0
1,076	Devolved Formula Capital	1,785	1,785	0
3,904	Adult specific Grants	4,283	4,283	0
17,170	S106 contributions	14,800	14,800	0
0	Early Years Grant	1,443	1,443	0
0	Capitalised Revenue Funding	0	0	0
2,725	Other Capital Contributions	2,725	2,725	0
26,464	Prudential Borrowing	21,849	21,849	0
-8,845	Prudential Borrowing (Repayable)	-8,845	-8,845	0
<b>79,208</b>	<b>Total Funding</b>	<b>75,187</b>	<b>75,187</b>	<b>0</b>

## APPENDIX 7 – Performance at end of April 2017

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	Children and Families	18.2%	20.0%	18.1%	Mar-17	↑	G	19.9% (2016)	22.3% (2016)	Performance in re-referrals to children's social care remains below target.
Number of children with a Child Protection Plan per 10,000 population under 18	Children and Families	42.1%	30.0%	43.7%	Apr-17	↓	R	38% (2016)	43.1% (2016)	During April, we saw the numbers of children with a Child Protection plan increase from 560 to 581. Following a review of working processes in FREDt which has ensured that referrals are effectively processed in a timelier manner, we have seen some increases in the number of families undergoing a section 47 assessment, which has then impacted on the numbers of requests for Conference. This increase is likely to be short-lived as any backlog is resolved

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	Children and Families	50.7%	40.0%%	51.5	Apr-17	↓	R	42.3% (2016)	60.0% (2016)	<p>The number of Looked After Children increased to 685 in April This includes 66 UASC, around 9.6% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.</p> <p>Actions being taken include:</p> <ul style="list-style-type: none"> <li>• A weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.</li> <li>• A weekly LAC monitoring meeting chaired by the Executive Director of CFA, which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions. It also challenges progress made and promotes new initiatives.</li> </ul> <p>At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
No / % of families who have not required statutory services within six months of having a Think Family involvement	Children and Families									Following the recommendations from the Think Family evaluation report and the implementation of the Children's Change Programme, the Family CAF is being replaced with a new Early Help Assessment from December 2016. In addition, the Corporate Capacity Review has led to the development of the Business Intelligence and Transformation Teams, both of which are supporting the Council in reviewing how performance is monitored / measured. Considering these changes it is not currently possible or helpful to report on the current CAF / Think Family measure as this is likely to be redefined. THIS MEASURE WILL BE REMOVED FROM MAY 2017.
% year 12 in learning	Children and Families	95.0%	96.5%	94.4%	Mar-17	↓	A	94.0% (2015)	94.8% (2015)	We have not met our in learning target for year 12 and performance has been variable across the localities. Year 13 in learning has improved over the last three years and is very close to target. However again performance is variable across the localities.

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
%16-18 year olds NEET and unknown	Children and Families	3.8%	3.8%	4.0%	Mar-17	↓	A			NOTE: From Sept 2016 - This indicator has changed from 16-19 to 16-18 and now includes unknowns, and therefore isn't comparable to previous years. Though performance remains within target, there is a high number of young people whose situation is currently unknown. Information about these young people will be gathered during the autumn term to give a clearer idea of our actual performance.
% Clients with SEND who are NEET	Children and Families	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.
The proportion pupils attending Cambridgeshire Nursery schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Apr-17	→	G			



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 Primary schools judged good or outstanding by Ofsted	Learning	81.7%	82.0%	81.7%	Apr-17	➡	A	88.4% (2016)	88.5% (2016)	174 out of 194 primary schools are judged as good or outstanding
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	80.3%	75.0%	80.3%	Apr-17	➡	G	85.2% (2016)	80.3% (2016)	Performance for Secondary schools continues to improve with 25 out of 31 schools now good or outstanding. Further improvement is expected.
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Apr-17	➡	G			
Proportion of income deprived 2 year olds receiving free childcare	Learning	79.2%	80.0%	74.0%	Summer Term	⬇	A			There were 1,758 children identified by the DWP as eligible for the Summer Term. 1,301 took up a place which equates to 74.0%

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>FSM/Non-FSM attainment gap % achieving the national standard in Reading, Writing &amp; Maths at KS2</i>	Learning	30%	21%	27%	2016	↑	R			Provisional data for 2016 shows that there is still a significant gap in the performance of pupils eligible for FSM in the new KS2 tests. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential.
<i>FSM/Non-FSM attainment gap % achieving 5+ A*-C including English &amp; Maths at GCSE</i>	Learning	37%	26%	29%	2016	↑	R		24.8%	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.
<i>1E - Proportion of adults with learning disabilities in paid employment</i>	Adult Social Care	3.0%	0.5% (Pro-Rata)	0.2%	Apr-17	→	R	5.9% (2014-15)	6.0% (2014-15)	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. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)

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
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	96.6%	93.0%	98.3%	Apr-17	↑	G	83.0% (2014-15)	82.6% (2014-15)	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	52.0%	50.1%	47.1%	Apr-17	↓	A	N/A (Local Indicator)		Performance at this indicator has fallen. A focus on completing overdue reviews would contribute to a fall in 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	56.1%	57.0%	56.5%	Mar-17	↑	A	N/A (Local Indicator)		<p>The service continues to be the main route for people leaving hospital with simple, as opposed to complex care needs. However, we are experiencing a significant challenge around capacity in that a number of staff have recently retired and we are currently undertaking a recruitment campaign to increase staffing numbers. In addition the service is being re-organised to strengthen leadership and to reduce process delays.</p> <p>In addition, people are leaving hospital with higher care needs and often require double up packages of care which again impacts our capacity. We are addressing this issue through a variety of means, including discussions with the NHS about filling intermediate care gaps, to reduce inappropriate referrals and use of capacity in reablement. The Council has also developed the Double Up Team who work with staff to reduce long term care needs and also release re-ablement capacity, and a home care transition service to support transfers into long term domiciliary care.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	345	47 (Pro-Rata)	24	Apr-17	↑	G	611.0 (2014-15)	658.5 (2014-15)	<p>The implementation of Transforming Lives model, combined with a general lack of available residential and nursing beds in the area is resulting in a fall in the number of admissions.</p> <p>N.B. This is a cumulative figure, so will always go up. An upward direction of travel arrow means that if the indicator continues to increase at the same rate, the ceiling target will not be breached.</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	589	429	579	Mar-17	↑	R	N/A (Local Indicator)		<p>The Cambridgeshire health and social care system is experiencing a monthly average of 2,978 bed-day delays, which is 35% above the current BCF target ceiling of 2,206. In January there were 2,405 bed-day delays, down 57 compared to the previous month.</p> <p>Over the course of this year we have seen a rise in the number of admissions to A &amp; E across the county with several of the hospitals reporting Black Alert. The main cause of the recent increase in bed-day delays varies by area but a general lack of capacity in domiciliary and residential care is the prevailing theme. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community. We continue to work in collaboration with health colleagues to build on this work.</p> <p>Between April '16 and March '17 there were 35,732 bed-day delays across the whole of the Cambridgeshire system - representing a 22% increase on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have increased by 16% from 20,365 (Apr 15 - Mar 16) to 23,621 (Apr 16 - Mar 17), while bed-day delays attributed to Adult Social Care have increased from 7,709 in Apr 15 - Mar 16 to 9,259 in Apr 16 - Mar 17 an increase of 20%.</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	153	114	150	Mar-17	↑	R	N/A (Local Indicator)		In Mar '17 there were 625 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 121 delays per 100,000 of 18+ population. For the same period the national rate was 169 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%	12.4%	Apr-17	↓	A	9.0% (2015-16) Provisional	6.7% (2015/16) Provisional	Performance at this measure is falling climbing towards toward target. Reductions in the number of people in contact with services are making this indicator more variable while the numbers in employment are changing more gradually.

## APPENDIX 8 – CFA Portfolio at end of April 2017

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Transforming Lives Practice Governance Project</b> Claire Bruin / Jane Heath	<p>The business case has been approved by the project board. The leads have been assigned to the priorities and these have been used to inform the production a project plan. Links with the mental health service need to be further improved to ensure that their work is also closely linked to the plan. Following the June board meeting, service improvement plans will be developed or adapted so that they are informed by and support the project priorities. Work is underway with the communications team to agree and develop a communication strategy for Transforming Lives.</p>	GREEN
<b>Building Community Resilience Programme:</b> Sue Grace/Elaine Matthews	<p>The Community Resilience Programme and the Innovation Fund have moved to Strengthening Communities Service for management and delivery. A paper on progress of the Community Resilience Strategy and Innovation Fund was heard by GPC in March 2017. That work now falls within the remit of the new Communities and Partnerships Committee Chaired by Cllr Steve Criswell.</p> <p>A 6 month review of the Innovation Fund is underway and views have been sought from Service Leads and those applying for the fund.</p>	GREEN
<b>0-19 Commissioning:</b> Meredith Teasdale/ Janet Dullaghan	<p>This project is looking at 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>The aim is for an integrated model where children, young people and families are offered a core programme of evidence based, early intervention and preventative health care with additional care and support for those who need it in line with the Thrive model that is based on having a good core offer across the agencies for universal services and clear and process to identify need early ad provide the right early help and support</p> <p>The Healthy Child Programme aims to build on good working relationships with all local key partners to:</p> <ul style="list-style-type: none"> <li>• Improve partnership working.</li> <li>• Strengthened relationships and work between health and local authority services for children.</li> <li>• Children, young people and families are involved in service review and redesign.</li> <li>• A consistent service offer is communicated so that children, young people, families and professionals know what they can expect from the healthy child programme</li> </ul> <p>A series of workshops have been set up the first on the 10<sup>th</sup> April to engage all partners and stakeholders in what we need to do to achieve the above the aim is to have a potential model by June 2017</p>	GREEN



Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Children's Centres:</b> Helen Freeman/Theresa Leavy	Children's Centres are currently being considered within the potential future service offer for 0-19 child health and wellbeing services as outlined above.	<b>AMBER</b>
<b>Mosaic:</b> Sue Grace / James Wilson	<p>New Programme Manager in place who is reviewing and re-scoping the programme delivery plans and bringing benefit of previous MOSAIC implementation experience to bear in refining our approach. An expanded project team is almost fully recruited with a number of new dedicated roles in place – working alongside the existing workstream leads</p> <p>New roles being brought in – all working on MOSAIC full time and with relevant MOSAIC experience from other local authorities</p> <ul style="list-style-type: none"> <li>• Business Analyst (Adults) – Ashley Dobson started</li> <li>• Migration specialist – Roger Swift started</li> <li>• Business Analyst (Children) – Seerit Khan due to start shortly</li> <li>• Business Analyst (Finance) – Andrew Kirsten due to start shortly</li> <li>• Technical Project Manager – Rizbi Ahmed due to start shortly</li> </ul> <p>Revised project Board operating effectively and engagement secured from across the business. Initial work on Children's implementation underway alongside ongoing work on the Adults configuration. Wider transformation and integration opportunities have been initially scoped – these will form part of the longer term transformation pipeline.</p> <p>Amber status (changed from red) reflecting much greater capacity in place and project plans being more fully developed. However not yet green as overall project timelines remain challenging. As a result of the work over recent weeks the budget for the current project will be reviewed and the anticipated shortfall will be confirmed for consideration by SMT and potentially GPC. The pace of this project in the coming year will mean we need the support of colleagues across the business, and particularly in CFA, so we need this activity to be considered as a priority by us all.</p> <p>Issue identified for the longer term in establishing the relevant organisational capacity to support the day to day activity and to continue to develop our MOSAIC instance after the initial project phase is complete. This is an issue for business planning – with additional capacity potentially being required – as well as the need to build skills and knowledge of MOSAIC within the organisation.</p>	<b>AMBER</b>
<b>Accelerating Achievement:</b> Keith Grimwade	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. Accelerating the Achievement of Vulnerable Groups is a key priority of the Local Authority's School Improvement Strategy 2016-18 and an action plan has been developed. The AA Steering Group is monitoring the implementation of this plan.	<b>AMBER</b>

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p><b>Children's Change Programme:</b> Theresa Leavy/James Gemmell</p>	<p>Phase I of the Children's Change Programme (CCP) has brought together the Enhanced and Preventative directorate with the Children's Social Care directorate to create Children and Families Services. This integration will provide continuity of relationships with children, families and professional partners to respond to the increasing levels of need experienced across our communities.</p> <p>Phase II has seen a change in front line structures to bring together people working across early help, safeguarding and specialist services. The consultation for Phase II ended in May 2017 with implementation scheduled for July 2017.</p> <p>Phase III of the CCP relates to the review of the structure of the SEND 0-25 service and a consultation on the proposals launched in May 2017 and will end on 19<sup>th</sup> June 2017.</p>	<p><b>GREEN</b></p>

CFA Savings Tracker 2017-18

									Planned £000					Forecast £000											
									4,023	-11,711	-3,096	-3,238	-2,613	-20,658	-9,003	-4,542	-3,180	-2,421	-19,146	1,512					
Reference	Title	Description	Service	Responsible Officer	Finance Lead	Transformation Lead	Transformation Workstream	BP Saving or Funnel?	Investment 17-18 £000	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 17-18	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving	Variance from Plan £000	Saving complete?	RAG	Direction of travel	Forecast Commentary	Links with partner organisations
A/R.6.001	DAAT - Saving from integrating drug and alcohol misuse service contracts	The NHS trust 'Inclusion' provides countywide specialist drug & alcohol treatment services. Currently there are separate treatment contracts for alcohol and drugs. Inclusion have agreed to commence full service integration in 2016-17. This will require fewer service leads employed in management grades and reduces the overall management on-costs in the existing contract agreement. It is also proposed to reduce Saturday clinics and/or move to a volunteer/service user led model for these clinics.	CFA	Sarah Ferguson	Rob Stephens	Geoff Hinkins	Contracts, commercial & procurement	BP Saving	0	-100	0	0	0	-100	-100	0	0	0	-100	0	Yes	Green	↔	Saving Achieved	N/A
A/R.6.101	Recouping under-used direct payment budget allocations for service users	Improving central monitoring and coordination arrangements for direct payments - ensuring budget allocations are proportionate to need and any underspends are recovered.	CFA	Teresa Cockette	Stephen Howarth	Rebecca Gipp	Finance & budget review	BP Saving	87	-98	-99	-99	-99	-395	0	0	0	-100	-100	295	No	Red	▽	Expecting to achieve direct payment clawbacks totalling £1.96m, which is £295k short of target based on monitoring after first two months of the year.  This position will be kept under close review as direct payments are monitored each month. Scheduled for CFA Delivery Board on 6 July.	N - except LD: Pooled budget - learning disability partnership
A/R.6.111	Supporting people with physical disabilities and people with autism to live more independently	The focus will be on helping people lead independent lives through the Transforming Lives programme and measures approved by Adults Committee in 2016.	CFA	Linda Mynott	Stephen Howarth	James Wilson	Commissioning	BP Saving	128	-377	-138	-138	-138	-791	-377	-138	-138	-138	-791	0	No	Green	↔	On track	N/A
A/R.6.112	Securing appropriate Continuing Healthcare Funding for people with physical disabilities and ongoing health needs	Careful consideration of the needs of people with complex needs to identify where these needs meet the criteria for Continuing Healthcare and full funding by the NHS.	CFA	Linda Mynott	Stephen Howarth	Geoff Hinkins	Finance & budget review	BP Saving	0	-80	-80	-80	-80	-320	-80	-80	-80	-80	-320	0	No	Green	↔	On track	NHS fund continuing healthcare
A/R.6.113	Specialist Support for Adults with Autism to increase their independence	Recruitment of two full time Support Workers for a twelve month period to work with service users to develop skills and access opportunities such as training or employment that would reduce the need for social care support.	CFA	Linda Mynott	Stephen Howarth	James Wilson	Adults services	BP Saving	50	-18	-18	-18	-18	-72	-6	-6	-7	-7	-26	46	No	Red	▽	Mitigation work involves expanding the activity of the Workers to other Vulnerable Adults; monitoring the saving against avoided costs and the demographic expectation.	N/A
A/R.6.114	Increasing independence and resilience when meeting the needs of people with learning disabilities	The focus will be on helping individuals to be independent and resilient through the Transforming Lives initiative, together with policies approved by Adults Committee in 2016. Care and support will focus on developing skills and opportunities, wherever possible, to increase independence. In the short term this may include more intensive support in order to reduce reliance on social care support in the longer term.	CFA	Mubarak Darbar	Stephen Howarth	James Wilson	Commissioning	BP Saving	750	-2,307	-74	0	0	-2,381	-1,448	-722	-211	0	-2,381	0	No	Green	↔	On track	Pooled budget - learning disability partnership
A/R.6.115	Retendering for residential, supported living and domiciliary care for people with learning disabilities	Contracts will be retendered in 2017-18 with the intention of reducing the unit cost of care.	CFA	Mubarak Darbar	Stephen Howarth	Rebecca Gipp	Contracts, commercial & procurement	BP Saving	0	-63	-63	-102	-103	-331	0	0	-36	-35	-71	260	No	Red	↔	Domiciliary care retender has taken place and is expected to deliver associated saving. Decision taken to delay retender for supported living and residential frameworks to allow time to undertake detailed analysis of clients and the market to ensure retender is as effective as possible, will achieve in 18/19 instead.	Pooled budget - learning disability partnership
A/R.6.116	Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care	New and existing care packages will be reviewed by specialist Assistive Technology and Occupational Therapy staff to identify appropriate equipment which could help disabled people to be safe and live more independently.	CFA	Tracy Gurney	Stephen Howarth	James Wilson	Adults services	BP Saving	186	-53	-53	-54	-54	-214	-53	-53	-54	-54	-214	0	No	Green	↔	On track	N/A
A/R.6.117	Developing a new learning disability care model in Cambridgeshire to reduce the reliance on out of county placements	This work will entail a review of the most expensive out-of-county placements to inform the development of the most cost-effective ways of meeting needs by commissioning new services within county. In particular we know we will need to develop additional in-county provision with the expertise to manage behaviours that may be challenging. By replacing high-cost out of county placements with new in-county provision tailored to our needs we will reduce overall expenditure on care placements.	CFA	Mubarak Darbar	Sonia Geoghan	James Wilson	Commissioning	BP Saving	0	-58	-47	-35	0	-140	0	-140	0	0	-140	0	No	Green	↔	On track	Pooled budget - learning disability partnership
A/R.6.118	Review of Health partner contributions to the Learning Disability Partnership	Negotiating with the NHS for additional funding through reviewing funding arrangements, with a focus on Continuing Healthcare and joint funded packages.	CFA	Claire Bruin	Stephen Howarth	James Wilson	Finance & budget review	BP Saving	0	-500	0	0	0	-500	-500	0	0	0	-500	0	No	Green	↔	On track	NHS funding to pooled budget
A/R.6.121	Managing the assessment of Deprivation of Liberty cases within reduced additional resources	The March 2014 Supreme Court judgment on Deprivation of Liberty requires councils to undertake a large number of new assessments, including applications to the Court of Protection. Funding was made available to increase capacity to undertake best interest assessments and process applications for DoLS. The national demand for staff who are trained as best interest assessors has meant that it has not been possible to deploy all the available funding in this way. This position is not expected to change, and so a saving has been identified against this budget.	CFA	Claire Bruin	Stephen Howarth	James Wilson	Finance & budget review	BP Saving	0	-100	0	0	0	-100	-100	0	0	0	-100	0	Yes	Green	↔	Saving Achieved	N/A
A/R.6.122	Transforming In-House Learning Disability Services	We will review and make necessary changes to in house services focussed on ensuring that resource is appropriately targeted to provide intensive short term support aimed at increasing independence. We will also identify where we can work with the independent sector to provide for assessed needs in a different way and consider whether any under-utilised services are required for the future.	CFA	Mubarak Darbar/Tracy Gurney	Stephen Howarth	James Wilson	Workforce planning & development	BP Saving	0	-375	0	-55	0	-430	-265	0	-95	0	-360	70	No	Amber	↔	A saving of £265k delivered from restructure implemented in May 2017. Phase two of restructure to deliver additional savings due to be designed and implemented later in year. the time taken to design and implement phase two means that an element of this saving will be delivered in 2018/19 instead of 2017/18.	
A/R.6.123	Rationalisation of housing related support contracts	In 2016-17 we completed a review of contracted services which support individuals and families to maintain their housing. A contract was terminated in November 2016, with the full-year effect of the associated budget reduction affecting 2017-18.	CFA	Louise Tranham	Stephen Howarth	James Wilson	Commissioning	BP Saving	0	-58	0	0	0	-58	-58	0	0	0	-58	0	Yes	Green	↔	Saving Achieved	N/A
A/R.6.125	Supporting young people with learning disabilities to live as independently as possible in adult life	This work has two elements which are focused on managing demand for long term funded services. 1. Work in children's services and in the Young Adults Team will ensure that young people transferring to the LDP will be expected to have less need for services. 2. Working proactively with people who are living at home with carers who are needing increased support to maintain their caring role for whatever reason.	CFA	Mubarak Darbar/Tracy Gurney	Stephen Howarth	James Wilson	Adults services	BP Saving	0	-181	-181	-182	-182	-726	-181	-181	-182	-182	-726	0	No	Green	↔	On track	Pooled budget - learning disability partnership
A/R.6.132	Promoting independence and recovery and keep people within their homes by providing care closer to home and making best use of resources for adults and older people with mental health needs	Reducing the cost of care plans for adults and older people with mental health needs will lead to savings. We aim to reduce residential and nursing care costs and increase the availability of support in the community.	CFA	Fiona Davies	Anna Parks	Geoff Hinkins	Adults services	BP Saving	0	-353	-252	-52	-19	-676	-353	-252	-52	-19	-676	0	No	Green	↔	On track	N/A

										Planned £000					Forecast £000										
										4,023	-11,711	-3,096	-3,238	-2,613	-20,658	-9,003	-4,542	-3,180	-2,421	-19,146	1,512				
Reference	Title	Description	Service	Responsible Officer	Finance Lead	Transformation Lead	Transformation Workstream	BP Saving or Funnel?	Investment 17-18 £000	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 17-18	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving	Variance from Plan £000	Saving complete?	RAG	Direction of travel	Forecast Commentary	Links with partner organisations
A/R.6.134	Increase in income from Older People and Older People with mental health's client contributions from increased frequency of reassessments	Older people and those receiving elderly mental health services are not always being financially reassessed every year. The council will therefore reassess all clients more regularly to ensure that the full contributions are being collected. This programme has begun in 2016-17 and will continue into 2017-18 to complete.	CFA	Chris Law	Katie Thornley	Geoff Hinkins	Finance & budget review	BP Saving	46	-121	-139	-87	-34	-381	-121	-139	-87	-34	-381	0	No	Green	↔	On track	N/A
A/R.6.140	Helping older people to take up their full benefits entitlements	The council will work with service users to make sure they receive all the benefits to which they are entitled and this is expected to increase service user contributions.	CFA	Chris Law	Katie Thornley	Geoff Hinkins	Finance & budget review	BP Saving	0	-72	-82	-51	-21	-226	-72	-82	-51	-21	-226	0	No	Green	↔	On track	N/A
A/R.6.143	Savings from Homecare: re-tendering of home care to develop the market through a number of best practice initiatives including the expansion of direct payments	This proposal will focus specifically on piloting an alternative but complementary approach to home-based care that would try and find alternative and local solutions to traditional homecare - whilst still improving outcomes for service users, promote independence, and achieve savings to the Council. Through the tendering process for home care, the Council will engage potential providers within a price range consistent with achieving this saving. The model also envisages greater efficiency through working across all service user groups including those that that are the responsibility of the CCG.	CFA	Richard O'Driscoll / Ken Fairbairn	Tom Kelly	Rebecca Gipp	Commissioning	BP Saving	0	0	0	-306	0	-306	0	0	-306	0	-306	0	No	Green	↔	On track	N/A
A/R.6.145	Using assistive technology to support older people to remain independent in their own homes	The proposal is to invest in and expand the use of Just Checking (or similar) equipment to reduce spending in older people's services. As part of a social care assessment the equipment gives us a full report of a person's movements during a given period allowing us to test whether they are able to go about daily life (eating, washing, dressing, going to the toilet) unaided and to check that overnight they are safe at home. This full picture of a person's daily patterns and movements allows us to say with significantly more accuracy and confidence whether they can or cannot cope independently at home. This additional information and confidence would allow older people, their families and social workers to only make the decision to recommend a move into residential or nursing care where it is absolutely essential. In this way we can reduce care spending overall whilst ensuring we do make provision for those who cannot be independent in their own homes.	CFA	Vicky Main	Ian Crocombe / Katie Thornley	James Wilson	Adults services	BP Saving	110	-187	-134	-27	-10	-358	-187	-134	-27	-10	-358	0	No	Green	↔	On track	N/A
A/R.6.146	Expansion of the Adult Early Help Team to minimise the need for statutory care	The Adult Early Help team was established in April 2016 to provide an enhanced first response to people contacting the County Council with social care concerns. The team help people to retain independence, access services and advise on ways in which older people and their carers can organise help for themselves. The goal is to try to resolve issues without the need to wait for a formal assessment or care plan. Through either telephone support or through a face to face discussion, we hope to work with older people to find solutions without the need for further local authority involvement. The initial phase is already resulting in a reduced number of referrals to social care teams. This business case builds on the first phase and proposes continuing the expansion of the Adult Early Help team, so that the team is able to meet more of the need at tier 2, preventing further escalation of need and hence minimising care expenditure. This contributes further savings in 2017-18 as part of the care budget targets in Older People's Services.	CFA	Vicky Main	Ian Crocombe / Katie Thornley	Michelle Wright	Customer & communities	BP Saving	0	-201	-143	-29	-11	-384	-201	-143	-29	-11	-384	0	No	Green	↔	On track	N/A
A/R.6.149	Administer Disability Facilities Grant within reduced overhead costs	At present the County Council invests £300k into the Home Improvement Agencies, which oversee the Disabled Facilities Grants by each of the Districts. The County Council is working in partnership with the District Councils to reduce the cost of the administration of these services. There will be no reduction in the level of grant or service and the intention is to speed up the decision making process.	CFA	Richard O'Driscoll	Anna Parks	Geoff Hinkins	Finance & budget review	BP Saving	0	-150	0	0	0	-150	-150	0	0	0	-150	0	Yes	Green	↔	Saving Achieved	District Council capital grants via Better Care Fund and central government significantly increased. District Councils engaged in review project
A/R.6.155	Securing appropriate contributions from health to section 117 aftercare.	Careful consideration of the needs of people sectioned under the Mental Health Act to identify joint responsibility and ensure appropriate contributions by the council and the clinical commissioning group to section 117 aftercare.	CFA	Fiona Davies	Anna Parks	Geoff Hinkins	Finance & budget review	BP Saving	0	-150	-150	-80	-40	-420	-150	-150	-80	-40	-420	0	No	Green	↔	On track - however there is a slight risk pending full implementation and confirmation of joint funding tool applied and agreed by both sides	NHS funding to section 117 aftercare
A/R.6.157	Increase in income from Older People and Older People with Mental Health's client contributions following a change in Disability Related Expenditure	Following a comparative exercise, the Adults Committee agreed a change to the standard rate of disability related expenditure (DRE) during 2016. This means that additional income is being collected through client contributions. This line reflects the 'full-year' impact of this change, reflecting that the new standard rate is applied at the planned point of financial assessment or reassessment for each person.	CFA	Chris Law	Katie Thornley	Geoff Hinkins	Finance & budget review	BP Saving	0	-53	-38	-22	-6	-119	-53	-38	-22	-6	-119	0	No	Green	↔	On track	N/A
A/R.6.159	Efficiencies from the cost of Transport for Older People	Savings can be made through close scrutiny of the expenditure on transport as part of care packages in Older People's Services to ensure that travel requirements are being met in as cost efficient a way as possible.	CFA	Jackie Galwey	Ian Crocombe	Geoff Hinkins	Commissioning	BP Saving	0	-25	-25	-25	-25	-100	0	-16	-16	-16	-48	52	No	Red	▽	Investigation has identified three areas in which £64k can be made and these are being implemented. £16k of this will be achieved next financial year and £48k will be achieved in year. This leaves £36k that is unlikely to be achieved.	N/A
A/R.6.160	Ensuring joint health and social care funding arrangements for older people are appropriate	We have been working with NHS colleagues to review continuing health care arrangements including joint funding, with a view to ensuring that the decision making process is transparent and we are clearer about funding responsibility between social care and the NHS when someone has continuing health care needs. Several cases has been identified where potentially health funding should be included or increased based on a review of needs.	CFA	Richard O'Driscoll	Katie Thornley	Geoff Hinkins	Finance & budget review	BP Saving	0	-196	-143	-89	-36	-464	-196	-143	-89	-36	-464	0	No	Green	↑	On track	N/A
A/R.6.161	Managing the Cambridgeshire Local Assistance Scheme within existing resources	The Adults Committee has considered several proposals on how to deliver the Cambridgeshire Local Assistance Scheme (CLAS). The contingency budget previously held for CLAS has now been removed, as is no longer required to support the redesigned service.	CFA	Meredith Teasdale	Phil Emmett	Geoff Hinkins	Finance & budget review	BP Saving	0	-163	0	0	0	-163	-163	0	0	0	-163	0	No	Green	↔	On track	N/A
A/R.6.163	Ensuring homecare for adults with mental health needs focuses on supporting recovery and piloting peer support delivered through the Recovery College	Savings will be achieved through reproviding homecare services for adults with mental health needs and helping people to return to independence more quickly.	CFA	Fiona Davies	Anna Parks	Geoff Hinkins	Adults services	BP Saving	0	-75	-75	-60	-40	-250	-75	-75	-60	-40	-250	0	No	Green	↔	On track	N/A

										Planned £000					Forecast £000										
										4,023	-11,711	-3,096	-3,238	-2,613	-20,658	-9,003	-4,542	-3,180	-2,421	-19,146	1,512				
Reference	Title	Description	Service	Responsible Officer	Finance Lead	Transformation Lead	Transformation Workstream	BP Saving or Funnel?	Investment 17-18 £000	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 17-18	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving	Variance from Plan £000	Saving complete?	RAG	Direction of travel	Forecast Commentary	Links with partner organisations
A/R.6.164	Reablement for Older People - Improving effectiveness to enable more people to live independently	Development of the Reablement Service to ensure it promotes independence and reduces the costs of care by being directed at the right people. Changes to the way the service operates will release additional capacity, allowing it to work with more people, achieve better outcomes and so reduce demand and cut costs. It is proposed that within existing staffing levels we can increase the number of people receiving a reablement service and increase the number of people for whom the reablement intervention is ended without the need for ongoing care or with a reduced need for ongoing care.  To achieve this we will improve team structures and working practices and ensure the cases referred to the service are appropriate, where there is good potential for people to live independently again.	CFA	Vicky Main	Katie Thornley	Michelle Wright	Adults services	BP Saving	0	-93	-67	-42	-17	-219	-93	-67	-42	-17	-219	0	No	Green	↔	On track	N/A
A/R.6.165	Enhanced Occupational Therapy Support to reduce the need for double-handed care	The Double-Up Team was set up as a 'spend to save' initiative in 2013 based on evidence from other local authorities. Initially set up as a pilot project, it was endorsed as part of the County Council's prevention agenda, the implementation of Transforming Lives and the requirements of The Care Act. The team consists of two Senior Occupational Therapists (OTs) and two OT Technicians employed directly by the County Council. The team's remit is to focus on the review of service users to assess whether it is possible to either: • Reduce existing double-up packages of care to single-handed care OR • Prevent single-handed care packages being increased to double-up This team is currently based outside of the existing mainstream OT service to ensure focus on the delivery of actions that will benefit the recipients whilst returning a saving direct to the Council. Through the actions of the existing team, savings from the Councils homecare budget were generated in the region of £1.1m in 2015-16 and are on track to achieve a similar figure in the current financial year. This business case proposes the expansion of the service through the recruitment of an additional two OT workers so they can share learning and benefits associated with the current model to other settings (further details are listed in the 'scope' section of this document) as well as providing additional review capacity.	CFA	Diana Mackay	Katie Thornley	James Wilson	Adults services	BP Saving	90	-132	-94	-19	-7	-252	-132	-94	-19	-7	-252	0	No	Green	↔	On track	Alongside mainstream occupational therapy service provided within community (CPFT) and hospitals based OTs
A/R.6.167	Voluntary Sector Contracts for Mental Health Services	Renegotiation of a number of voluntary sector contracts for mental health support has resulted in lower costs to the Council whilst maintaining levels of service provision for adults with mental health needs. The reductions have been discussed and negotiated with the providers impacted, and they have factored this into their own business planning. On-going investment by the Mental Health service in the voluntary and community sector remains over £3.7m	CFA	Charlotte Black	Anna Parks	Geoff Hinkins	Finance & budget review	BP Saving	0	-130	0	0	0	-130	-130	0	0	0	-130	0	Yes	Green	↔	Saving Achieved	N/A
A/R.6.168	Establish a review and reablement function for older people with mental health needs	Redirect support workers within the Older People Mental Health team to provide a review and reablement function for service users in receipt of low cost packages (under £150 per week).	CFA	Fiona Davies	Anna Parks	Geoff Hinkins	Adults services	BP Saving	0	-20	-25	-15	-9	-69	-20	-25	-15	-9	-69	0	No	Green	↔	On track	N/A
A/R.6.169	Better Care Fund improvement	Each year the Council and the local NHS agree a Better Care Fund plan, this includes an element for social care services.  Given the uplift in the BCF allocation in 2016-17 and an anticipated further increase in 2017-18 the Council will negotiate that a greater share of BCF monies are focused on provision of social care services. This supports the local NHS.	CFA	Will Patten	Tom Kelly	Geoff Hinkins	Finance & budget review	BP Saving	0	-930	0	0	0	-930	0	-880	0	0	-880	50	No	Amber	↔	Full guidance for BCF planning round 2017-19 still awaited.  Council negotiating position of uplifts for 2017/18 and 2016/17 (which was not agreed last year) is likely to clash with CCG intentions. Risk of delayed non-agreement. Focus is on financial negotiation.	The Better Care Fund is a pooled budget with the NHS
A/R.6.170	OP contractual & demand savings (including respite beds) 6.170	Retendering of contracts in 2016-17 has presented the opportunity to reduce our block purchasing of respite beds, following under-utilisation and unused voids in previous arrangements. Use of spot purchasing for respite will be monitored.  Additionally, as trends have continued towards supporting fewer people overall in 2016-17 it has been possible to reflect this cost reduction in a further small saving on demographic allocations.	CFA	Charlotte Black	Ian Crocombe / Katie Thornley	Geoff Hinkins	Commissioning	BP Saving	0	-450	0	0	-100	-550	-450	0	0	-100	-550	0	No	Green	↔	On track	N/A
A/R.6.201	Staffing reductions in Commissioning Enhanced Services	Review of Commissioning across CFA.	CFA	Meredith Teasdale	Phil Emmett	James Gemmell	Workforce planning & development	BP Saving	0	0	0	-107	0	-107	0	0	-107	0	-107	0	No	Green	↔	On track	N/A
A/R.6.202	Children's Change Programme: Changes to Management Structure in Children's Services	The Children's Change Programme is reviewing and transforming the system of children's services across early help, safeguarding and protection teams. Phase 1 of the programme will realise savings from staffing by deleting duplication and simplifying processes. Specifically, we will integrate social work and early help services into a district-based delivery model, unifying services around familiar and common administrative boundaries so they can align with partners better; and reducing the number of team manager level posts required.	CFA	Theresa Leavy	Roger Brett/Rob Stephens	James Gemmell	Workforce planning & development	BP Saving	0	-619	0	0	0	-619	-619	0	0	0	-619	0	No	Green	↔	On track - Plan in place to deliver. Awaiting response from DfE on Innovation Funding	N/A
A/R.6.203	Amalgamating Family Support Services	Amalgamation of Specialist Family Support Service Family Support Workers in localities to produce better efficiency and subsequent a reduction of associated relief staff costs.	CFA	Theresa Leavy	Roger Brett/Rob Stephens	James Gemmell	Workforce planning & development	BP Saving	0	-50	0	0	0	-50	-50	0	0	0	-50	0	No	Green	↔	On track	N/A
A/R.6.205	Children's Social Care Support for young people with complex needs	Prevention of placement or family breakdowns by providing outreach support and the provision of a consistent wrap-around support for young people with complex needs to avoid the use of costly external residential provision that may not meet need.	CFA	Theresa Leavy	Roger Brett	James Gemmell		0 BP Saving	497	0	-135	-181	-243	-559	0	-135	-181	-243	-559	0	No	Green	↔	On track - Savings re-profiled across Q2,3,4	N/A

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A/R.6.210	Home to School Transport (Special)	Most children and young people with Statements of SEND and Education, Health and Care (EHC) plans do not require special transport arrangements. Wherever possible and appropriate, the child or young person with SEN should be treated in the same way as those without. e.g. in general they should walk to school, travel on a public bus or rail service or a contract bus service or be taken by their parents. They should develop independent travel skills which should be assessed at each Annual Review. The majority of children/young people of statutory school age (5-16) who have a Statement of Special Educational Need (SSEN) will attend their designated mainstream school. Only if, as detailed in their SSEN/EHC Plan, a child or young person has a special educational need or disability which ordinarily prevents them from either walking to and from school or accessing a bus or rail service or contract bus service, will they be eligible for free transport. With effect from 1 September 2015, the Council stopped providing free transport for young people with SEND over the age of 16, except those living in low income families. The ability to make considerable savings from 2018-19 onwards is based on increased in-county education provision and reduction in EHC Plans due to more need being met within mainstream provision, both of which are needed to reduce the number of pupils requiring transport.	CFA	Meredith Teasdale	Matthew Moore	James Gemmell	Children's services	BP Saving	0	-124	-123	-123	-123	-493	-124	-123	-123	-123	-493	0	No	Green	↔	On track	N/A
A/R.6.213	LAC Inflation Savings	Award inflation at 0.7% rather than 1.7%	CFA	Theresa Leavy	Phil Emmett	James Gemmell	Commissioning	BP Saving	0	-31	-31	-31	-31	-124	-31	-31	-31	-31	-124	0	No	Green	↔	On track	N/A
A/R.6.214	Moving towards personal budgets in home to school transport (SEN)	The Personal Transport Budget (PTB) is a sum of money that is paid to a parent/carer of a child who is eligible for free school travel. The cost of a PTB would not be more than current transport arrangements. A PTB gives families the freedom to make their own decisions and arrangements about how their child will get to and from school each day. Monitoring and bureaucracy of PTBs is kept to a minimum with parents not being expected to provide evidence on how the money is spent. However, monitoring of children's attendance at school is done and PTBs are removed if attendance falls below an agreed level.	CFA	Meredith Teasdale	Matthew Moore	James Gemmell	Contracts, commercial & procurement	BP Saving	0	-58	-58	-58	-58	-232	-58	-58	-58	-58	-232	0	No	Green	↔	On track	N/A
A/R.6.215	Adaptation and refurbishment of Council Properties to reduce the unit cost of placements	Two properties owned by Cambridgeshire County Council have become vacant, or are becoming vacant over the coming months. This presents an opportunity to increase the capacity for in-county accommodation the Council has for children who are looked after and to contribute to the savings arising from the unit cost of placements. Refurbishment of the properties will take place to make these buildings fit for purpose.	CFA	Judith Davies	Phil Emmett	James Gemmell	Commissioning	BP Saving	0	-141	-140	-141	-140	-562	0	-77	-167	-167	-411	151	No	Red	▽	The original saving was predicated on a 12 month period for each of these placements. Therefore, as a result of a lead times needed to progress the project, part of the saving will be pushed back into 18/19.  A saving of -£257k is currently forecast to be delivered in 18/19, resulting in the project achieving c.£100k more than original planned in total.	N/A
A/R.6.216	Pathways to access contraception and sexual health services for priority groups	To provide intermediate level training to 100 staff from targeted services in residential children's homes, drug and alcohol services, adult mental health services, the Youth Offending Service, the 18-25 team and Domestic Violence Adviser team. We will purchase 12 contraception boxes for offices of services attending training for use with clients.	CFA	Tony Lacey	TBC	James Gemmell	Commissioning	BP Saving	0	-185	0	0	0	-185	0	0	0	0	0	185	No	Red	↔	Due at CFA Delivery Board on 3 August.	N/A
A/R.6.217	Enhanced intervention service for children with disabilities	Establish an Enhanced Intervention Service in Cambridgeshire. The purpose of the team would be to reduce the number of children with disabilities placed in out of county residential homes, to enable children to safely live with their family and access education in their local area.	CFA	Rachel Watson	Roger Brett	James Gemmell	Commissioning	BP Saving	120	-29	-48	-48	-49	-174	-29	-48	-48	-49	-174	0	No	Green	↔	On track	N/A
A/R.6.218	SPACE Programme – helping mothers to prevent repeat removals	The Space Programme works to engage with mothers who have had their baby permanently removed from their care, with the aim of reducing the likelihood of it happening again. The programme works with mothers and their partners where appropriate, to help them understand the range of issues they face and which may have contributed to their child becoming permanently removed in the first place. In partnership with other agencies, the programme works to promote positive relationships, self esteem and confidence and assertiveness, whilst encouraging access to universal and specialist services that can help mothers live healthier lives. The programme has been funded by CFA reserves from October 2015 to March 2017 and works on the assumption that the programme prevents six babies entering foster care in 2017-18 and 2018-19 as a result of the intervention work that's taken place in 2015-16 and 2016-17. Outcome data for the programme is currently being prepared and reviewed and options to secure permanent funding to sustain this work are being explored.	CFA	Jo Maxwell / Sam Howlett	Rob Stephens	James Gemmell	Children's services	BP Saving	0	-111	0	0	0	-111	0	0	0	0	0	111	No	Red	↔	Savings deemed as not achievable. Under review.	N/A
A/R.6.219	Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements	Change the referral criteria for systemic family meetings so they take place with families at an earlier stage - at the point just before beginning a child protection plan. This would enable us to work with a larger group of 390 children at Child Protection level, rather than 240 at court proceedings level.	CFA	Rachel Watson / Fiona VDH	Roger Brett	James Gemmell	Commissioning	BP Saving	148	-115	-115	-115	-116	-461	-115	-115	-115	-116	-461	0	No	Green	↔	On track - currently looking at 5 units to ascertain impact. Q1 savings to be quantified against benchmark data.	N/A
A/R.6.220	Increase the number and capacity of in-house foster carers	Reduce spending on foster placements from external carer agencies by increasing the capacity of the in-house service.	CFA	Fiona MacKirdy	Roger Brett	James Gemmell	Commissioning	BP Saving	0	-48	-49	-49	-49	-195	-48	-49	-49	-49	-195	0	No	Green	↔	On track	N/A
A/R.6.221	Link workers within Adult Mental Health Services	Two Link Workers will embed a Think Family approach in adult mental health services and increase access to preventative and early help services to keep families together wherever possible.	CFA	Alison Smith	TBC	James Gemmell	Commissioning	BP Saving	84	0	0	0	0	0	0	0	0	0	0	0	No	0	↔	No savings planned for 17/18	N/A
A/R.6.222	Independent travel training for children with SEND	Proposal to introduce Independent Travel Training (ITT) for young people with SEND to help them cope with the often more complex journeys required to access further education. Once trained and assessed to be safely able to travel independently, we will no longer have to provide home to school transport for these young people.	CFA	Judith Davies	Matthew Moore	James Gemmell	Children's services	BP Saving	0	-24	-24	-24	-24	-96	0	-32	-32	-32	-96	0	No	Green	↔	Project delayed due to the commissioning restructure, also awaiting reconfirmation of funding.	N/A
A/R.6.225	Alternative model of delivery for school catering and cleaning [EI]	A new way of providing school catering and cleaning as either a joint venture or a partnership with another provider is at an advanced stage. A minimum of £50K has been set as a project priority.	CFA	Rudy Imhoof	Kerry Newson	Chloe Rickard	Workforce planning & development	BP Saving	0	-13	-13	-12	-12	-50	0	0	0	0	0	50	No	Red	↔	Strategic Partnership reviewed and alternative approach selected. Risks around lease and business rates arrangements, national living wage and food cost inflation.  Management changes for the service are effective from 1 July - a recovery plan is being prepared. A positive sign is that the Service has recently won three significant tenders from Multi-Academy Trusts.	N/A



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										4,023	-11,711	-3,096	-3,238	-2,613	-20,658	-9,003	-4,542	-3,180	-2,421	-19,146	1,512				
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A/R.6.227	Strategic review of the LA's ongoing statutory role in learning	A programme to transform the role of the local authority in education in response to national developments such as the 2016 Education White Paper, and the local context, (e.g. the increasing number of academies and the educational performance of schools) has been started. This has four strands - the LA's core duties, traded services, local authority-initiated Multi-academy Trusts and the recruitment and retention of school staff. Early work has identified savings from reducing core funding by discharging the Education Advisor function with two f.t.e. staff, one funded centrally and one traded; Mathematics, English and Improvement advisers to be fully traded from 2017-18; Primary advisers to be part traded from 2017-18 and fully traded from 2018-19; Senior Advisers to be part traded; and a reduction in the intervention budget, supporting only maintained schools where we have a statutory responsibility to do so. The Education Advisers will generate a £10k surplus in 2018-19.	CFA	Keith Grimwade	Matthew Moore	Chloe Rickard	Workforce planning & development	BP Saving	0	-67	-68	-67	-68	-270	-180	-25	-35	-30	-270	0	No	Green	↑	Saving Achieved - through grant funding and reduction in intervention budget	N/A
A/R.6.230	Reduction in Heads of Service	Reduce the number of Heads of Service in the Learning directorate from six to five in line with the reduction in staffing and changing role of the Directorate.	CFA	Keith Grimwade	Matthew Moore	Chloe Rickard	Workforce planning & development	BP Saving	0	-80	0	0	0	-80	-60	0	0	0	-60	20	No	Green	↔	On track - Head of Service for CID appointed as interim, permanent role still planned for deletion.	N/A
A/R.6.234	Home to School Transport (Mainstream)	The 2017-18 saving is made up of the summer term changes to post 16 and spare seats charging policy, implemented in 2016-17. As a result of a decision taken by SMT, all services are now required to absorb the impact of the general growth in population and no demography funding will be allocated for this purpose. This represents £598k for this budget. Full year savings of £438k from route retendering (which normally would be offered as savings) will instead be diverted to meet this pressure, with the remainder secured through a programme of route reviews.	CFA	Keith Grimwade	Matthew Moore	Chloe Rickard	Contracts, commercial & procurement	BP Saving	0	-70	0	0	-24	-94	-70	0	0	-24	-94	0	No	Green	↔	On track	N/A
A/R.6.236	Business Support	Development and implementation of course booking and customer feedback systems and new ways of working will enable us to reduce our business support capacity.	CFA	Keith Grimwade	Matthew Moore	Rebecca Gipp	Workforce planning & development	BP Saving	0	-51	0	0	0	-51	-51	0	0	0	-51	0	Yes	Green	↔	Saving Achieved	N/A
A/R.6.238	Virtual Beds	Tender for 16 Block Distributed Purchasing (Flexi Beds).	CFA	Meredith Teasdale	Phil Emmett	James Gemmell	Commissioning	BP Saving	0	0	-23	-83	-99	-205	0	0	0	0	0	205	No	Red	↔	Decision taken not to take this proposal forward.	N/A
A/R.6.239	Review of top 50 placements	Monthly review by panel of the top 50 most expensive external placements, with the objective of reducing placement costs wherever possible.	CFA	Meredith Teasdale / Theresa Leavy	Phil Emmett	James Gemmell	Commissioning	BP Saving	0	-81	-81	-81	-81	-324	-81	-81	-81	-81	-324	0	No	Green	↔	On track	N/A
A/R.6.240	Negotiating placement fees	Negotiate the costs of external placements for Looked After Children.	CFA	Meredith Teasdale / Theresa Leavy	Phil Emmett	James Gemmell	Commissioning	BP Saving	0	-17	-18	-17	-18	-70	-17	-18	-17	-18	-70	0	No	Green	↔	On track	N/A
A/R.6.241	Foster carers to provide supported lodgings	Delivery of 10 new supported lodging placements	CFA	Fiona MacKirdy	TBC	James Gemmell	Commissioning	BP Saving	0	0	-22	-65	-65	-152	0	-22	-65	-65	-152	0	No	Green	↔	On track - Project board in place. Internal resourcing to be reviewed to support delivery	N/A
A/R.6.242	Reducing fees for Independent Fostering Agency placements	Reduce fees for Independent Fostering Agency (IFA) placements	CFA	Meredith Teasdale	Phil Emmett	James Gemmell	Commissioning	BP Saving	0	-30	-30	-3	-3	-66	-30	-30	-3	-3	-66	0	No	Green	↔	On track	N/A
A/R.6.243	Children's Change Programme: Hawthorns, FGC, PIP & Misc	Restructure of Children's Services through the Children's Change Programme, to be reinvested to support the revised structure (see proposal A/R.5.004).	CFA	Theresa Leavy	Roger Brett/Rob Stephens	James Gemmell	Children's services	BP Saving	1,595	-1,595	0	0	0	-1,595	-1,595	0	0	0	-1,595	0	Yes	Green	↔	Saving Achieved	N/A
A/R.6.244	Total Transport	This is an updated proposal, in light of the data and experience gained through Phase 1 of the Total Transport pilot, which was implemented in the East Cambridgeshire area at the start of September 2016. By investing in staff and by extending the use of smartcard technology, the Council will be able to deliver more efficient mainstream school transport services, matching capacity more closely with demand. The intention is to secure financial savings whilst ensuring that all eligible pupils continue to receive free transport with reasonable but efficient travel arrangements.	CFA	Hazel Belchamber	Matthew Moore	Julia Turner	Commissioning	BP Saving	132	-180	0	-290	-370	-840	0	-134	-336	-370	-840	0	No	Green	↑	On track. There will be no savings in quarter one because these savings related to the new school year, from September onwards	N/A
A/R.6.245	Cambridgeshire Race, Equality and Diversity Service (CREDS)	The de-delegation received by the Cambridgeshire Race, Equality and Diversity Service (CREDS) from maintained primary schools in 2017-18 will reduce as a consequence of the large number of recent and forthcoming academy conversions. This reduction in funding will require a restructure of the service, including staffing reductions.	CFA	Jo Pallett	Matthew Moore	James Gemmell	Workforce planning & development	BP Saving	0	-125	0	0	0	-125	-125	0	0	0	-125	0	No	Green	↔	On track	N/A
A/R.7.101	Early Years subscription package	Proposal to develop Early Years subscription package for trading with settings.	CFA	Gill Harrison	Jenny Dowling	James Gemmell	Children's services	BP Saving	0	0	0	-28	0	-28	0	0	-28	0	-28	0	No	Green	↔	On track	N/A
A/R.7.103	Education ICT Service	Increase in trading surplus through expanding out-of-county provision.	CFA	John Chapman	Matthew Moore	Chloe Rickard	Children's services	BP Saving	0	-25	-25	-25	-25	-100	-25	-25	-25	-25	-100	0	No	Green	↔	On track	N/A
A/R.7.104	Cambridgeshire Outdoors	Increase in trading surplus through cost reduction and external marketing.	CFA	Carol Gronow	Matthew Moore	Chloe Rickard	Children's services	BP Saving	0	0	0	-50	0	-50	-8	-8	-8	-9	-33	17	No	Amber	↑	A plan has been developed across the three centres to achieve this target. Key actions include the development and marketing of new offers, including weekend and school holiday bookings, and a relative reduction in management costs. This plan is already resulting in increased income.	N/A
A/R.7.105	Admissions Service	Increase in trading surplus through an increased use of automated systems.	CFA	Hazel Belchamber	Matthew Moore	James Gemmell	Children's services	BP Saving	0	-3	-3	-3	-1	-10	-3	-3	-3	-1	-10	0	No	Green	↔	On track	N/A
A/R.7.106	Reduction in income de-delegated from Schools to CREDS	The de-delegation received by the Cambridgeshire Race, Equality and Diversity Service (CREDS) from maintained primary schools in 2017-18 will reduce as a consequence of the large number of recent and forthcoming academy conversions. This reduction in funding will require a restructure of the service, including staffing reductions.	CFA	Jo Pallett	Matthew Moore	James Gemmell	Workforce planning & development	BP Saving	0	30	30	30	35	125	30	30	30	35	125	0	No	Green	↔	On track	N/A

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Reference	Title	Description	Service	Responsible Officer	Finance Lead	Transformation Lead	Transformation Workstream	BP Saving or Funnel?	Investment 17-18 £000	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 17-18	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving	Variance from Plan £000	Saving complete?	RAG	Direction of travel	Forecast Commentary	Links with partner organisations
C/R.5.304	Neighbourhood Cares (Buurtzorg)	Piloting a radically different model of social work in Cambridgeshire informed by the latest thinking developed locally through the Transforming Lives project, innovation being led by other local authorities and in particularly by the successful Buurtzorg model of community care in Holland.	CFA	Charlotte Black	Katie Thornley	Briony Davies		Funnel																Manager appointed. No savings target in 2017/18	N/A
C/R.5.313	Enhanced Response Service - Assistive Technology Phase 2	Following the agreement of GPC to the Assistive Technology proposals (Phase 1) in September 2016 a further business case has been developed to establish an enhanced assistive technology response service to reduce/delay/minimise admissions to hospital and funded care.	CFA	Vicky Main	Katie Thornley / Anna Parks	James Wilson		Funnel																	Savings likely for partner organisations: -reducing non-elective admissions to acute hospitals -reducing ambulance call-outs
C/R.5.319	ASC/OP investment required to manage demand and reduce cost to serve	To include: - OP Home Care - OP Accommodation - Crisis Response - Section 117 - Lifetime Costs: use of upfront spending to reduce the total lifetime costs of service users with long term needs	CFA	Charlotte Black/Claire Bruin	Anna Parks	Geoff Hinkins		Funnel																£500k tranformation funding has been approved for draw-down in 2017/18 in respect of appointing an external provider to help the Council shape and deliver an ambitious change programme across all adult social care client groups.	N/A
C/R.5.320	Older People's Service Delivery	Good progress has been made in managing the OP budgets but there are diminishing returns and investment is required to manage the risks to deliver these savings.	CFA	Charlotte Black	Anna Parks	Geoff Hinkins		Funnel																On track	N/A
CFA.F.01	Assessment of Prisoners	Take 50k from this budget as the demand is lower than expected	CFA	Jackie Galwey	Katie Thornley	Geoff Hinkins		Funnel																The sum identified has been removed from the budget and there are currently no concerns around deliverability, although this assumes that the budget is similar to last year. We expect the grant amount to be announced shortly.	N/A
CFA.F.02	Total Transport	Establish a team to deliver the Total Transport Pilot.	CFA	Keith Grimwade	Matthew Moore	Kevin Hocter		Funnel																	N/A
CFA.F.04	Learning Disability In House	Stretch target	CFA	Mubarak Darbar	Stephen Howarth	James Wilson		Funnel																	N/A
CFA.F.09	Non-Residential Protected Income Allowances	The Council continue to allow the current levels of protected income in the financial assessment. This would mean that all benefit income increases would be absorbed in the financial contribution however, the service user would not receive a reduced amount of protected income disregard.	CFA	Chris Law	Anna Parks	Geoff Hinkins	Finance & budget review	Funnel																First quarter data to be analysed.	N/A
CFA.F.10	LDP - Residential to Supported Living	Potential has been identified to work with residential providers to consider whether some provision could be converted into supported living arrangements. This approach can be beneficial for all parties with a lower cost of care for providers and commissioners and service users having access to additional flexible income as a result of changes to benefit entitlements	CFA	Mubarak Darbar	Stephen Howarth	James Wilson	Commissioning	Funnel																	N/A
Funnel	Corporately held demography - if this is not utilised an underspend will occur	Target by CFA to not draw down on at least £2m of centrally held demography	CFA	Wendi Ogle-Welbourn	Martin Wade	N/A		Funnel																Demand pressures on LAC placements in particular (also Waste) require consideration and deployment of corporately held demography budget by GPC	N/A
Funnel	Learning Disability Reviews	Additional savings on Learning Disability Reviews - investment for Project Assessment Team shown in 6.114 above	CFA	Mubarak Darbar	Stephen Howarth	James Wilson		Funnel																	N/A
Funnel	Better Care Fund	Further reduction in the transformation fund in excess of the number at A/R.6.169	CFA	Will Patten	Tom Kelly	Geoff Hinkins		Funnel																Delivery considered unlikely. Dependednt on BCF negotiation.	N/A
Funnel	Home to School Transport	2016/17 underspend should be ongoing as agreed at CFA Delivery Board	CFA	Hazel Belchamber	Matthew Moore	Kevin Hocter		Funnel																	N/A
Funnel	Learning Disability Proposal	Out of Area Repatriation savings	CFA	Mubarak Darbar	Stephen Howarth	James Wilson		Funnel																Responsibility for out-of-area re-patriation re-assigned. Contingent on appropriate in-county capacity and best interest consideration	N/A



**ADULT SOCIAL CARE CUSTOMER CARE ANNUAL REPORT 2016-2017**

*To:* **Adults Committee**

*Meeting Date:* **13 July 2017**

*From:* **Wendi Ogle-Welbourn, Executive Director: Children, Families and Adults Services**

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

*Forward Plan ref:* **N/A** *Key decision:* **No**

*Purpose:* **To present the Adult Social Care Customer Care Annual Report 2016 – 2017 to Adults Committee, providing information about the complaints, compliments, representations and MP enquiries and the learning from this feedback and actions taken to improve services.**

*Recommendation:* **Members of the Adults Committee are asked to:**

- a) Note and comment on the information in the Annual Adults Social Care Customer Care Report 2016/17**
- b) Agree to the publication of Annual Adults Social Care Customer Care Report 2016/17 on the Council's website**

<b><i>Officer contact:</i></b>	
Name:	Jo Collinson
Post:	Customer Care Manager
Email:	<a href="mailto:Jo.Collinson@cambridgeshire.gov.uk">Jo.Collinson@cambridgeshire.gov.uk</a>
Tel:	01223 715957
<b><i>Officer contact:</i></b>	
Name:	Liz Cook
Post:	Customer Care Manager
Email:	<a href="mailto:Liz.cook@cambridgeshire.gov.uk">Liz.cook@cambridgeshire.gov.uk</a>
Tel:	01223 699851

## **1.0 BACKGROUND**

- 1.1 The Local Authority Social Services National Health Service Complaints (England) Regulations 2009 state that each Council has responsibility to publish an Annual Report containing information about the number of complaints received and the number of complaints upheld.
- 1.2 Cambridgeshire County Council collects and collates information on the compliments, comments, representations, MP enquiries and complaints received for Adult Social Care Services annually. This information is provided in the Adult Social Care Customer Care Report 2016 – 2017, attached at Appendix 1.
- 1.3 The Adult Social Care Customer Care Report 2016 – 2017 identifies themes to inform learning from complaints and sets out the actions taken to address these issues and improve practice.

## **2.0 ADULT SOCIAL CARE CUSTOMER CARE ANNUAL REPORT 2016-2017**

- 2.1 The Annual Adult Social Care Customer Care Report 2016-2017 (Appendix 1) brings together the information on complaints, representations, MP enquiries and compliments received by the Council in respect of Adult Social Care services. This allows learning from complaints across all service areas to be identified and actions agreed to make improvements in services. The report also provides a comparison with previous financial years so that any changes in patterns can be highlighted and any actions to be taken considered.
- 2.2 The annual report is complemented by three quarterly reports that cover each of the first three quarters of the year. These reports are presented to the Joint Adult Social Care and Older People and Mental Health Directorates meetings to ensure oversight of the position throughout the year and for learning and actions to be taken forward without waiting for the annual report. The quarterly reports for 2016-17 have also been shared with Adult Spokes.
- 2.3 The annual report includes an Executive Summary that provides an overview of the content of the full report. Information on complaints from the summary has been used in the section below.
- 2.4 During 2016-2017 there were 285 informal complaints compared to 489 the previous year, a decrease of 42% (204) during the course of the year. The reason for this decrease could be due to actions taken to address informal concerns not being recorded. The Customer Care team are working with Heads of Service to ensure that informal complaints are recorded. Actions taken to address this issue include:
  - Simplified definition disseminated to Adult Social Care Teams
  - Emphasis on how to deal with informal complaints at all Complaints training sessions.
  - Discussions at Team Meetings.
- 2.5 There were 140 formal complaints in 2016-2017 compared to 118 the previous year an increase of 19% (22). 81% (114) were responded to within timescale and 14% (20) were upheld.

- 2.6 Reasons for delay in responses include complaints that involve Safeguarding of Adults investigations, where the complaint may have to be put on hold pending the safeguarding investigation, complexity of the complaint or waiting for consent from the person who is making the complaint or the person that the complaint relates to.
- 2.7 1.8% of the total population of Cambridgeshire who receive adult social care services complained (or someone complained on their behalf) about the services they received. The most common reasons for complaining are the provision of care and support (service provision), the standard of care, financial issues and complaints with related corporate issues.
- 2.8 Of the 140 formal complaints, 17 (12%) were reviewed by a Senior Manager as the complainants were dissatisfied with the first response. This compares to 13 (11%) complaints reviewed by a Senior Manager in the previous financial year.
- 2.9 Four complaint investigations were concluded by the LGO this reporting year. This is a decrease of 4 (50%) when compared to the previous financial year, 2015/2016. 2 were partially upheld, 1 was not upheld and 1 was not investigated.
- 2.10 When a formal complaint is received all the relevant information is investigated and analysed and with the consent of the individuals involved, the information is shared with the complainant. The investigation facilitates a decision about whether or not the complaint is upheld.
- 2.11 In contrast, the Council cannot assume that if a person has asked their MP for support they are automatically giving their consent for the Council to share personal information with their MP. Where consent is an issue the initial reply from the Council will contain as much information as possible, whilst complying with legislative requirements. A consent form is included with the reply so that the MP can obtain the consent of their constituent and also the service user. Once consent is received then a further, more detailed response is then sent.

### **3.0 Learning from Complaints**

- 3.1 Emphasis is placed on learning from complaints. The response to a complaint will identify the actions to be taken to prevent a similar situation occurring again and any areas where the service provided could be improved. The Annual Report details learning from complaints received during the last year.
- 3.2 The learning from each complaint is collated and where there are similar issues raised in a number of complaints, a theme is identified.
- 3.3 The main themes in the complaints received in 2016-2017 related to the quality of the service provision and financial issues.
- 3.4 The themes in complaints about the service provided referred to issues such as the type of provision provided and delays.
- 3.5 The themes in complaints about financial issues referred to:
- Confusion about the cost of care

- Dissatisfaction with the amount of personal contributions
- Disputes about Disability Related Expenditure.
- Concerns about the issue and tone of debt recovery letters

3.6 The ways in which the learning from complaints and the themes is shared by the Customer Care team includes:

- Attendance at directorate management team meetings,
- Meetings with Heads of Service,
- Sharing feedback about commissioned services with the Contracts Team
- Emails to Heads of Service for cascading to their teams,
- Attendance at Transforming Lives Practice Governance Group
- The learning gained from specific complaints is shared at regular complaint training sessions for Adult Social Care Managers,
- Specific case studies which include learning from complaints investigated by the LGO are considered at training sessions that focus on how to respond to LGO investigations.

#### **4.0 ALIGNMENT WITH CORPORATE PRIORITIES**

##### **4.1 Developing the local economy for the benefit of all**

4.1.1 There are no significant implications for this priority.

##### **4.2 Helping people live healthy and independent lives**

4.2.1 The effective management of complaints which identifies learning promotes service improvements which support people to live healthy and independent lives.

##### **4.3 Supporting and protecting vulnerable people**

4.3.1 The investigation of complaints can help to recognise areas where there has been poor practice and provides opportunities to improve the care and support for the people supported by the Council.

#### **5.0 SIGNIFICANT IMPLICATIONS**

##### **5.1 Resource Implications**

5.1.2 There are no significant implications within this category.

##### **5.2 Statutory, Risk and Legal Implications**

5.2.1 Regular reporting and monitoring of complaint ensures that learning can be identified and implemented. This reduces future risks and contributes to the continuous improvement of services.

##### **5.3 Equality and Diversity Implications**

5.3.1 There are no significant implications within this category.

##### **5.4 Engagement and Consultation Implications**

- 5.4.1 All feedback is welcomed and offers opportunities for learning and action to be taken that can contribute to service improvement and is seen as an important part of engagement with service users and their families.

**5.5 Localism and Local Member Involvement**

- 5.5.1 There are no significant implications within this category.

**5.6 Public Health Implications**

- 5.6.1 There are no significant implications within this category.

Source Documents	Location
<i>The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009</i>	<a href="http://www.legislation.gov.uk/uksi/2009/309/pdfs/uksi_20090309_en.pdf">http://www.legislation.gov.uk/uksi/2009/309/pdfs/uksi_20090309_en.pdf</a>



# Customer Care Annual Report



**Information about compliments, comments, representations, MP enquiries and complaints.**

**Children, Families and Adults / Adult Social Care**

**1 April 2016 to 31 March 2017**

## **Report purpose:**

- ▶ To provide information about compliments, comments, representations, MP enquiries, informal and formal complaints and to comply with the Department of Health's Regulations on Health and Adult Social Care Complaints guidelines 2009
- ▶ To identify trends and learning from complaints received between April 2016 and March 2017

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## **1.0 Context**

- 1.1 This report provides information about compliments, comments, representations, MP enquiries and complaints made between 1 April 2016 and 31 March 2017 under the Adult Social Care Complaints Procedure and 2009 Department of Health Guidelines on Adult Social Care Complaints. Cambridgeshire County Council has an open learning culture and a positive attitude to complaints, viewing them as opportunities for learning and for improved service delivery.

The scope of this report includes Adult Social Care services provided through Cambridgeshire County Council and those provided through an NHS partner organisation, Cambridgeshire and Peterborough NHS Foundation Trust (CPFT).



## 2.0 Executive Summary

- ▶ Compliments have increased by 105% when compared to the previous year, 2015/2016.
- ▶ 56(84%) of the MP enquiries dealt were responded to within timescale.
- ▶ 285 informal complaints were received from 1 April 2016 to 31 March 2017. This represents a significant decrease when compared to the 489 informal complaints received the previous year.
- ▶ 140 formal complaints were received from 1 April 2016 to 31 March 2017. This compares to 118 received in 2015-16, and shows an increase of 22 (19%).
- ▶ 1.8% of the total population of Cambridgeshire who receive Adult Social Care services complained about the services they received, and of those complaints one quarter were upheld.
- ▶ The most common reasons for complaining are Service Provision, Financial, Standard of Care and complaints with related corporate issues.
- ▶ The service area most commonly complained about is Older People's Services. However, when the number of complaints about Older People's Services is compared with the total number of Older People receiving services the percentage of complaints received is similar to the other major service areas.
- ▶ There were 19 (14%) complaints that referred to the provision of care by an independent provider.
- ▶ 17 (12%) Senior Manager Reviews were completed where the complainants were dissatisfied with the first response. This compares to 13 (11%) reviewed by a Senior Manager the previous year.
- ▶ The Local Government Ombudman (LGO) issued 4 final decisions on complaints about the Council's Adult Social Care services. This is a decrease of 4 (50%) when compared to the previous financial year 2015/2016.
- ▶ Specific learning from complaints and themes emerging from complaints are identified in sections 19 and 20. Examples of emerging themes include issues about financial matters and changes in service provision.

### **3.0 Definitions**

- 3.1 The terms: compliments, comments, representations and complaints are defined in Appendix 1 and an explanation of acronyms is provided in Appendix 2.

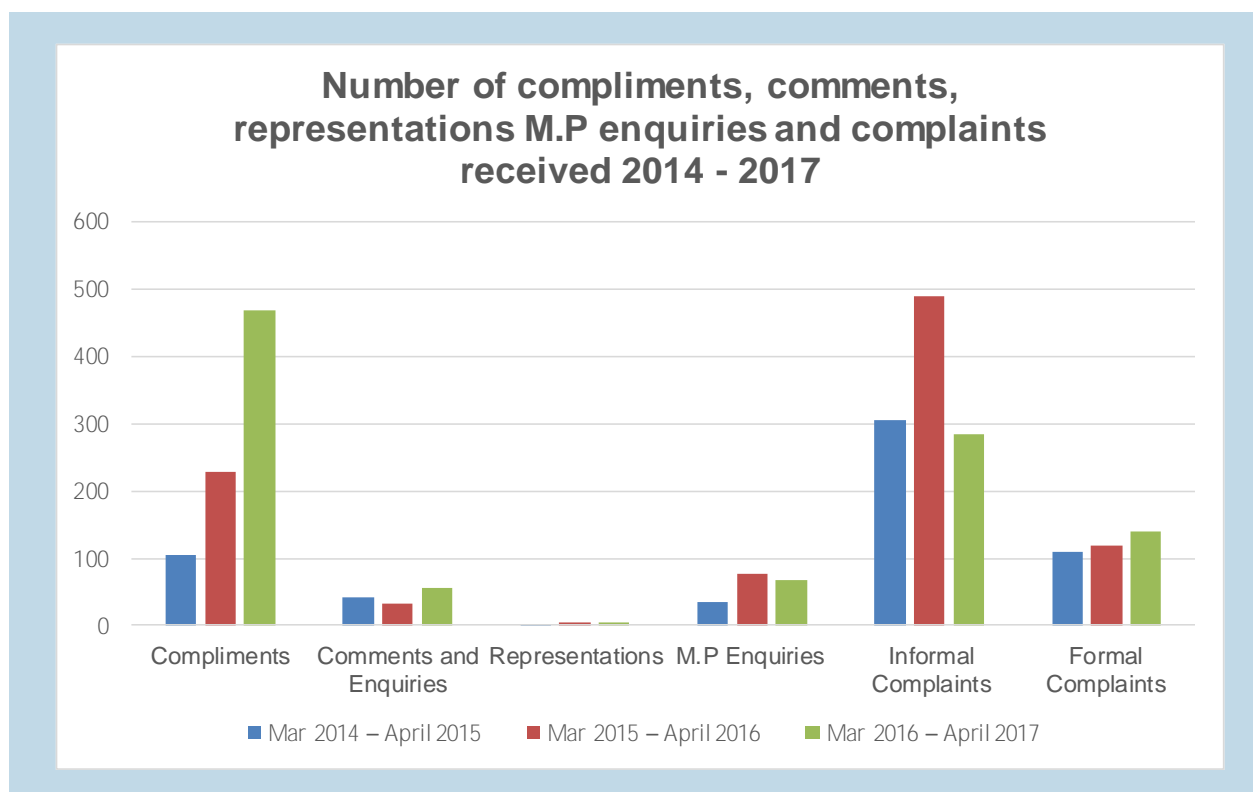
### **4.0 The complaints process and feedback**

- 4.1 The complaints process has an emphasis on de-escalation and early resolution of complaints.
- 4.2 In order to ensure that the complaints process remains current, relevant and user friendly questionnaires were sent to 32 complainants, whose complaints were received between 1 October 2015 and 30 September 2016.
- 4.3 Not all complainants from this period were contacted, for example cases where the service user has passed away, or where the complainant still has open complaints with the department.
- 4.4 12 responses were returned in total, which amounts to 38%. The statistics below relate solely to the 12 returned responses. 5 were returned anonymously, and 7 provided their name and address. The results of this survey are included at Appendix 3.
- 4.5 An example of a complaint which was successfully resolved is given below.
- 4.6 A complaint was received from an individual, Mrs K, regarding the debt recovery letters she had received. Mrs K had set up a standing order to make payments on the 2nd of each month but was still receiving reminders; in some cases the reminders were received within a few days of a payment having been made.
- 4.7 In response to the concerns raised Mrs K received a full explanation of the debt recovery process, which had been applied correctly. Mrs K was also advised about the differences between standing orders and direct debits, which should in future mean that debt recovery letters would not be issued if she choose to make this change.
- 4.8 After receiving the response to her complaint Mrs K contacted the Customer Care Team to confirm that she was satisfied with the outcome, and appreciated the clear and full explanation.

### **5.0 Compliments, comments, representations and complaints**

- 5.1 Details relating to compliments, comments, representations, M.P enquiries, informal and formal complaints are considered in the following sections. The total number for each category of feedback for the previous three financial years is shown in Figure 1.

Comments on each type of contact received are given in the appropriate sections in this report



## 6.0 Compliments

6.1 470 compliments were received between April 2016 and March 2017. This is a 105% increase on the amount received for the previous year.

6.2 These compliments, as with previous years, refer primarily to two distinct areas: the high quality of service, and the helpful attitude of named staff members.

6.3 During the course of the year Service Directors have been writing to staff members who have received compliments from service users. This is done to recognise good practice and have been received positively.

6.4 Examples of Compliments Received:

“A big thank you for all the help and kindness given to me from all the team, and for all their support. My life is so much better now.”

[Disability Services]

“My social worker so kindly helped me to complete a carer’s assessment. She was so informative, understanding, considerate and respectful, I am very thankful for her support.”

[Older People’s Service]

**“The social worker has been supportive and kind, and shown patience, understanding and professionalism throughout. He has gone out his way to do whatever he could to help.”**

**[Learning Disability Partnership]**

**“100% recommend the service, I couldn’t fault any part of it, I was explained things and was talked to, and could ask questions. Just carry on in the way you are now, smiles and caring all the while.”**

**[Reablement Service]**

**My views have been taken into account**

**[Older People’s Mental Health]**

6.5 Figure 2 shows the compliments by service area in relation to the population receiving a service.

6.6 *Figure 2*

Service Area	No. individual clients receiving a service	No. compliments	Percentage of compliments per population receiving services
Learning Disability Partnership	1,643	33	2%
Disability Service	790	98	12%
Older People	4747	335	7%
*Mental Health	792	0	0
Total receiving Adult Social Care	7972	466	6%

6.7 Currently CPFT do not report on the number of compliments received; however the section 75 agreement between the two agencies is currently being revised and details about what feedback information is reported on by CPFT will be included in the revised agreement.

6.8 Some service areas may change in the next reporting period, 2017 to 2018, due to changes in organisational structure and line management responsibilities.

6.9 4 compliments were received in relation to other services which do not have a base of clients; these were Customer Care, Contracts, Equipment Services and the Multi-Agency Safeguarding Hub.

***There has been a 105% increase in the number of compliments received this reporting year in comparison to the last reporting year.***

## 7.0 Comments and enquiries

7.1 There were 56 comments and enquiries received between April 2016 and March 2017. This is an increase of 75% on the number of comments and enquiries recorded for the previous year when 32.

were received between April 2015 and March 2016

## 7.2 Examples of comments and enquiries include:

- ◆ Comments about the wording of financial assessment letters.
- ◆ Comments about the wording of debt recovery letters.
- ◆ Enquiries regarding NHS services.
- ◆ Comments on the Council's use of the term 'Older People'.
- ◆ Comments about the voicemail message of an independent charity.
- ◆ Insurance claims.
- ◆ Asking for duplicate copies of correspondence.
- ◆ Enquiries regarding how to complain about charities or health services.
- ◆ Initial requests for a social care assessment.
- ◆ LGSS Helpdesk not answering calls promptly.
- ◆ Staff employment issues.
- ◆ Concerns about a service user supported out of county by another Local Authority.
- ◆ Carers Trust email address not working temporarily.

## 8.0 Representations

8.1 From April 2016 to March 2017 there were 4 representations. This compares to 5 representations received in the previous financial year.

8.2 Representations were received in relation to the following areas:

- ◆ The benchmark amount for residential care.
- ◆ Changes to leisure and transport funding.
- ◆ Supported living arrangements.
- ◆ Administration of medication.

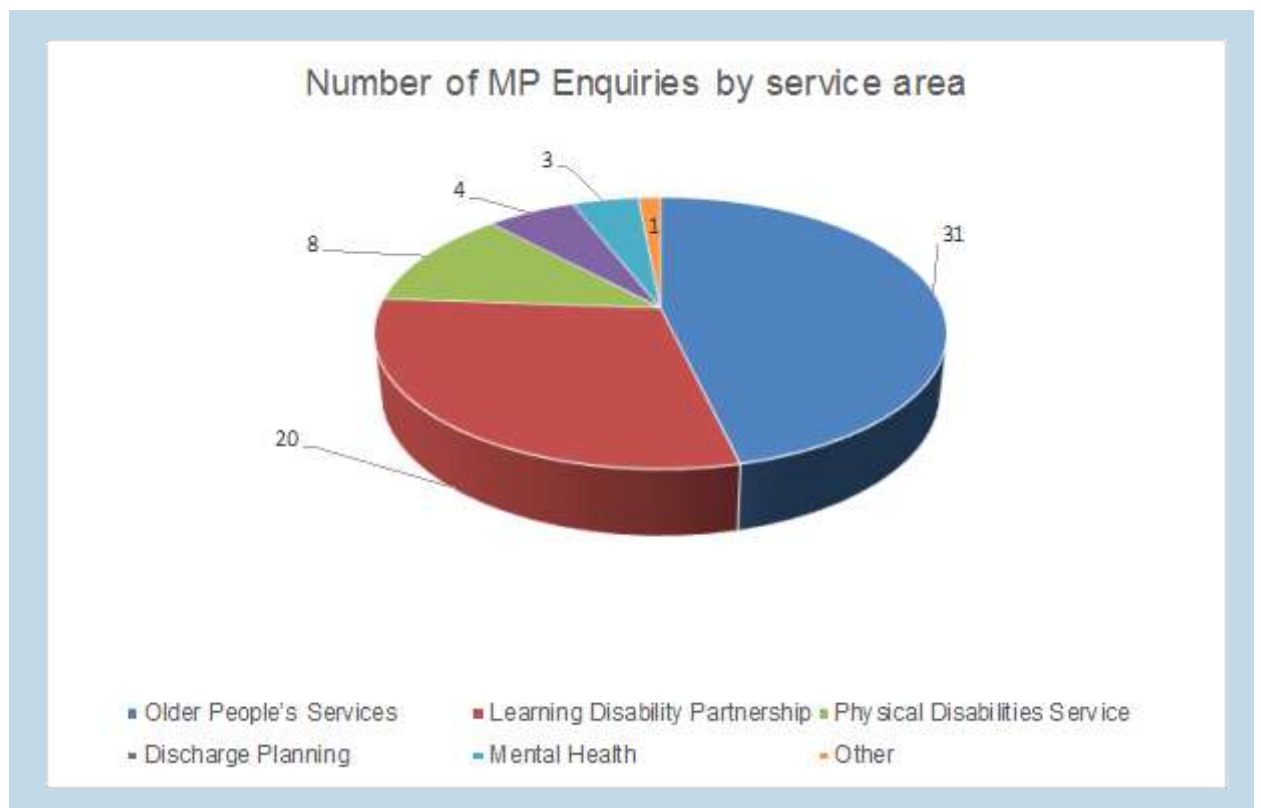
## 9.0 MP enquiries

9.1 67 MP enquiries have been received between April 2016 and 31 March 2017. This is a slight decrease of 14% from the previous year, April 2015 to March 2016, when 78 MP enquiries were received.

**There has been a 14% decrease in the number of MP enquiries in comparison to the last reporting year**

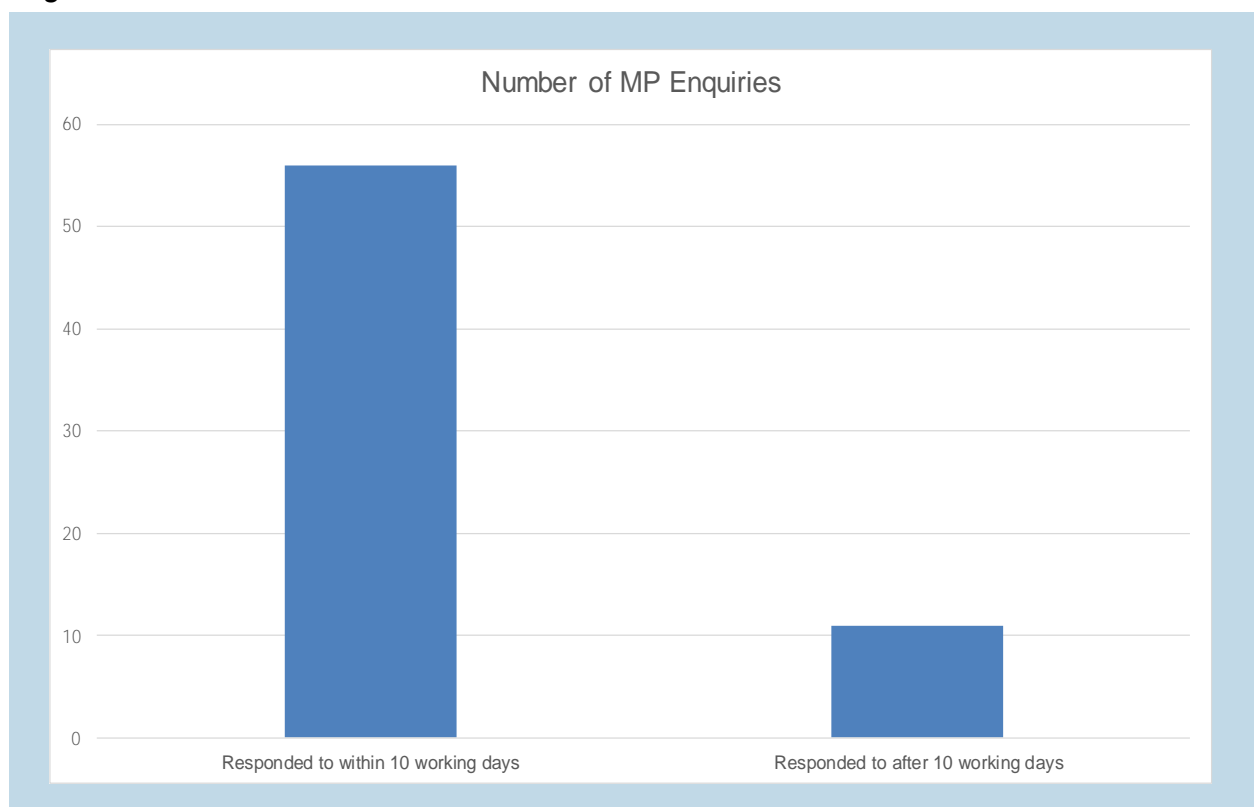
9.2 Figure 3 gives details of MP Enquiries by service area:

9.3 *Figure 3*



9.4 Figure 4 shows details of the number of MP enquiries responded to in timescale:

9.5 *Figure 4*





- 9.6 This is consistent with the previous year, 2015 to 2016, when 86% of MP enquiries were responded to within the 10 day timescale.
- 9.7 In cases where responses have been delayed a holding letter is sent to the MP to keep them informed.

## 10.0 Informal Complaints

- 10.1 Please note that during the course of the year the number of informal and formal complaints varies slightly. This is because on occasion a complaint is initially dealt with informally and then the complainant states that they wish for the complaint to be escalated and dealt with formally. Similarly some complainants wish their complaint to be dealt with formally and when initial remedial actions have been completed they then state that they wish to withdraw their complaint. In cases where the type of complaint changes the complaints records are amended accordingly. This report contains the final figures for both informal and formal complaints for 2016 – 2017.
- There has been a 42% decrease in the number of informal complaints.***
- 10.2 In 2016-17, there were 285 informal complaints received. This compares to 489 received in the previous financial year; a decrease of 42%
- 10.3 The reason for this decrease could be due to lack of recording of informal complaints. the Customer Care Team are working closely with Heads of Service to ensure that staff understand the importance of recording informal complaints.
- 10.4 Figure 5 shows the number of informal complaints received in relation to the major service areas and the total number of people receiving services.
- 10.5 *Figure 5:*

Service Area	No. individual clients receiving a service	No. Informal complaints	Percentage of Complaints per population receiving services
Learning Disability Partnership	1,643	35	2.10%
Disability Service (Including Adults and Autism Team)	790	7	0.90%
Older People	4747	243	5.10%
Mental Health*	792	0	0%
<b>Total receiving Adult Social Care</b>	<b>7972</b>	<b>285</b>	<b>3.60%</b>

\*This figure also includes Older Peoples Mental Health

- 10.6 Many of the 285 informal complaints could have escalated to a formal complaint if they had not been dealt with in an effective and timely manner.
- 10.7 Dealing with complaints informally has resulted in complainants' concerns being resolved promptly and managers not having to be involved in lengthy investigations and providing reports to the Customer Care Team.

## 11.0 Formal Complaints

- 11.1 Emphasis is placed on ensuring that people wishing to make a complaint or provide feedback of any kind, can do so with ease and in a variety of ways. Guidance regarding how to provide feedback of any kind is provided on:

Cambridgeshire County Council's website (<http://www.cambridgeshire.gov.uk/complain>)

In addition how to make a complaint or provide feedback is explained by the Adult Support Coordinator /Social Worker during the assessment process and as part of that process the service user is given a factsheet that explains the process.

- 11.2 There were 140 formal complaints received in 2016-17.
- 11.3 Figure 6 gives details of the number of formal complaints received in the last 3 years and the comparative percentage rise/decrease.

- 11.4 *Figure 6:*

Financial Year	Number of complaints received	Percentage Rise from previous year
2014 - 2015	110	11%
2015 - 2016	118	7%
2016 – 2017	140	19%

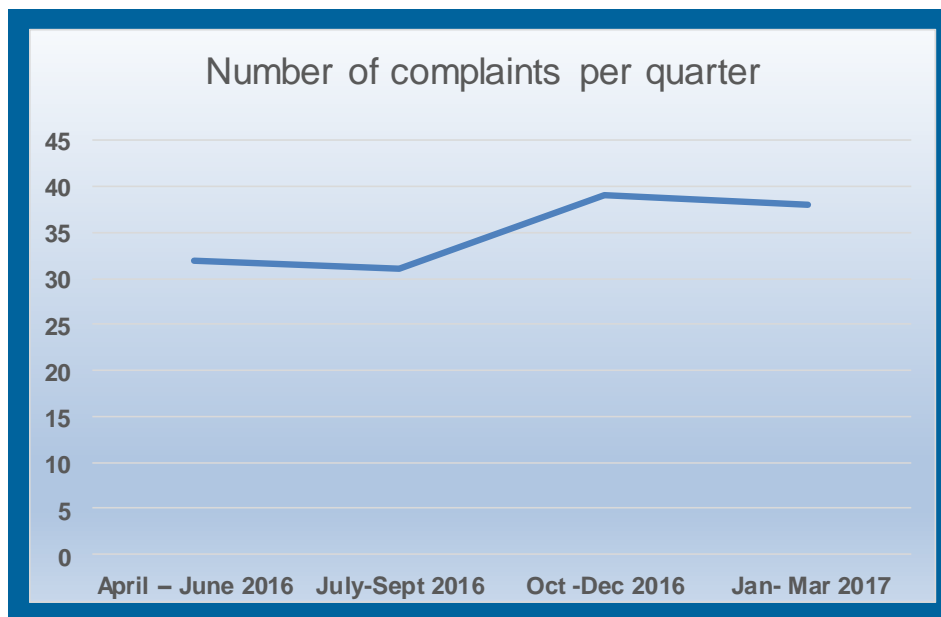
- 11.5 Figure 6 demonstrates that the number of complaints has risen year on year. The difference between the number received in 2014- 15 (110) and the number received in 2016-2017 (140) is 30 a percentage rise of 27%.
- 11.6 22 more complaints were received in 2016-2017 than were received in the previous financial year a percentage rise of 19%.
- 11.7 Although the number of complaints received has increased during the last 3 financial reporting years, in relation to the percentage of complaints per population receiving services from 2014—2017 there has only been a 0.3% increase in formal complaints.

***There has been only a 0.3% increase in the percentage of complaints per population receiving services***



11.8 Figure 7: Number of formal Complaint received per quarter – 2016 -17

11.9 *Figure 7:*



11.10 The number of formal complaints received has increased in the latter two quarters of this reporting year.

11.11 Figure 8 shows the percentage of total complaints received in relation to the total population receiving Adult Social Care over the financial reporting year 2016—2017.

11.12 *Figure 8:*

Per Quarter	Percentage of total complaints in relation to total population receiving services
April - June 2016	0.5%
July - Sept.2016	0.5%
Oct - Dec 2016	0.6%
Jan - March 2017	0.5%

11.13 The average number of complaints received per quarter is 35. This compares to an average of 30 per quarter received in 2015-16 an increase of 5 (17%). The reasons for complaining are varied (for more detail on the reasons for complaining please see section 14.0).

## 12.0 Service Area Complaints

12.1 To give some perspective Figure 9 shows the number of complaints in relation to the major service areas and the total number of people receiving services.

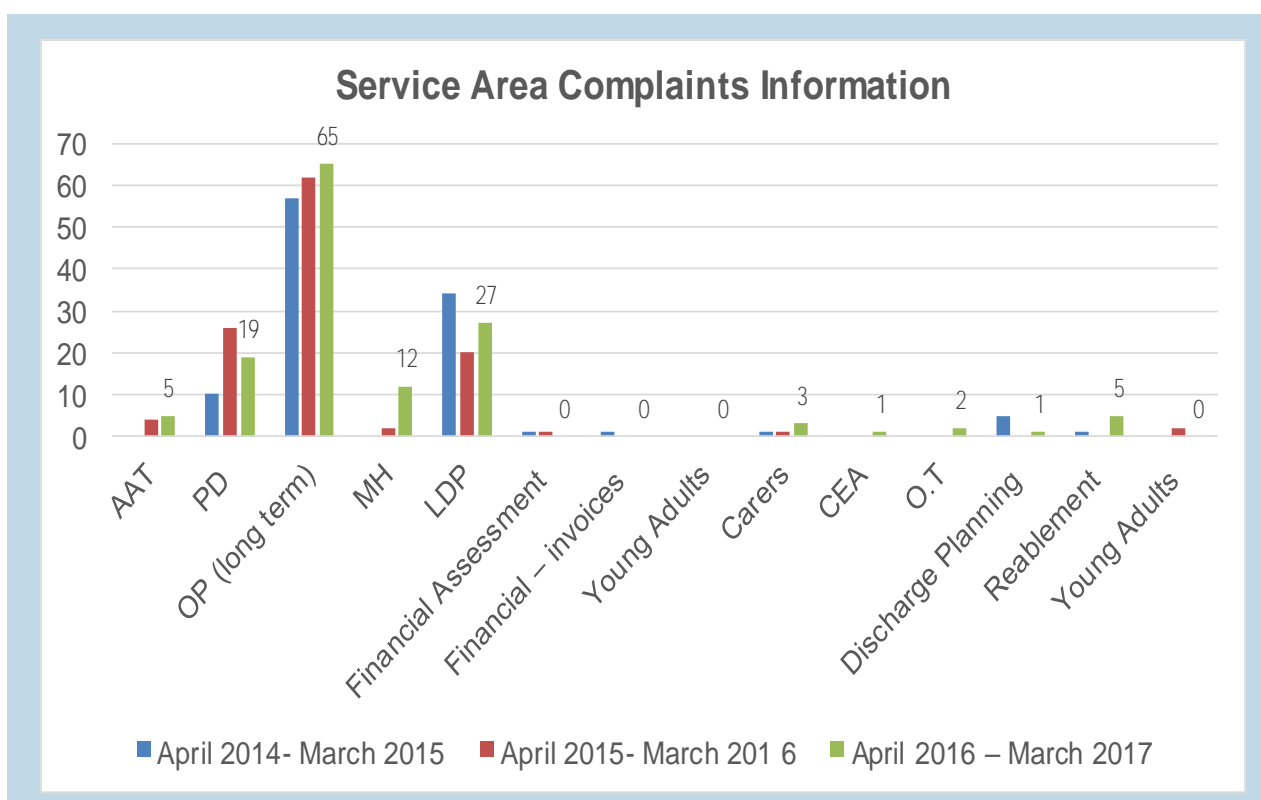
12.2 *Figure 9:*

Service Area	No. individual clients receiving a service	No. complaints	Percentage of Complaints per population receiving services
Learning Disability Partnership (including Young Adults )	1643	27	1.6%
Disability Service (Including Adults and Autism Team)	790	28	3.6%
Mental Health (including Older People's Mental Health)	792	13	1.6%
Older People (all services)	4747	72	1.5%
<b>Total receiving Adult Social Care</b>	<b>7972</b>	<b>140</b>	<b>1.8%</b>

12.3 1.8% of people receiving Adult Social Care Services complained about the services they received. This is marginally increased from the previous financial year when 1.5% of people complained.

12.4 Figure 10 shows the number of complaints received by each service area for the past 3 financial years .

12.5 *Figure 10:*



- 12.6 Whilst the number of complaints (65) for Older People's Services in 2016-17 is higher than any other service, it is important to set this in the context of the size of the population that the service area delivers to. Figure 9 shows that 1.5% of older people receiving services complained. This is similar to the percentage for other service areas.
- 12.7 The number of complaints for Older People's Services for 2016-17 has increased by 3 (5%) when compared to the previous year and by 8 (14%) when compared to 2014- 15. This reflects the general increase in the number of complaints received.
- 12.8 There is a rise in the number of complaints regarding Mental Health Services from 2 in 2015-16 to 12 in 2016-17. In 2015-16 the number of complaints regarding Mental Health Services was very low. Improved reporting and regular communication with the CPFT complaints teams can partly account for the increase in numbers. Continued monitoring and communication will give an indication of whether or not this is a sustained rise or a one off.
- 12.9 Once consent has been obtained, complaints involving Mental Health Services and Social Care are discussed with the partner organisation and it is decided which organisation will lead. The complaint is then investigated and responded to using the lead organisation's complaint procedure.
- 12.10 The number of social care complaints (Adults) reported by the Council that relate to Mental Health and Occupational Therapy (OT) services occasionally differ slightly from the number reported by Cambridgeshire and Peterborough Foundation Trust (CPFT). These variations are due to the different ways in which some complaints are categorised.
- 12.11 The Customer Care Team (CCC) and CPFT Complaints team meet on a quarterly basis to discuss issues such as information sharing, consent and individual complaints.
- 12.12 When comparing the number of complaints for Learning Disability Services for 2016-17 (27) with those received in the previous financial year (20) there has been an increase of 7 (35%) .
- 12.13 The LDP more than any other service area has complainants who make more than one complaint about different issues over the course of a year. In 2016-17 1 complainant made 3 separate complaints and another complainant made 2 complaints. This could be due in part to the needs that some services users with Learning Disabilities have and the arrangements to meet the needs.
- 12.14 There is a decrease of 7 (27%) in the number of complaints for Physical Disability (19) Services received for 2016-17 when compared to the previous financial year (26). There is no discernible reason for this decrease.
- 12.15 There are relatively few complaints solely about discharge planning services , only 1 in 2016-17, which was a complaint that was jointly investigated with Addenbrookes hospital.

***There has been a 27% decrease in the number of complaints for Disability Services***

- 12.16 There were no complaints about Reablement services received in 2015-16 and 5 received in 2016-17. Reablement staff have received Customer Care training during the course of the year to ensure that they are aware of how to process the feedback they receive and improved reporting could partly account for the increase in the number of Reablement complaints.

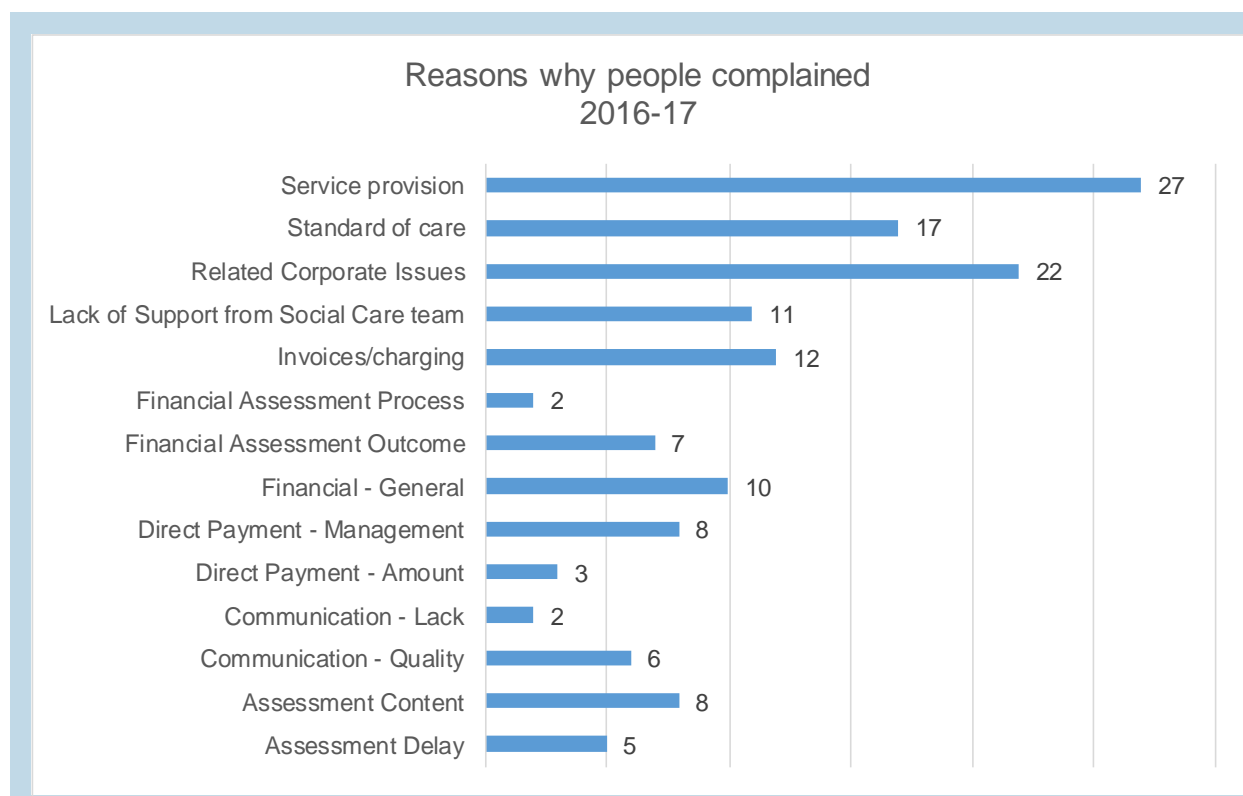
### 13.0 Comparative Data

- 13.1 Information about complaints received by similar Local Authorities is co-ordinated and disseminated by the Customer Relations Team, Adult Social Care, Surrey County Council. This information is received approximately half way through the course of the following year. It is expected that the data for 2016-17 will be published later this year.
- 13.2 Comparing the 118 complaints received in 2015 -16 by Cambridgeshire with the average number of complaints (177) received by comparator councils, Cambridgeshire's number is 59 (33%) lower.
- 13.3 This comparison is not entirely legitimate as there is a range of different arrangements for dealing with complaints within the Local Authority comparator group, which affects the number of complaints received. For example some local authorities deal with Adult and Children's Social Care complaints together and their figures include both types of complaint. Whilst others who deal with Adult and Children's complaints separately have provided a figure solely for adult complaints. Other authorities have included corporate complaints and/or MP enquiries in the statistics provided.

### 14.0 Reasons for Complaints

- 14.1 Figure 11 gives details about the reasons why people complained

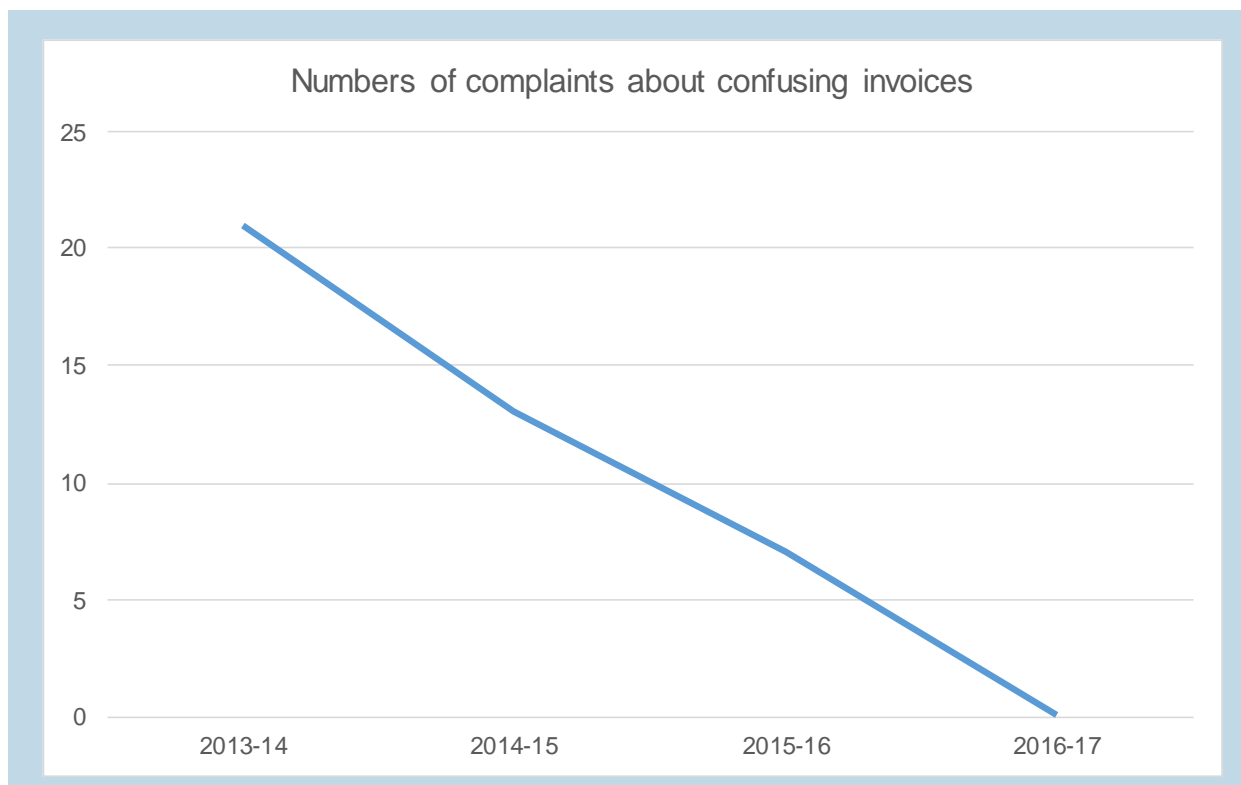
- 14.2 *Figure 11*



- 14.3 More people complained about issues relating to service provision 27 (19%) than for any other reason. There has been a slight rise (3) when the number of complaints (27) about service provision for this year is compared with the previous year (24) a percentage rise of 13%. The term 'Service Provision' covers a number of issues, for example lack of support regarding specialised needs, the amount of support provided, who the support is provided by and the withdrawal of support.
- The most common reason for complaining relates to service provision*
- 14.4 3 complaints about service provision referred to a reduction in service.
- 14.5 17(12%) complaints were received about the standard of care delivered. This is very similar to the number (16) of complaints received in the previous year. All 17 complaints about the standard of care referred to the care provided by independent providers. For more details on complaints about independent providers please see section 15.
- 14.6 There were a total of 31 (22%) complaints, which referred to financial issues. 10 (7%) of these complaints were about general financial issues such as communication and the time it took to complete an assessment. 7 (5%) of these complaints were about the outcome of the financial assessment. 12 (9%) complaints were about invoices. Issues that are often included in complaints about financial assessments relate to people being confused about the cost of care and disputes about the individual amount of Disability Related Expenditure.
- 14.7 There were 26 complaints received about financial issues in 2015-16 when compared to the number of complaints (31) received this financial year there is an increase of 19%.
- 14.8 It is difficult to attribute a single reason for the increase in complaints about financial issues as the detailed reasons for these complaints vary. For example people have complained about: the amount of their personal contribution, disability related expenditure, invoices being sent when the account has been settled and communication and delays.
- 14.9 The automatic issuing and tone of debt recovery letters continues to be an issue. The issues regarding invoices primarily related to soft reminder letters being received when the account had been settled and the tone of recovery letters. However, following previous feedback received through complaints, changes in the process have been made. The number of complaints about the tone of debt recovery letters has decreased following these changes. This feedback is continually monitored and Adult Social care staff and officers from Local Government Shared Services (LGSS) are working on further changes which will take account of the feedback received.
- The number of complaints about soft reminder letters has decreased*
- 14.10 In 2013 -14 there was a high number (21) of complaints about confusing and hard to understand invoices. Details of these complaints were given to the Adult Social Care Practice Development Manager and this information was used in developing a revised contributions policy.
- 14.11 Figure 12 shows the decrease in complaints about confusing and hard to understand invoices.



14.12 *Figure 12*

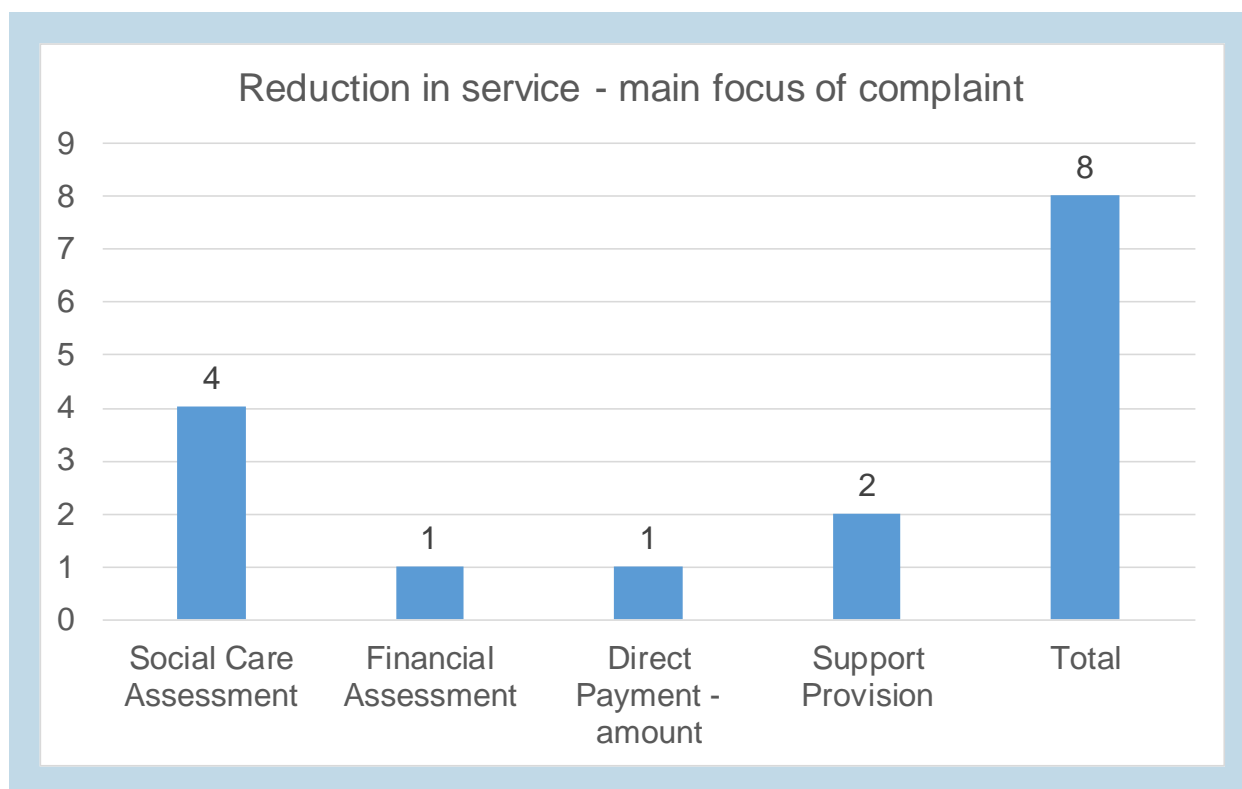


- 14.13 Following changes to the contributions policy in 2014 the number of complaints about confusing and hard to understand invoices has decreased steadily. This is an example of how feedback from customers can be used to develop services.
- 14.14 There were 8 (6%) complaints about communication issues. The details of the complaints varied from a complaint about the length of time it took to confirm care arrangements, to confusion about care provision. The number of complaints about communication issues is relatively low; however communication issues often form a small part of a complaint about other issues.
- 14.15 There were a total of 13 complaints about social care assessments for 2016-17, this compares to 7 received in 2015-16, an increase of 6 (86%).
- 14.16 The category of lack of support from social care teams was introduced in the second half of 2016-17 to assist with the continuous improvement of services. previously complaints of this nature were included in the general category of Service Provision. As yet there is no comparable data available. Communication issues such as lack of updates are often involved in complaints of this nature.
- 14.17 11(8%) complaints were received about lack of support from the social care team. Out of 11 complaints about lack of support from the social care teams 2 were upheld.
- 14.18 There were 11 (8%)complaints in total about direct payments, this compares to 8 received in 2015-6 an increase of 38%

14.19 22 (16%) of the complaints received were about social care and corporate issues. Corporate issues refer to complaints that relate to a named staff member and in the complaints received in 2016-17 the social care issues were about delays and lack of communication. In such cases, to ensure that the complainant has a cohesive response to their complaint, the complaint is processed as a social care complaint and the complainant receives one response that covers all areas of their complaint. Although these complaints involve a named staff member the staff member is very often the focus when the individual is unhappy with the processes involved. Issues such as the outcome of the assessment are often integral to complaints that involve a named staff member.

14.20 With regard to recent policy changes that could mean a reduction in service there were 8 (6%) complaints that referred in part to a reduction of service. There were 2 complaints received per quarter in the second and third quarters of 2016-17 and 4 in the final quarter. Each of these 8 complaints were primarily focused on one area of concern but in part referred to a reduction of service. A breakdown for the main reason for complaining is given below in Figure 13.

14.21 *Figure 13*

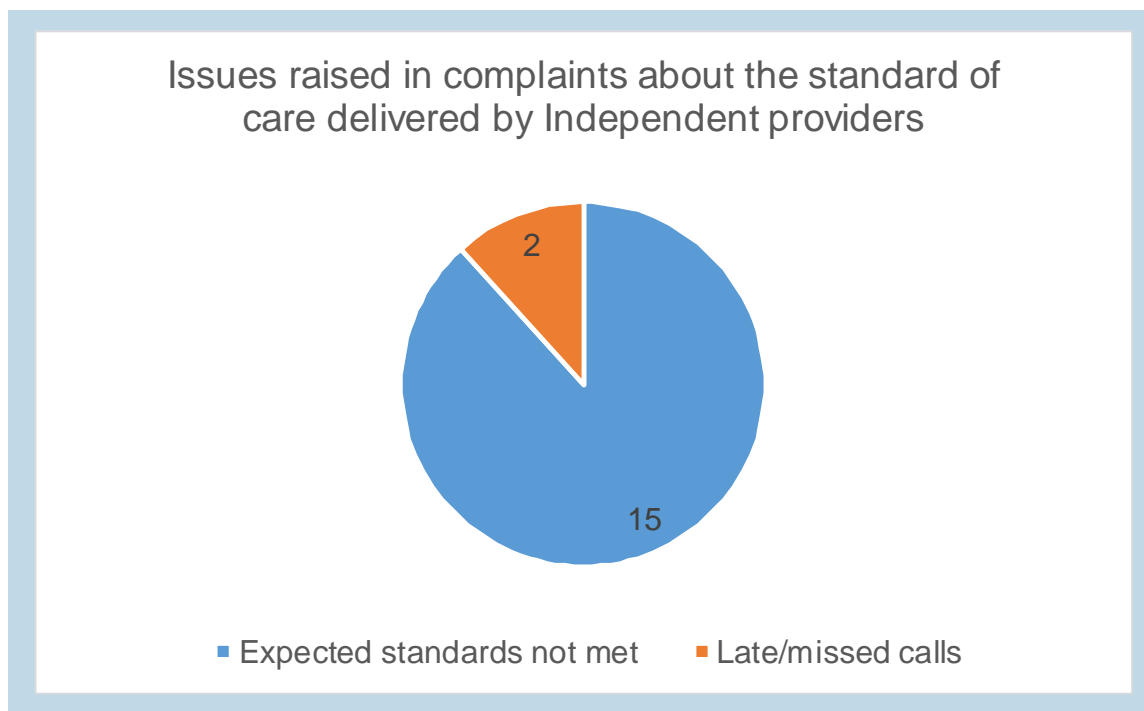


## 15.0 Complaints about Independent Providers

15.1 Complaints that refer to Independent Sector Providers are investigated by the locality team manager. The responses to the complaints about practice are copied to Heads of Service.

15.2 Complaints and responses to complaints involving independent care providers are copied as a matter of routine to the appropriate Contracts Monitoring Manager.

- 15.3 There were 19 (14%) complaints that referred to the provision of care by an independent provider. This is one less complaint about independent providers than was received the previous year.
- 15.4 17 of these 19 (90%) complaints were about the standard of care provided by independent providers. Of the remaining 2 complaints 1 referred to invoices from the provider and the other was about communication.
- 15.5 Figure 14 gives details of the specific standard of care issues in complaints about the service provided by independent providers.
- 15.6 *Figure 14*



- 15.7 The most common reason for complaining was the expected standards not being met. This refers to a number of different issues such as hygiene issues and lack of support with food.

## 16.0 Complaint Responses

- 16.1 The Adult Social Care complaints process specifies that complaints should be acknowledged within 3 working days and responded to within 25 working days. If there are mitigating circumstances for exceeding this time frame then a written explanation is sent to the complainant. All formal complaints were acknowledged within 3 working days.
- 16.2 Figure 15 shows that between April 2016 and March 2017, 114 ( 58%) were responded to within 25 working days, while there were 26 (19%) complaints where the response took longer than 25 working days.



16.3 The reasons for the extensions were:

- Complex case involving a number of historic issues.
- Delays in receiving information from external organisations.
- Extended to allow for a social care review or reassessment during the investigation.
- Complex cases involving other organisations, or multiple teams within the Council.
- Difficulties obtaining consent and engagement from the family.
- Time needed to include a mutually agreed meeting with the complainant.
- Complainant raised additional concerns during the investigation.
- Needed to interview staff member who was absent from work.
- Complaints involving Safeguarding investigations.

16.4 *Figure 15*

Response Times	Number of Complaints
Acknowledged to within 3 working days	140 (100%)
Acknowledged after 3 working days	0 (0%)
Response sent within 25 working days	114 (81%)
Response sent after 25 working days	26 (23%)

16.5 Complaint outcomes are recorded using the following definitions

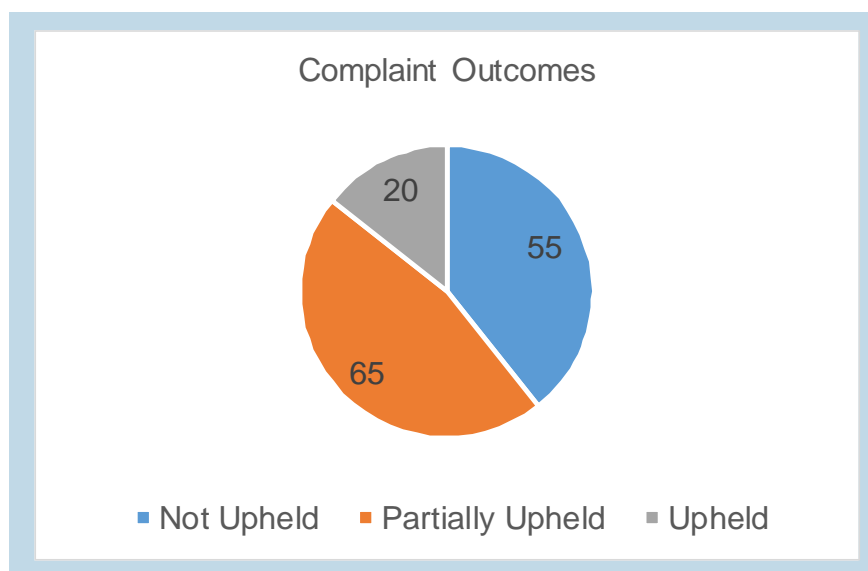
**Upheld** – all issues raised in the complaint required remedial action to rectify the situation and prevent a similar issues arising in the future.

**Partially upheld** – at least 1 issue in the complaint required remedial action

**Not upheld** – none of the issues raised required remedial action

16.6 Figure 16 gives details of the number of complaints upheld, partially upheld and not upheld.

16.7 *Figure 16*



16.8 85 (61%) complaints were either upheld or partially upheld. In terms of percentages this is very consistent with previous years, as 76 (64%) were either upheld or partially upheld in 2015/2016 and 65 (65%) were either upheld or partially upheld in 2014/2015.

## 17.0 Senior Manager Reviews

17.1 As from this reporting year (April 2016 to March 2017), the Customer Care Team are now reporting on *completed* Senior Management Reviews (SMRs). This differs from previous recording years when the Customer Care Team reported on the number of Senior Management Reviews that were in progress within the reporting year. As Senior Management Reviews can carry over a reporting year, the decision was made to report only on *completed* Senior Manager Reviews to provide consistency.

17.2 As part 2 of the complaints process, complaints can be reviewed by a Senior Manager. From April 2016 to March 2017, 17 Senior Management Reviews were completed (approximately 12% of formal complaints). 4 of these Senior Management Reviews were carried over from the previous reporting year.

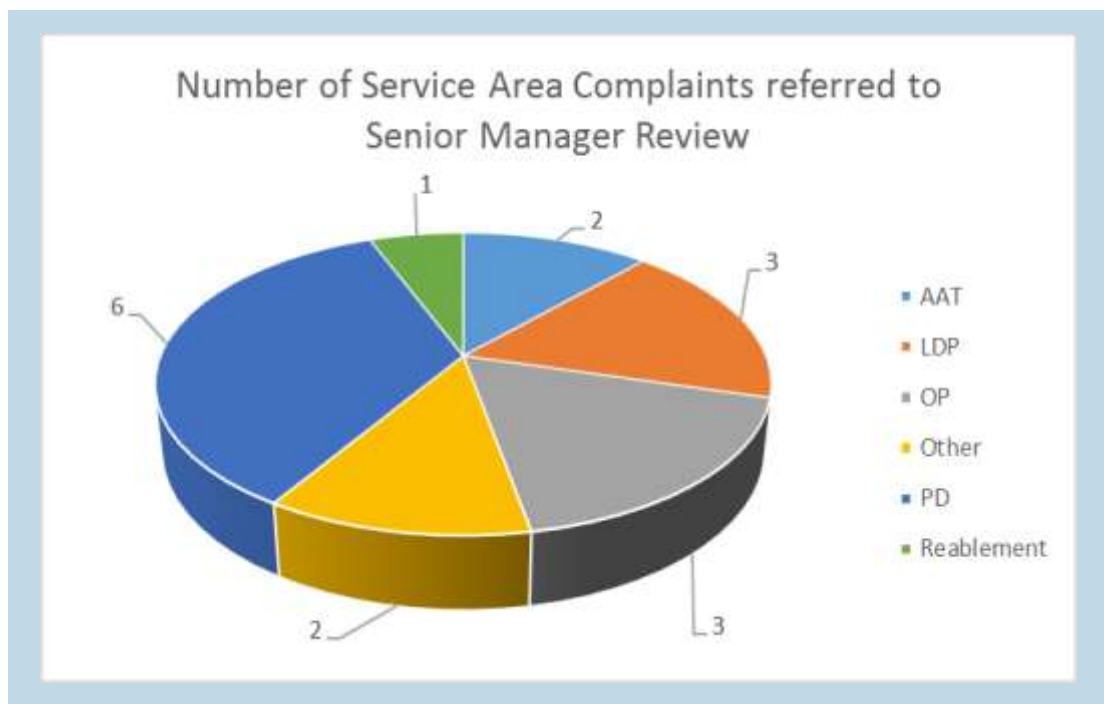
17.3 In the 2015 - 2016, 13 (11%) formal complaints were reviewed by a Senior Manager. This is an increase of 4 Senior Management Reviews since the last reporting year.

17.4 It follows that the increase in the number of complaints could correlate with an increase in the number of complaints progressing to the second part of the Adults Complaints process. The Customer Care Team will continue to monitor this.

17.5 Before agreeing that a complaint will be reviewed by another Senior Manager every effort is made to resolve the complaint using other methods such as providing additional information and/or offering to meet with the complainant.

17.6 Figure 17 gives details of the service area that the complaint reviewed by a Senior Manager relates to.

17.7 *Figure 17*



\*Other Category – Complaints that have crossed over more than one service area.

17.8 Of the 17 complaints that were reviewed by a Senior Manager: 2 were Upheld, 10 were Partially Upheld and 5 were Not Upheld.

17.9 The majority of complaints that were referred to Senior Management for a review were related to finances or the outcomes of assessments.

**76% of Senior  
Management  
Reviews were  
completed within  
timescale.**

17.10 Previously, there were no definitive timescales by which a Senior Manager Review had to complete a review. When the Adult Social Care Complaints Policy was reviewed in July 2016 a timescale of 3 months to complete a Senior Manager Review was introduced.

17.11 From April 2016 to March 2017, 13 (76%) Senior Management Reviews were completed within 3 months. This figure includes April to July 2016 when no timescale was in place. The Customer Care Team will work with Senior Managers to continue to improve the number of reviews that are completed within timescale.

## **18.0 Local Government Ombudsman (LGO)**

18.1 Whereas Senior Managers and the Customer Care team always strive hard to resolve a complaint there are times when the complainant chooses to go to the LGO. It isn't possible to predict how many complainants will choose to go to the LGO within a given time period and the numbers do fluctuate.

18.2 During 2016 the Parliamentary and Health Services Ombudsman (PHSO) and the LGO formed a joint team to investigate complaints with health and social care issues.

18.3 LGO complaint investigations can span over a reporting year. In order to provide consistency, as of this reporting year (2016/17) the Customer Care Team will now be reporting on *completed* LGO investigations rather than those that have been referred or are still in progress.

18.4 The Local Government Ombudsman (LGO) issued 4 final decisions on complaints about the Council's Adult Social Care services. This is a decrease of 4 (50%) when compared to the previous financial year 2015/2016.

18.5 Figure 18 shows the decisions reached by the Ombudsman on complaints managed by Cambridgeshire County Council Adult Social Care.

18.6 *Figure 18*

2016-2017	Service Area				Outcome
	LDP	PD	OP	MH	
April – June	0	0	0	0	
July - Sept	1	1	1	0	1 No fault
					1 No investigation
					1 Partly upheld
Oct - Dec	0	0	0	1	1 Partly upheld
Jan- March	0	0	0	0	
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>Overall total 4 complaints referred to the LGO</b>

18.7 A Mental Health (MH) complaint that was investigated by the LGO involved both health and social care issues and was investigated by the joint PHSO and LGO Team. This complaint was partly upheld by the LGO and involved actions taken by CPFT and the Council.

18.8 As a conclusion of this complaint investigation, the LGO recommended the Council pay £4000 to the complainant for the distress and inconvenience caused by delays in arranging support and apologise. The Council were not found at fault in relation to the support Miss T received from placements.

18.9 1 investigation found the Council was not at fault.

18.10 1 investigation was partly upheld. There was fault in a missed visit to Mrs B and in the Council's communication to Mr B about it. The Council apologised for those faults. The Council were not found at fault in the timing of the of the bedtime visit to Mrs B or in the Council's response to the request to move it later. No further action was warranted.

**There was a 50% decrease in the number of referrals made to the Local Government Ombudsman in comparison to the last reporting year.**

- 18.11 1 referral to the LGO was not investigated as the LGO had previously investigated the issues raised.

## **19.0 Specific Learning from Complaints**

- 19.1 Issues raised in a complaint about an independent provider included medication errors, staff attitude and shortened care calls. The investigation into this complaint has resulted in:
- Arrangements being made for the carers to call into the agency to log their arrival and departure times.
  - Staff attending Medication training.
  - Staff attitude is being monitored by the contracts team.
- 19.2 A complaint about the Reablement service highlighted the need to have very clear communication about charges. Reablement processes and paperwork have been amended to ensure that information about charges is clearly explained. This paperwork includes a clear service user agreement which ensures that all parties know what and how services will be provided.
- 19.3 A complaint was received about a person who required time specific calls to meet their diabetic needs. The care staff were unaware of the need for a time specific call, and the complaint was made after a late care visit. As a result of the investigation the need for staff to receive accurate information about time specific calls was identified and actioned.
- 19.4 A complaint about someone who needed a service following a hospital admission was investigated by the complaints team at Addenbrookes Hospital. The Council contributed to the complaints response with information about actions taken by several of its teams. Learning from this complaint involves the Discharge Planning Service Manager ensuring that Discharge Planning teams clearly communicate to the service user when their involvement ends.
- 19.5 A complaint was received in which one of the issues was the length of time it took to carry out a mental capacity assessment (MCA). The delay happened as a result of a staff member leaving their employment with the Council. This task was not immediately reallocated. To avoid a similar situation occurring again there is now very close monitoring of staff workload; this means that when someone is leaving any key tasks are redistributed to other team members and delays avoided.
- 19.6 The executor of the estate of a woman who had been receiving care contacted the Council to complain that after she had sent a cheque for full and final payment for care fees, which the Council returned to her, she subsequently received an invoice for the same amount. This was due to the time it had taken to make the necessary changes on the system. The Council apologised, cancelled the invoice and the manager is reviewing the processes to ensure relevant changes are made promptly.
- 19.7 In another complaint, a request for a review was made and temporary additional care agreed until the date of the review. Due to an administrative error the additional support was not implemented, this meant that the complainant was left waiting for support until the review of care took place. The additional support has now been agreed and the team manager is ensuring that staff give regular updates to people, so that they are aware of when their review will happen.



- 19.8 A complaint about the outcome of a review which had resulted in a smaller payment for a carer highlighted the need to review the adjusted carers support calculator. The investigation showed that the carer had not mentioned a number of important factors during the review. The payment was subsequently reviewed and a higher amount was paid to the carer. The Head of Disabilities and the Services Development Manager (Carers) agreed to look into any other cases of a similar nature and to ensure that the methodology for calculating carers' payments is clearly explained to carers.
- 19.9 A complaint investigation showed that a social care assessment and subsequent agreement for funding took longer than expected. In addition the complainant had had difficulties in finding out what progress had been made. As a result of this complaint the social care team have introduced a new process to manage outstanding work and are also asking business support staff (under supervision) to update families.
- 19.10 A complaint about a service provider and how they supported someone to get a prescription resulted in the introduction of a contingency plan for collecting prescribed medication.
- 19.11 A complaint about the length of time it took to carry out an assessment resulted in the social care team introducing a support tool to help social workers track and manage their workload.
- 19.12 A long delay before pursuing a debt formed one of the issues in a complaint. The new system of checking accounts which will be introduced later this year and this should prevent similar situations occurring.
- 19.13 As part of investigating a complaint it was apparent that although a copy of a Lasting Power of Attorney (LPA) had been provided it had not been validated by the Office of the Public Guardian. The team have now been made aware of the importance of checking that LPAs have been validated before acting on them.

*Financial processes  
reviewed to ensure  
charges are made  
promptly*

## 20.0 Complaint Themes

- 20.1 The main reason for complaining in the last financial year has been service provision. The complaints about support provision referred to the amount and type of support provided.
- 20.2 In view of policy changes in the course of the year the number of complaints that refer in part to a reduction in a care package has been carefully monitored. The number of these complaints 8 (6%) is relatively low. Complaints relating to a reduction in a care package will continue to be monitored and reported on in the forthcoming year.
- 20.3 The importance of accurate and detailed recording is of paramount importance as it enables the Council to evidence its response to a complaint. Information on complaint themes is given to the Transforming Lives Practice Governance group who are currently reviewing Practitioner guidelines for effective record keeping.

- 20.4 In 2016-17 31 (22%) of complaints were about financial issues. Common themes in these complaints referred to people being confused about the cost of care, dissatisfaction with the amount they had to contribute and disputes about their individual Disability Related expenditure.
- 20.5 The automatic issue and tone of debt recovery letters has been a theme throughout 2016-17. Action taken during the year has contributed to a decrease in the number of complaints about debt recovery letters. Adult Social Care staff and LGSS staff are working on further amendments to the process of debt recovery.
- 20.6 Lack of provision from the social care team was introduced as a category in October 2016. It is too early to say if there are any common themes emerging from this category. This information will continue to be monitored and reported on in 2017-18 Customer Care reports.

*Practitioner Guidelines are being reviewed to ensure effective record keeping*

## **21.0 Conclusions**

- 21.1 Compliments continue to increase year on year.
- 21.2 MP enquiries have decreased by 11(14%).
- 21.3 Service Provision and Financial issues continue to be areas that people are most concerned about.
- 21.4 Amendments to the issues of soft reminder letters as part of the debt recovery process have resulted in a reduction in the number of complaints about this issue. Further work continues in this area.
- 21.5 The number of complaints that refer to a reduction of service remains relatively low.
- 21.6 Accurate and detailed recording continues to be of paramount importance when responding to complaints

## **22.0 Recommendations**

- 22.1 Customer Care team to monitor and report on the number of complaints and representations received that refer to reduced or changed services as a result of recent policy changes.
- 22.2 Adult Social Care Management Teams to approve this report for publication on the external website in line with the 2009 DOH Regulations.
- 22.3 Adults Committee to approve this report for publication externally in line with the 2009 DOH Regulations.

# Appendices

## Appendix 1

The definitions for compliments, comments, representations and complaints are set out below.

**Compliment:** a formal expression of satisfaction about service delivery by a service user or their representative.

**Comment:** any suggestion or remark made formally by a service user, their representative or a member of the public.

**Representation:** a comment or complaint about County Council or Government resources or the nature and availability of services.

**Complaint:** A concern or complaint is 'any expression of dissatisfaction that requires a response'. It is how the person raising a concern/complaint would like it addressed that helps define whether the expression of dissatisfaction requires an 'informal' or 'formal response'. It is therefore not always the complexity or severity of a concern/complaint that defines its formality or informality.

**Informal complaint:** any expression of dissatisfaction or disquiet about service delivery by a service user or their representative that can be resolved quickly and where the resolution is within the remit of the relevant team manager.

**Formal complaint:** any formal expression of dissatisfaction or disquiet about service delivery by a service user or their representative.

**Corporate complaints:** Corporate complaints are outside the legal scope of the NHS and Community Care Act i.e. complaints that refer solely to the behaviour of a named County Council employee. A corporate complaint is investigated and responded to by the line manager of the person who is being complained about.



## Appendix 2

### Explanation of Acronyms

<b>ASCMT</b>	Adult Social Care Management Team
<b>AAT</b>	Adult and Autism Team
<b>BME</b>	Black and Minority Ethnic
<b>CCS NHS Trust</b>	Cambridgeshire Community Services NHS Trust
<b>CPFT</b>	Cambridgeshire and Peterborough NHS Foundation Trust
<b>CCT</b>	Customer Care Team
<b>DOH</b>	Department of Health
<b>EDT</b>	Emergency Duty Team
<b>FABA</b>	Finance and Benefits Assessor
<b>GP</b>	General Practitioner
<b>HSO</b>	Health Services Ombudsman
<b>LDP</b>	Learning Disability Partnership
<b>LGO</b>	Local Government Ombudsman
<b>MCA</b>	Mental Capacity Assessment
<b>MP</b>	Member of Parliament
<b>NFA</b>	No further action
<b>OP</b>	Older People's Services
<b>OPMH</b>	Older People's Mental Health
<b>OT</b>	Occupational Therapy
<b>PD</b>	Physical Disabilities
<b>PDSS</b>	Physical Disabilities and Sensory Services
<b>PHSO</b>	Parliamentary Health Service Ombudsman
<b>SS</b>	Sensory Service

## Appendix 3

### User Experience Survey Results

(Period 1 October 2015 to 30 September 2016)

Questionnaires were sent to 32 complainants, whose complaints were received between 1 October 2015 and 30 September 2016. Not all complainants from this period were contacted, for example cases where the service user has passed away, or where the complainant still has open complaints with the department.

12 responses were returned in total, which amounts to 38%. The statistics below relate solely to the 12 returned responses. 5 were returned anonymously, and 7 provided their name and address.

As we carry out the survey several months after their complaints were logged, in order to allow time for the complaints to be fully closed, it may be that complainants are unable to remember some details. This would account for some of the unanswered questions and responses which conflict with our records.

#### Q.1 Which service area was your complaint about?

Service area	Number of responses received	Percentage %
OP	8	67
LDP	1	8
PDSS	1	8
Other: Debt Recovery	2	17

#### Q.2 Did you make the complaint as the Client, or Client's representative?

	Number of responses received	Percentage %
Client	2	17
Client's Representative	10	83

#### Q.3 Did you receive acknowledgement of your complaint?

	Number of responses received	Percentage %
Yes, received	10	83
No, not received	1	8
Not Answered	1	8

## Appendix 3

### Q.4 If 'Yes' to Q3 – Was this contact helpful?

	Number of responses received	Percentage %
Yes	10	83
Not Answered	2	17

### Q.5 Did you receive a full written response in 20-25 working days?

	Number of responses received	Percentage %
Yes	8	67
No	4	33

3 of those who responded 'No' to question 5 did so anonymously, and so cannot be verified. 1 survey response included their name, and on checking their complaint file the response was issued within 25 working days.

### Q.6 If 'No' to Q5 – Did you receive an explanation for the delay?

	Number of responses received	Percentage %
Not Answered	7	58
Yes	3	25
No	2	17

### Q.7 Was the complaint resolved to your satisfaction?

	Number of responses received	Percentage %
Yes	7	58
No	3	25
Some of it	1	8
Not Answered	1	8

### Q.8 Were you told how to take your complaint further?

	Number of responses received	Percentage %
Yes	8	67
No	2	17
Not Sure	2	17

### Appendix 3

1 of those who responded 'No' to question 8 did so anonymously, and so cannot be verified. 1 survey response included their name, and on checking their complaint file the response did include the usual guidance for taking the complaint further.

#### Q. 9 Overall, how satisfied were you with the way your complaint was dealt with?

	Number of responses received	Percentage %
Very Satisfied	3	25
Satisfied	4	33
Fairly Satisfied	2	17

**EMPLOYMENT STRATEGY FOR PEOPLE WITH LEARNING DISABILITIES OR AUTISM**

*To:* **Adults Committee**

*Meeting Date:* **13<sup>th</sup> July 2017**

*From:* **Wendi Ogle-Welbourn, Executive Director, Children, Families and Adults**

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

*Forward Plan ref:* **N/A** *Key decision:* **No**

*Purpose:* **To consider the employment strategy for young people and adults with learning disabilities or autism**

*Recommendation:* **The Committee is asked to agree the strategy and to comment on the proposal to develop a business case to the Transformation Fund for additional capacity to deliver on this agenda**

<b><i>Officer contact:</i></b>	
Name:	Claire Bruin
Post:	Service Director: Adult Social Care
Email:	Claire.Bruin@cambridgeshire.gov.uk
Tel:	01223 715665

## **1. BACKGROUND**

- 1.1** People with learning disabilities or autism tell us that they, like most of the population, want to work. Employment is also one of the best ways of achieving real social inclusion. However many people with a learning disability or autism have difficulty getting a job.
- 1.2** In Cambridgeshire work has started to improve the chances of people with a learning disability or autism getting into employment but more needs to be done. Therefore a draft strategy was presented to Adults Committee in January 2017. Members noted the progress made on the draft strategy and agreed to consider the strategy again once an engagement and consultation process had been carried out. This has been done and the strategy has been agreed by all stakeholders.
- 1.3** The strategy looks at the current situation; describes the barriers to employment and proposes ways of overcoming these barriers. There is an action plan at the end of the strategy which details how such proposals will be carried out.

## **2. MAIN ISSUES**

- 2.1** Paid employment is beneficial for people in terms of a higher income, better health outcomes and improved self-esteem and social interaction. For disabled people this is all the more important because they are more likely than the general population to have lower incomes, poorer health and be socially excluded.
- 2.2** However people with disabilities are much less likely than the general population to be in paid employment. Of 1527 adults of working age with a learning disability known to social care in Cambridgeshire who had a social care review in 2015/16 only 38 (2.5%) were in employment. For 2016/17 the provisional figure is 23 (1.5%) although this figure would rise to 86 (5.6%) if everyone had an annual review. For people on the autistic spectrum about 15% are employed. This compares with a national employment rate of 74% for the general population.

There are various reasons for this which are listed below:

- Lack of accessible transport
- Difficulty in accessing online recruitment processes
- Lack of understanding from employers
- Don't have the necessary skills or qualifications
- Don't expect to get a job
- Pay may reduce benefits
- Lack of confidence to take part in interviews
- Job advertisements application forms not in easy read format
- Need support through the whole application process and also when in work
- Lack of suitable jobs

**2.3** Although there are various initiatives in Cambridgeshire to address these problems, more needs to be done to increase the levels of employment amongst this population. Therefore this employment strategy has been drawn up to propose ways of addressing these issues. A SMART (Specific, Measurable, Achievable, Realistic and Time limited) action plan is included at the end of the strategy to show how these proposals will be carried forward:

1. Improved recording of employment status of people known to social care
2. Enable more disabled people to be employed by the County Council, for example by reviewing existing recruitment procedures
3. Health and Social Care providers commissioned by the County Council to be encouraged to employ more people with learning disabilities or autism
4. The Learning Disability Partnership to create more job opportunities and strengthen the capacity to increase the numbers of people in employment. This increased capacity would be drawn from both in-house Provider Services and the Young Adults Team. It would be complemented by externally commissioned services such as the Autism Support Manager Service and would work jointly with the Adult Learning and Skills team.
5. Ensure employment is a priority for applications to the County Councils Innovation Fund.
6. The County Council to provide clear advice and information about employment and training opportunities in the county
7. Ensure that employment is promoted as a positive outcome for children and young people who have Education Health and Care (EHC) plans or SEN (Special Educational Need) support
8. Prioritise employment and travel training in support planning
9. Extend the Total Transport initiative across the county
10. Improve links between Adult Social Care and Adult Learning and Skills in both Cambridgeshire and Peterborough in order to maximise opportunities for people with learning disabilities who are supported by adult social care and other young people with learning disabilities and/or autism who need support to access and gain education, training and employment.
11. Review the Disabled Bus Pass to extend the hours of operation

### **3. TRANSFORMATION FUND PROPOSAL**

- 3.1** The Strategy presented to Committee outlines a comprehensive programme of work to support the employment prospects of people with learning disabilities and autism. It will be delivered by the effort and contributions of teams across the County Council. To ensure we coordinate this collective effort and give this agenda the dedicated focus it needs, it is proposed that we develop the business case for employing a lead project role for the Strategy.
- 3.2** If this approach is supported by the Committee, the proposal would be to apply to the County Council's Transformation Fund to meet the cost of the lead role on a time-limited basis for one year. The proposal would therefore form part of the development of the business plan for 2018/19 reported to Service Committees in the autumn. General Purposes Committee would scrutinise the investment of Transformation Funding following the input from Adult Committee, testing in particular the confidence

of the financial return on investment.

- 3.3 The cost of employing the lead role would be circa £50k (including on-costs) and it would be beneficial if the agenda were also supported by an allocation of resource for workforce development, training and practice re-design work of approximately £20k.
- 3.4 The business case for the total investment of circa £70k would be set against the potential for recurrent savings to local authority budgets which would arise if we are successful in helping more people with learning disabilities and autism into employment. In particular if people are working then they are less likely to also require day service support. Modelling the cost of reduced day support provision (for example day support for 10 service users with lower needs would be approximately £1,000 per week) allows us to estimate a potential saving which might be derived. Initial modelling focussed on people accessing in-house day services suggests a maximum of £266k in costs which might be avoided if success rate were very high. In addition to the day care cohort there will also potentially be elements of support for people with autism and young people transitioning from children's service which could be mitigated by more successful work to support employment. We do need to apply some caution to these estimates as there are significant challenges to overcome in supporting employment on a sustainable basis for people with learning disabilities and autism and so assuming a success rate of around 50% with those we engage, potentially a savings estimate of around £150k to £200k might be more likely. This transformation fund bid would also need to be linked to the wider review of in-house day service provision which is underway to ensure all costs and savings are appropriately accounted for.
- 3.5 The financial modelling will be refined further as the business case develops but there is confidence that this work will deliver some financial return. The level of savings will be comparatively modest but the business case will also highlight the potentially transformative effect on the life of each person we successfully support into employment.
- 3.6 The function and focus of the lead post would be;
- to pull the public sector together around this agenda – forming the partnerships that can deliver on a sustainable basis.
  - identify which roles in which teams and organisations should be part of this work
  - identify the most effective ways to support people into employment and agree the practices, pathways and ways of working across teams and partners
  - develop and deliver training to Learning Disability Partnerships and other staff groups
  - identify the service users who could benefit and engage them
  - project manage the delivery of the strategy
  - develop and deliver an evaluation framework for this agenda – building the business case for phases of work
- 3.7 The post-holder would have one year to establish a sustainable model with the intention to embed this work in the work of County Council teams and partners, so that we continue to deliver in this priority area without the need for any ongoing additional



local authority capacity.

#### **4. ALIGNMENT WITH CORPORATE PRIORITIES**

##### **4.1 Developing the local economy for the benefit of all**

The following bullet point set out details of implications identified by officers:

- More disabled people become economically active which is good for them and for the local economy

##### **4.2 Helping people live healthy and independent lives**

The following bullet point sets out details of implications identified by officers:

- Disabled people are likely to be healthier and more independent if they are in employment.

##### **4.3 Supporting and protecting vulnerable people**

The following bullet point sets out details of implications identified by officers:

- Disabled people generally have lower income and worse health outcomes than the general population and having greater numbers in employment will help to address these disadvantages

#### **5. SIGNIFICANT IMPLICATIONS**

##### **5.1 Resource Implications**

The report above sets out details of significant implications in Section 3

##### **5.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

The report above sets out details of significant implications in Section 3

##### **5.3 Statutory, Legal and Risk Implications**

The following bullet point sets out details of significant implications identified by officers:

- The strategy is in line with 'Valuing People Now' Department of Health (2007) and compliant with the 'Adult Autism Strategy: Statutory Guidance' Department of Health (2015).

#### **5.4 Equality and Diversity Implications**

The following bullet point sets out details of significant implications identified by officers:

- The aim of the strategy is to increase the numbers of people with a learning disability or autism in paid employment as employment levels are low amongst this group of people.

#### **5.5 Engagement and Communications Implications**

There are no significant implications within this category.

#### **5.6 Localism and Local Member Involvement**

There are no significant implications within this category.

#### **5.7 Public Health Implications**

The following bullet point sets out details of implications identified by officers:

- Increasing the numbers of people with learning disability or autism in paid employment will improve the health prospects of this group whose health outcomes are generally worse than the general population

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Tom Kelly
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?</b>	Yes Name of Financial Officer: Chris Malyon
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Fiona McMillan
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Tracy Gurney
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Matthew Hall
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Tracy Gurney
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Kate Parker

<b>Source Documents</b>	<b>Location</b>
Cambridgeshire Employment Strategy and Action Plan for People with Learning Disabilities and/or Autism 2017-2020.	Appendix 1 Copies are also available in Members' Group Rooms



## **Appendix 1 Cambridgeshire Employment Strategy and Action Plan for People with Learning Disabilities and/or Autism 2017-2020.**

### **1.0 Introduction**

- 1.1. Having a job improves our health and well-being, self esteem and confidence, as well as giving us money to spend. This is particularly important for people with disabilities such as learning disabilities or autism, who generally experience poorer health outcomes; are more likely to feel isolated and excluded and are less well off financially than the general population. Improved health and well being for this group can increase their independence and reduce their reliance on health services and social care support as well as contributing to a vibrant local economy. A study in North Lanarkshire reported by the National Development Team for Inclusion in their publication 'A Guide to Producing an Employment Strategy for People with a Learning Disability (2010) [http://www.ndti.org.uk/uploads/files/NDTi\\_Guide\\_for\\_commissioning\\_LD\\_employment\\_Oct\\_2010.pdf](http://www.ndti.org.uk/uploads/files/NDTi_Guide_for_commissioning_LD_employment_Oct_2010.pdf) (page 4) found a significant difference in cost between supporting someone with a learning disability into employment and providing alternative support and activity - £7200 compared to £15000 per annum. Similarly, encouraging more people with autism into employment makes use of an untapped local resource in the labour market and may reduce levels of exclusion and isolation amongst this group. Therefore there are significant incentives to help more people into employment.
- 1.2. Although some are working successfully in a voluntary capacity relatively few people with learning disabilities or autism are in paid employment. This is due to numerous factors such as poor access to transport, lack of qualifications and the need for support both in getting a job and in keeping a job. This strategy aims to explain more about the barriers to employment for these groups who are aged 16 years plus and includes an action plan which addresses some of those barriers and proposes some solutions.

### 1.3. Definitions

### 1.4. Learning Disability:

The Cambridgeshire Employment Strategy accepts the following definitions set by Valuing People:

- someone who has a significant impairment of intellectual functioning
- someone who has a significant impairment of adaptive/social functioning and;
- the age of onset is before adulthood

### 1.5. All three criteria must be met for a person to be considered as having a learning disability.

### 1.6. Autism:

Autism is a lifelong developmental disability, sometimes referred to as Autistic Spectrum Disorder (ASD) or Autistic Spectrum Condition (ASC). It affects how a person communicates with, and relates to, other people. It also affects how they make sense of the world around them. It is a spectrum condition, which means that, while all people with autism share certain difficulties, their condition will affect them in different ways. Some people with autism are able to live relatively independent lives but others may have accompanying learning disabilities and need a lifetime of specialist support. People with autism may also experience over-or under-sensitivity to sounds, touch, tastes, smells, light or colours. Asperger Syndrome is a form of autism. People with Asperger syndrome are often of average or above average intelligence. They have fewer problems with speech but may still have difficulties with understanding and processing language. In this document we refer to this diverse group as 'people with autism'. In this strategy we recognise that there are a number of terms that different individuals and groups prefer to use for recognising autism.

### 1.7. Employment:

Work either part time or full time that people get paid for. This could include self-employment or part time paid work.

## 1.8. Work:

Any unpaid work activity, like volunteering or work placements.

Recent years have brought new guidance and guidelines for local authorities regarding employment for disabled people, which are contained in the following documents;

- Employer Engagement and the SEND reforms Department of Education (2015)
- Autism Act 2009
- Fulfilling and rewarding Lives - the national strategy for autism (2010).
- Statutory guidance for implementing the national strategy (DOH Best Practice Guidance, Gateway 15204, 2010)
- Think Autism (2014) – the governments update of Fulfilling and Rewarding Lives
- Adult Autism Strategy Statutory Guidance (2015)
- The White Paper Valuing People: A New Strategy for Learning Disability for the 21st Century (2001)'
- Improving work opportunities for people with a learning disability (2006)
- Valuing People Now: From progress to transformation – Department of Health (2007)
- 'Valuing Employment Now Department of Health (2009)
- Pathways to Getting a Life – Transition Planning for Fuller Lives' (Department of Health March 2011)
- Transparency in Outcomes – the Adult Social Care Outcomes Framework' (Dept of Health, March 2011)

- 1.9. These documents promote the idea that employment for people with a learning disability and/or autism is a desirable outcome in terms of improving their quality of life. It can also be cost effective in terms of benefits to the local economy and reducing reliance on benefits and health and social care services. The government Green Paper on Work, Health and Disability: <https://www.gov.uk/government/consultations/work-health-and-disability-improving-lives/work-health-and-disability-green-paper-improving-lives> aims to keep people in employment and encourage more people to take up paid work. This strategy explains how this will be achieved in Cambridgeshire.
- 1.10. This strategy links to the Learning Disability Strategy, Autism Strategy and the Transforming Lives initiative, as well as the three corporate priorities of Cambridgeshire County Council:
- Developing the local economy for the benefit of all
  - Helping people live healthy and independent lives
  - Supporting and protecting vulnerable people

## **2.0 Where are we now?**

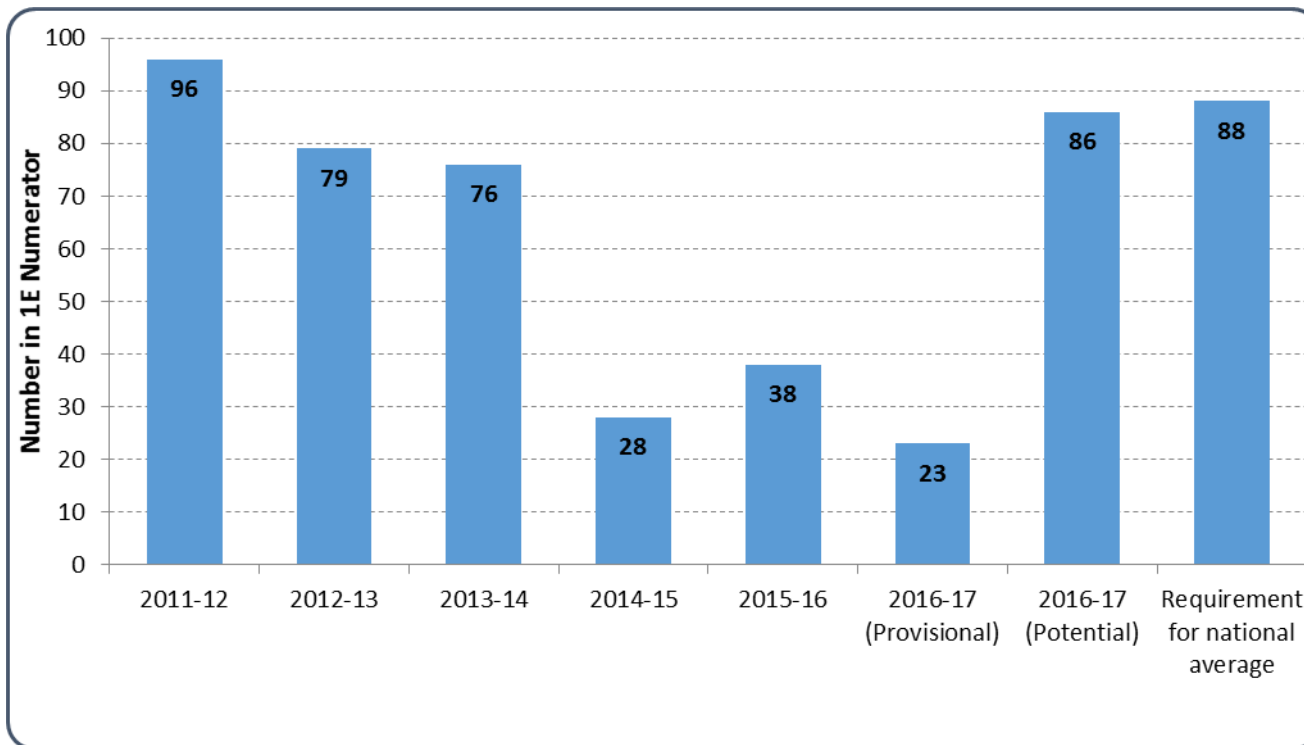
- 2.1 Cambridgeshire's Joint Strategic Needs Assessment (2013) <http://www.cambridgeshirejsna.org.uk/physical-disabilities-and-learning-disabilities-through-life-course-2013> estimated that in 2012 there were about 11,000 adults in Cambridgeshire with some kind of learning disability, ranging from moderate to severe. It is estimated that about 1% of the population nationally are on the autistic spectrum, the majority being male, although there may be under-reporting of females with autism. In Cambridgeshire this is estimated to be over 6,500 people in 2016. (Cambridgeshire Insight at: <http://www.cambridgeshireinsight.org.uk/population-and-demographics/population-forecasts> ) This includes 4552 people of working age. Learning disability of any kind is more common in poorer households and mild learning disability is also



more common in poorer communities. There are proportionally more people with learning disabilities in Fenland compared to other districts. As the population with learning disabilities as a whole is predicted to increase in Cambridgeshire in the coming years, there will be a proportionately higher increase in the numbers in Fenland and this will include those with complex needs and multiple disabilities.

- 2.2. In Cambridgeshire there are relatively low levels of employment of people with learning disabilities or autism. Of 1527 adults of working age with a learning disability known to social care who had a social care review in 2015/16 only 38 (2.5%) were in employment. For 2016/17 the provisional figure is 23 (1.5%) although this figure would rise to 86 (5.6%) if everyone had an annual review. This would bring performance in Cambridgeshire in line with the national average of 88 (5.8%) although this would be lower than the Eastern Region average of 128 (8.4%)

**Table 1. Numbers of working age adults with a learning disability known to social care in Cambridgeshire from 2011.**



- 2.3. Social care reviews in Cambridgeshire in 2016-17 were concentrated on people who had extensive care packages and who are very unlikely to be in employment. Therefore the true number of those in employment may be higher. Employment in this sense refers to paid employment only and does not include voluntary work or training.

There were also 289 people with no employment status recorded, some of whom may be in employment. Local surveys show a higher percentage of people in employment (27%) in Cambridgeshire although there are differences in what people understand as being 'in employment'. For example some people see benefits in kind or expenses as wages and therefore see themselves as in paid employment. There are a greater percentage of younger people in employment than adults in Cambridgeshire. In March 2016 for example, about 14% of people with a disability aged 16-19 were in employment.

- 2.4. The National Autistic Society (NAS) estimates that only about 15% of adults with autism in the UK are in full-time paid employment (NAS 'Autism and Asperger's Facts and Figures 2014' at: <http://www.autism.org.uk/about-autism/myths-facts-and-statistics/some-facts-and-statistics.aspx>.) Applied to the 4552 people of working age with autism in Cambridgeshire in 2016 this means that nearly 3900 (85%) people of working age with autism are not in full time employment. It is not known how many of the general population with learning disabilities are in employment but these figures show that a considerable number of people with learning disabilities or autism do not have access to employment.
- 2.5. When asked what the difficulties are in accessing employment in May 2013, Speak Out leaders, who are self advocates representing people with learning disabilities and those with autism from age 14 upwards, listed several barriers that they had found.
- Lack of accessible transport
  - Difficulty in accessing online recruitment processes
  - Lack of understanding from employers

- Don't have the necessary skills or qualifications
- Don't expect to get a job
- Pay may reduce benefits
- Lack of confidence to take part in interviews
- Job advertisements application forms not in easy read format
- Need support through the whole process and also when in work
- Lack of suitable jobs.

2.6. In order to address these issues the Council has been proactive in creating an Additional Needs Employment Strategy Coordinator post in order to meet some of the employment needs of younger people aged 14-25. The post holder is the central point of contact for those needing advice and guidance around employment opportunities. They collate and disseminate information on employment and training to service users, parents/carers, employers, professionals, schools and colleges. This information is communicated through events, parent forums and through direct advice given to schools and colleges. In addition they work in partnership with external providers to collate information on employment skills. They link with schools and colleges to develop pathways to work experience, internships and apprenticeships; set up work experience placements and promote self-employment and source funding opportunities. This has involved working with parent carers of children with Special Educational Needs related to Disability (SEND).

2.7. For people on the autistic spectrum the following employment initiatives have taken place:

- The County Council has provided funding to 'Project Bedazzle,' which helps young people on the autistic spectrum prepare for work. The Project has already helped six people in Cambridge to identify the skills and experience they need to apply for jobs and has been expanded to Huntingdon and Fenland. Schools are now being encouraged to consider the benefits of the model for further commissioning.
- The Richmond Fellowship operates a similar programme, funded by the CPCCG, to work with people on the autistic spectrum who have mental health issues for six weeks on Curriculum Vitae development and job search.
- Red2Green, a Social Training Enterprise subcontracted by Adult Learning and Skills Service using funds from the Education Skills Funding Agency, provides employment support to ten people on the autistic spectrum and operates an Aspirations programme which helps people with autism develop social skills and enhances links with schools and local communities.
- National Autistic Society autism support workers, funded by the County Council are currently supporting fifteen people who are seeking employment or are already employed.
- The current framework contract for learning disability services includes employment as a separate category with a list of preferred providers

2.8. Education Health and Care Planning includes preparation for training and employment as do the children's and adult social care review and assessment process. The recent commissioning of the user participation contract has continued the paid employment of 6 Speak Out leaders by the contract provider (Voiceability) to represent the views of young people

and adults with learning disabilities or autism and those with high support needs. The 'Total Transport' initiative is being piloted in East Cambridgeshire to improve access to transport by the more flexible use of existing specialised transport services. The County Council also pays for free bus passes to people with disabilities outside peak hours. The Council is working towards the accessible information standard which will give greater access to information about services and opportunities across the county, including employment and training. The Care Act (2014) also places an obligation on Cambridgeshire to provide advice and information to a wider range of people in the county other than those who are eligible for social care. Transforming Lives is a new model of social care which aims to help people progress to greater independence, choice and control within their local communities. Transforming Lives adopts a tiered approach to providing support to people, rather than a 'one size fits all' approach. Tier 1 provides for access to information and support, which can include employment and training opportunities, to people who may not be eligible for social care support, including many people on the autistic spectrum.

2.9. Learning Disability Partnership provider services have employment skills workers who assist people with learning disabilities to take part in work experience programmes and other schemes which are listed below:

- TAG bikes is a very successful employment scheme in Huntingdon which brings discarded bicycles back into use and is making a profit on the bikes that are then sold on. This scheme is well established and discussions are taking place about how this can be started in Ely. It may be possible to use the current employment skills worker to lead this in Ely as the scheme in Huntingdon can be run on a day to day basis by the service users.
- 'Clean Team' is a service provided by a group of service users who are paid to clean the Huntingdon Community Centre premises. This service has replaced the corporate contract and also operates successfully in Fenland.

- The Tuck shop in Hereward Hall is very popular and successful although does not offer paid placements at the moment
- A service user in Fenland has just been given the go ahead to start a work experience placement at Hereward Hall and this will be supported by the employment skills worker in Fenland. The plan is to offer real life work experience with a view to support into paid work.
- Ely Community Café is very popular and is used by LDP teams and the local community. Service users are currently working towards a qualification but there may be scope to offer work experience and paid placements.
- There are also initiatives around employment and travel training carried out by the Physical Disabilities team.

2.10. Some schools and colleges run specific work experience programmes, travel training initiatives and work skills development courses. Social Training Enterprises and Papworth Trust also help people to gain work experience and get a job.

2.11 Adult Learning and Skills Service are currently funded by the Education Skills Funding Agency offer support to adults over the age of 19 who are furthest from learning and skills. They provide literacy, numeracy, employability skills, guidance and advice through their network of Adult Learning and Skills Centres based in 5 libraries as follows:

- March
- Wisbech

- Huntingdon
- Ely
- Central Cambridge

On certain days support is also on offer at Chatteris and Whittlesey Library

Adult Learning and Skills is currently a partner in an EU funded project, Building Better Opportunities which aims to give intensive support into work to adults furthest from work.

### **3.0 Where do we want to be?**

- 3.1. Cambridgeshire aims to get 28 more adults than the 2016-17 potential figure of 88 into employment within the three year lifetime of this strategy. This target of 116 exceeds the national average of 88 adults with learning disabilities in employment and brings us closer to the regional average of 128 people. Cambridgeshire aims to maintain the current performance of 14% for children aged 16-18 throughout the same period. Comparative data of people with autism is not known but as about a third of people with learning disabilities are on the autistic spectrum this will also increase the numbers of those with autism in work.
- 3.2. Although work has been done as described above much more needs to be done to reach this target. The main focus of the strategy in terms of improvements are listed below and these priorities and the detailed actions needed to bring them have been agreed during consultation with all relevant stakeholders.



3.3 Adult Social Care needs to work together with Adult Learning and Skills to achieve the vision outlined in Cambridgeshire's Strategy for Skills. This strategy aims to improve the skills of young people and adults across Cambridgeshire so that we support a fairer society and are proud of our productive contribution on a competitive world stage. This vision is likely to be extended to include Peterborough as part of the Skills Strategy being developed by the combined authority of Cambridgeshire and Peterborough. It includes the following priorities:

1. Helping young people aged 16-24 into training and employment by building greater links with employers and schools and colleges and increasing the number of apprenticeships and traineeships;
  - Increase the number of employers willing to offer opportunities to young people with disabilities including building successful transitions/pathways to traineeships and apprenticeships.
  - Increase the number of employers willing to offer opportunities to young people with disabilities including building successful transitions/pathways to traineeships and apprenticeships.
2. Providing a package of measures to support the unemployed, vulnerable adults and those aged 50 plus back into the jobs market;
  - Engage more hard to reach learners by working with Voluntary sector and Social Enterprise partners on engagement strategies for local learners.
  - Work with providers to encourage them to support progression for learners.

- Facilitate the production of a map of all providers and the entry and progression routes to and between those providers.
- Support the Building Better Opportunities (BBO) work and use the data to provide a gap analysis.

### 3. Developing a post 25 transitions path

## 4.0 How will we get there?

4.1. Below is a list of the main areas where improvements can be made and has been agreed with a wide range of stakeholders. These include people with learning disabilities and/or autism; family carers; representatives from adults, preparing for adulthood and children's operational teams in the County Council; in-house services; health and social care providers and other relevant organisations

1. Improved recording of employment status of people known to social care
2. Enable more disabled people to be employed by the County Council, for example by reviewing existing recruitment procedures
3. Health and Social Care providers commissioned by the County Council to be encouraged to employ more people with learning disabilities or autism
4. The Learning Disability Partnership to create more job opportunities and strengthen the capacity to increase the numbers of people in employment. This increased capacity would be drawn from both in-house Provider Services

and the Young Adults Team. It would be complemented by externally commissioned services such as the Autism Support Manager Service and would work jointly with the Adult Learning and Skills team.

5. Apply to the County Council's Transformation Fund to meet the cost of employing a lead project role for one year to give this agenda the focus and boost it needs and to create the new ways of working and partnerships that can deliver on a sustainable basis.
6. Ensure employment is a priority for applications to the County Councils Innovation Fund
7. The County Council to provide clear advice and information about employment and training opportunities in the county
8. Ensure that employment is promoted as a positive outcome for children and young people who have Education Health and Care (EHC) plans or SEN (Special Educational Need) support
9. Prioritise employment and travel training in support planning
10. Extend the Total Transport initiative across the county
11. Improve links between Adult Social Care and Adult Learning and Skills in order to maximise opportunities for people with learning disabilities who are supported by adult social care and other young people with learning disabilities and/or autism who need support to access and gain education, training and employment. Work towards the vision and strategy outlined in Cambridgeshire's Skills Strategy and prepare for closer working with Peterborough as part of the forthcoming Skills Strategy for the Combined Authority.
12. Review the Disabled Bus Pass to extend the hours of operation

The Action Plan below describes how these actions will be implemented in a Specific, Measurable, Achievable, Realistic and Timely (SMART) way.

## Action Plan – Employment Strategy 2017-2020

Objective	Lead organisation or role	Action	Outcome	Timeline	Progress and RAG status
1. Improved recording of employment status of people known to social care	LDP Service Development Manager  Operational Teams	Guidance to be issued to operational teams on reporting on AIS  Operational teams to choose an employment lead to ensure accurate recording	Staff are clear on reporting process  100% of people in employment accurately reported	Sept 2017  Dec 2017	
2. Enable more disabled people to be employed by the County Council.	LGSS	In consultation with service user's review existing recruitment procedures so they are more accessible.	2 more disabled people gain access to employment each year (6 in total over three years))	July 2018	
3. Health and Social Care providers commissioned by the County	Access to Resources	Ensure employment of disabled people is included in contract specifications	Providers employ 10 more people with disabilities over three years	July 2020	

Council to be encouraged to employ more people with learning disabilities or autism.					
4. Learning Disability Partnership provider services to promote more employment opportunities.	LDP Provider Services Manager	<p>Visit day opportunities and employment/social enterprise services run by City College Peterborough</p> <p>Develop a cooperative model for day services</p> <p>Develop a 'Tuck Shop' in Fenland to be managed by service users who would receive payment.</p> <p>Open the Café at Huntingdon Community Centre where service users would be paid</p>	<p>3 more service users in paid employment (12 in total over three years)</p>	<p>October 2017</p> <p>March 2018</p>	

		employees.  Consider which other corporate contracts could be carried out by service users.			
5. Strengthen the capacity within the Learning Disability Partnership provider services to increase the numbers of people in employment.	Adult Social Care Service Director and other senior managers	Agree as part of LDP operational re-structure.	Increased capacity in place	October 2017	
6. Apply to the County Council's Transformation Fund for the cost of a lead project role for one year	LDP Service Development Manager	Apply to the Transformation Fund	If agreed post holder in place	December 2017	
7. Ensure Employment is a priority for applications to	LDP Service Development Manager	Brief potential applicants to the Fund about the strategic importance of employment	Applications to the Fund propose to increase employment of people	Oct 2017 onwards	

the Innovation Fund			with a disability		
8. The County Council to provide information about employment and training opportunities in the county.	Additional Needs Employment Strategy Coordinator	Ensure comprehensive information on employment opportunities is available on the County Council website.	Better access to information	Oct 2017	
9. Ensure that employment is promoted as a positive outcome for children and young people who have Education Health and Care (EHC) plans	14-25 Additional Needs Team  Additional Needs Employment Strategy Coordinator  Additional Needs Pathway	1. Supported Employment Techniques Training  2. Employment focused skills sessions delivered in schools	Senior and support staff trained in supported employment techniques to be better equipped to advise young people on options for employment and the right support  ANESCO delivering skills sessions with KS3/4 and Post 16 to look at understanding of the world of work and it's pathway to	Jan 17 – Dec 17  Jan 17 ongoing	

	Advisers  Additional Needs Pathway Coordinators	3. EHCP documents to include section around employment aspirations and pathway plans to work  4. EHCP review to include opening discussion with parents and young person about employment opportunities	independence  EHCP document revised  Parents and young person will be better informed of choices relating to employment opportunities and where to get information around this	April 17 – Sept 17  April 2017 ongoing	
10. Ensure that employment is promoted as a positive outcome for children and young people who have SEN (Special Educational	14-25 Additional Needs Team  Additional Needs Employment	1. As above  2. As above  3. Information around employment is widely available through schools/colleges/ events	As above  As above  Young people and parents are better informed about work pathways and future	Jan- Dec 17  Ongoing  Jan 17 ongoing	



Need) support	Strategy Coordinator  Additional Needs Pathway Advisers and Coordinators	4. Young people who are SEN NEET are encouraged to work towards employment as an alternative to education	opportunities  Young people are signposted to work related training/volunteering/work experience and work skills courses.	Jan 17 ongoing	
11. Prioritise employment and travel training in support planning	Operational Teams	Social workers and Support Coordinators	Support plans include employment and travel training as a priority	Oct 2017	
12. Extend the Total Transport initiative across the county	ETE Directorate	If pilot is successful roll out Total Transport to City, South Cambridgeshire, Fenland and Huntingdonshire	Flexible transport available to access work	Dec 2017	
13. Improve links with Job Centre Plus	LDP Service Development Manager	Have someone from Job Centre Plus on the Autism Consortium and LDPB	Better joint working between the Council and Job Centre Plus	Oct 2017	

14.Improve links with CCC Adult Learning and Skills team and PCC working with colleagues working on the Skills Agenda to ensure that people with learning disabilities are able to maximise opportunities for education, training and employment.	LDP Service Development Manager	Meet with Adult Learning and Skills to agree effective working arrangements and explore funding opportunities	More joined up working within the County Council and with Peterborough		
15.Review the Disabled Bus Pass to extend the hours of operation	LDP Service Development Manager	Discuss with transport Commissioners at the County Council.	Hours extended from 7.00am weekdays	Oct 2017	

\*Guide to Abbreviations

<b>Abbreviation</b>	<b>Full Name</b>
AAT	Adult and Autism Support Team
ASD	Autistic Spectrum Disorder
ANESCo	Additional Needs Employment Strategy Coordinator
BAME	Black Asian and Minority Ethnic
CCC	Cambridgeshire County Council
CCG	Cambridgeshire and Peterborough Clinical Commissioning Group
CCS	Cambridgeshire Community Services
City Council	Cambridge City Council
CLASS	Cambridge Lifespan Asperger Syndrome Service
CPFT	Cambridgeshire and Peterborough Foundation Trust
CRHB	Cambridgeshire Sub Regional Housing Board
DC's	District Councils
FACS	Fair Access to Care
LDP	Learning Disability Partnership
LGSS	Local Government Shared Services
MCA	Mental Capacity Act

MASH	Multi Agency Safeguarding Hub
NAS	National Autistic Society
PCC	Peterborough City Council
SDS	Self Directed Support
SEND	Special Educational Needs and Disability

**HOME CARE CONTRACT**

*To:* **Adults Committee**

*Meeting Date:* **13 July 2017**

*From:* **Executive Director Children, Families and Adults**

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

*Forward Plan ref:* **For key decisions** *Key decision:* **No**  
**Democratic**  
**Services can**  
**provide this**  
**reference**

*Purpose:* **To provide an update on update on the recent Home Care tender process.**

*Recommendation:* **The Committee is asked to note the content of the report and to comment as appropriate.**

<b><i>Officer contact:</i></b>	
Name:	Richard O'Driscoll
Post:	Head Of Commissioning (Adults)
Email:	Richard.O'Driscoll@cambridgeshire.gov.uk
Tel:	01223 729186

## 1.0 BACKGROUND

1.1 The Home and Community Support Contract for Older People and Physical Disability is due for renewal in November 2017. It comprises approximately 1,300,000 hours of care for 3,000 people living at home with substantial levels of need. It has an annual contract value of £20.6 million. As such, it is a major contributor to independent living and health and wellbeing. It is recognised by commissioners that there is a need to move away from the current delivery model (i.e. time and task delivered primarily by a limited number of strategic providers), in order to increase supply and improve effectiveness. The consequence of current shortfalls in capacity is that there is a waiting list for domiciliary care for service users in the community and in hospital. There is also very limited choice of provision for service users and carers. In order to reduce potential duplication and to maximise use of resources, a strategic decision was taken to extend this tendering exercise to include all service user groups. (That is, in addition to Older People and Physical Disability, the following service user groups were also included: Children, Learning Disability and Mental Health). It was also agreed with the Clinical Commissioning Group (CCG) that they would become partners in this process. The full details are set out in paragraph 2.1.4.

## 2.0 MAIN ISSUES

2.1.1 **Service Shortfall:** In order to ensure our commissioned home based services are effective, an examination of current activity levels for Older People and Physical Disability has taken place. This has shown that while progress has been made on reducing the pending (waiting) list for home care, this is not keeping up with increasing demand linked to demographic change. There is an average weekly shortfall of 1,737 hours equating to 161 people in need of home care that is not currently available. It should be noted, however, that most of these individuals are in receipt of care but are awaiting additional services following a change in circumstances. For instance, of this number, 92 are receiving a service awaiting a change, including 57 people awaiting discharge from reablement to mainstream home care services. It is clear that while Independent Sector Providers (ISP) have responded positively to the challenge of increasing demand, the gap between demand and supply continues to grow.

2.1.2 **Best Practice:** In order to meet this challenge, extensive research has taken place to consider best practice in home and community support. Amongst others the following approaches have been examined in detail:

- Outcomes Cased Commissioning
- Procurement approaches, including the operation of a dynamic Purchasing System
- The development of micro-enterprises (examined the work of Community Catalysts in the West Country)
- Direct Payments
- Locality based delivery models, such as the Buurtzorg Health model in Holland
- Contracting and procurement approaches
- Electronic Call Monitoring

2.1.3 **Co-production:** In addition a number of co-production and engagement events have taken place involving independent providers, service users, and carers. This work has included significant feedback from the Older People's Partnership Board, the Carers Partnership Board and from Health Watch. Through this process an approach has emerged which

focuses on promoting independence and delivering improved outcomes. The challenge we have is to create a commissioning framework that supports new initiatives and in particular an outcomes focus, without seriously destabilising the current market or increasing the Council's financial risk.

**2.1.4 Integration:** To reduce duplication and inefficiency, the opportunity has been taken to bring a number of different services together through this procurement exercise. The process has been extended to include Learning Disability, Mental Health and Children's Services. Additionally, the Clinical Commissioning Group is also now included. The total value of the contract is set out in Table 1 below. Work is also happening with Peterborough

**Table 1**

<b>Service</b>	<b>Contract Value (£)</b>	<b>Hours p.a.</b>
Older People, Physical Disabilities	20,600,000	1,300,000
Learning Disability	5,700,000	350,000
Children	255,000	9,700
<b>TOTAL for CCC</b>	<b>26,555,000</b>	<b>1,659,700</b>
Cambridgeshire and Peterborough Clinical Commissioning Group (NHS)	5,100,000	Not available

City Council to ensure that processes are aligned and that reciprocal arrangements are in place to enable use of each other's service provision. The broad approach to the procurement has been to provide a generic specification for all services. There are also specialist lots which will receive a premium in order to incentivise specified outcomes. Examples include:

- a transition service to support timely discharge from hospital, and
- the delivery of specified delegated health tasks

**2.1.5 Procurement:** The procurement process commenced on 10 March 2017 and is currently underway. A strategic decision was made to replace the existing Framework Contract with a Dynamic Purchasing System with the aim of bringing more providers into the market. The main difference is that the former is a closed framework involving a limited number of strategic providers, whereas the latter is an approved list of providers which opens every three months to enable new providers to join. The Dynamic Purchasing System (DPS) also has a competitive element for allocation of care packages - where there is more than one provider available - is based on a combination of price and "fit" for individual requirements. Within the new model, there is the scope to delegate more direct responsibility to providers to deliver outcomes. There is also the opportunity to bring "micro enterprises" (small scale providers supporting one or two service users) into the DPS at any stage during the life of the contract. The intention is to support initiatives like the Neighbourhood Cares pilots that are based on the Buurtzorg model. Other features of the contract include an extension from five to ten years to offer certainty to providers to encourage them to develop. We have also built in Electronic Call Monitoring and Quality monitoring through the use of a Service User Panel.

**2.1.6 Savings:** The procurement exercise has a modest savings target of £306K pa for older

people and £71K pa for Learning Disability in the current financial year. This will be achieved by the introduction of a ceiling and floor rate of £16.22 per hour and a floor rate of £14.17 per hour. Additionally, the approach includes the establishment of a formula to meet national living wage requirements. The overall savings will also be supported by rationalising existing transition services, known as car rounds. The bids to date have been encouraging, from a financial planning perspective and all have been within the cash envelope.

**2.1.7 Timetable:** The tendering exercise began on 9 March 2017. The first phase resulted in 55 bids, including several from service providers who are new to the Council. Most existing providers submitted bids. However, a second bidding round commenced on the 5 June 2017 to enable a small number of existing providers - who had inadvertently failed to submit bids - to do so to avoid service disruption. The tender process will close on 4 July 2017 and contracts will be awarded at the end of August 2017. The implementation phase will commence in September 2017 and be completed by 1 November.

**2.1.8 Development Activity:** In addition to the tender process, a development programme is underway to support the delivery of home care. This work includes:

- establishment of a Home Care Brokerage by November 2017
- implementation of a scheduling system to support the allocation of care packages
- recruitment and retention

### **3.0 ALIGNMENT WITH CORPORATE PRIORITIES**

#### **3.1 Developing the local economy for the benefit of all**

The following bullet points set out details of implications identified by officers:

- Home care is a major source of employment in Cambridgeshire
- Approximately 10,000 staff are employed in the direct provision of care in the County

#### **3.2 Helping people live healthy and independent lives**

The report above sets out the implications for this priority in paragraph 1.1.

#### **3.3 Supporting and protecting vulnerable people**

The report above sets out the implications for this priority in paragraph 1.1 and 2.1.

### **4. SIGNIFICANT IMPLICATIONS**

This report is an update and therefore this section does not need to be checked by other Officers

#### **4.1 Resource Implications**

The report above sets out the implications for this priority in paragraph 2.1.4.



## 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

The report above sets out the implications for this priority in paragraph 2.1.5.

## 4.3 Statutory, Legal and Risk Implications

The following bullet point set out details of implications identified by officers:

- A risk log has been developed to support the tender process.
- Business continuity is the key risk identified. This has been addressed through offering providers a continuation of existing work previous contract terms until there is a change of circumstances.
- The second bidding round and phased implementation set out in paragraph 2.1.7 will also support business continuity.

## 4.4 Equality and Diversity Implications

*There are no particular issues identified*

## 4.5 Engagement and Communications Implications

The following bullet points set out details of implications identified by officers:

- A communication plan has been developed and implemented.
- Examples of activity undertaken are included in paragraph 2.1.3.

## 4.6 Localism and Local Member Involvement

There are no particular issues

## 4.7 Public Health Implications

Home care services are commissioned to support frail older people and children and adults with long term admissions to remain living at home.

Source Documents	Location
<b>Business intelligence report on Home Care Demand and Capacity</b> <b>Business Intelligence Workforce Report</b>	Andy Mailer Business Intelligence Manager Cambridgeshire County Council 01223 715699 <a href="mailto:andrew.mailer@cambridgeshire.gov.uk">andrew.mailer@cambridgeshire.gov.uk</a>



**A/R.6.114 - INCREASING INDEPENDENCE AND RESILIENCE WHEN MEETING THE NEEDS OF PEOPLE WITH LEARNING DISABILITIES**

*To:* **Adults Committee**

*Meeting Date:* **13 July 2017**

*From:* **Executive Director: Children, Families, Adult Services**

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

*Forward Plan ref:* **Key decision: No**

*Purpose:* **To report progress on the Council's initiatives for increasing independence of people with learning disabilities and the achievement of the associated financial targets.**

*Recommendation:* **It is recommended that the Committee review and comment on the progress to date.**

<b><i>Officer contact:</i></b>	
Name:	Claire Bruin
Post:	Service Director: Adult Social Care
Email:	<a href="mailto:Claire.Bruin@cambridgeshire.gov.uk">Claire.Bruin@cambridgeshire.gov.uk</a>
Tel:	

## **1. BACKGROUND & CONTEXT**

### **1.1 The Learning Disability Partnership**

- 1.2 We support people with learning disabilities in Cambridgeshire through the work of the Learning Disability Partnership (LDP). The LDP is an integrated service responsible for providing social care services on behalf of Cambridgeshire County Council and meeting long-term specialist Learning Disability health needs on behalf of the Cambridgeshire and Peterborough Clinical Commissioning Group (CCG). The integrated model ensures joined up care, with specialist health and social care needs considered together, and consistency of support – especially important for people with learning disabilities.
- 1.3 The County Council is the lead organisation, managing a pooled budget with contributions from the County Council and the CCG and managing the integrated health and social care service. The County Council employs the social care staff and line manages the specialist learning disability health staff to create the integrated service. The Health practitioners in the model are employed by Cambridgeshire and Peterborough NHS Foundation Trust (CPFT). The pooled budget is created with approx. 78% local authority funding and 22% from the CCG. The pooling is agreed at the whole-partnership level (rather than per service user) meaning that any overspend or saving made from this budget is shared 78/22 with health partners. Regular reports are made to the CCG about the health and care needs of individuals within the LDP and these inform joint agreement of the required funding from both parties for the next business planning period. The management of the pooled budget and the authority to establish an integrated service are the subject of Section 75 agreements with the CCG that are being reviewed during 2017/18.
- 1.4 The majority of the ongoing support: day opportunities, respite care, home care, residential care and supported living services; is commissioned by the LDP from a wide range of independent and voluntary sector care providers. The LDP includes some in-house services directly providing day services, respite care and some supported living services in various locations across Cambridgeshire. At the end of August 2016, there were 1,570 adults supported by Cambridgeshire's learning disability service including 365 adults (23.2%) who receive direct payments and spend this money themselves on meeting their own needs.
- 1.5 The LDP directly provides access to specialist nurses, psychiatrists, psychologists, therapists, allied health professionals and social workers and adult support co-ordinators through its integrated community teams, which cover the county (Huntingdonshire, East Cambridgeshire & Fenland, and South Cambridgeshire & City).
- 1.6 The financial spend is summarised in the Figure 1 below and the appendix to this paper provides additional benchmarking information about costs in Cambridgeshire against other local authorities:

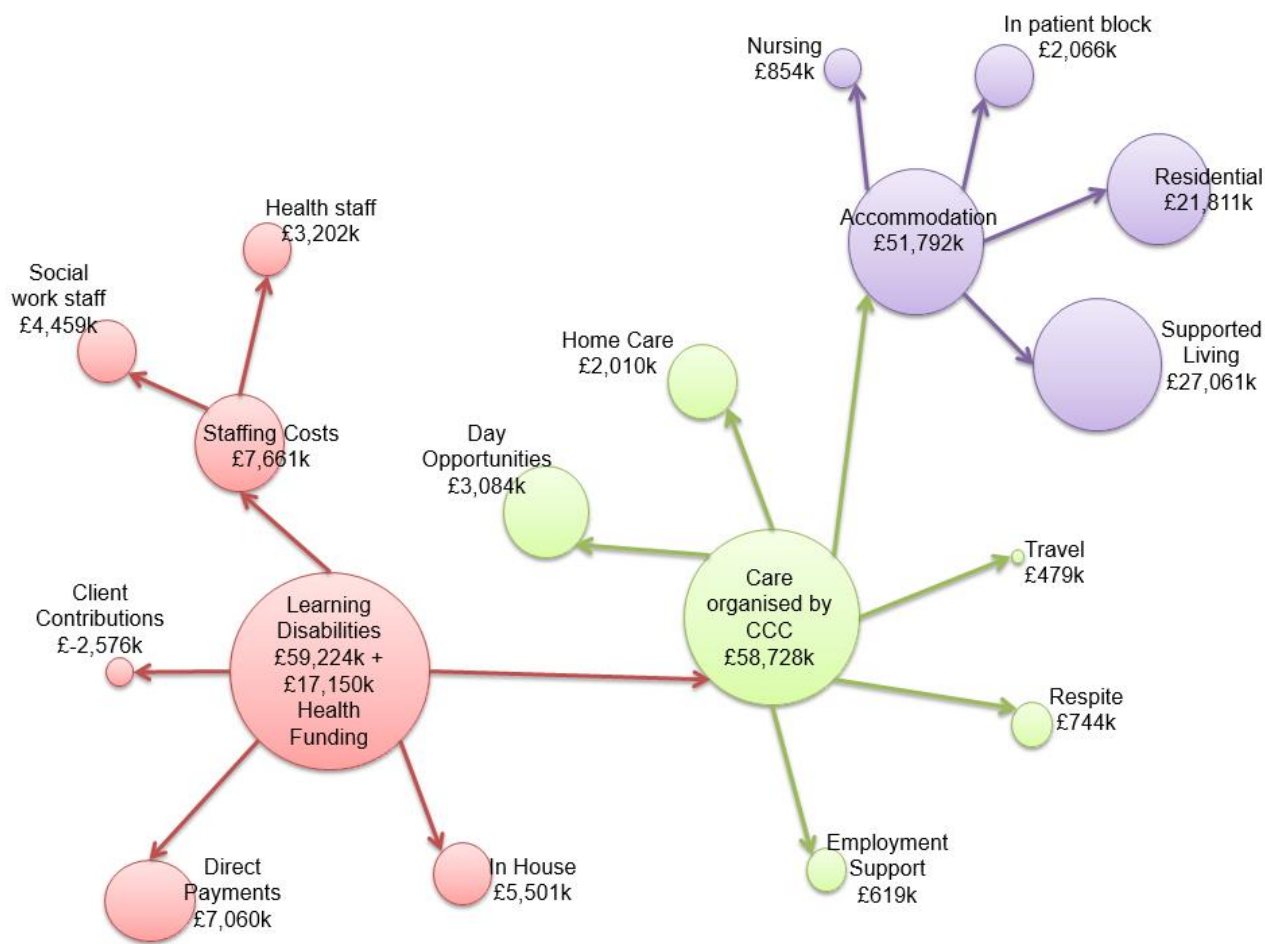


Figure 1: Financial Spend on Learning Disability Service at the beginning of 2017/18 (from bottom left to top right). The diagram breaks down the financial spend across the service and highlights significant areas of expenditure.

## Service Users and Care Packages

- 1.7 The age profile of people with learning disabilities in Cambridgeshire is relatively young. Almost 44% of adults, 691 people, supported by Cambridgeshire's learning disability service are under 35. Only 6% of adults, 92 people, supported by Cambridgeshire's learning disability service are over 65. Historically, individuals with learning disabilities rarely lived beyond the age of 65 because of complications linked to their disability; however with advances in medicine these numbers will continue to increase. Until recently, adults with learning disabilities aged over 65 transferred to Older People's Services; so there are also 68 service users open to Older People's Services with a learning disability.
- 1.8 East Cambridgeshire and Fenland both have higher proportions of adults known to Cambridgeshire's learning disability services than might be expected. In Fenland, 39 people per 10,000 population are known to Cambridgeshire's learning disability services. The figure for Cambridgeshire as a whole is 31 people per 10,000 population, which is broadly in line with both England as a whole and our statistical neighbours. This distribution is partially a consequence of the relative availability and cost of properties across the county.

## 1.9 The Transforming Lives Programme

1.10 The specific savings proposals examined in this paper are part of a wider change agenda in Adult Social Care through which we have developed a new approach to social work and social care called Transforming Lives. The Transforming Lives model promotes a service which is increasingly proactive, preventative and personalised and aims to enable people to have choice and control and ultimately to live healthy, fulfilled, socially engaged and independent lives. It is also our core strategy response to the challenging financial climate, recognizing that if people are not helped to live as independently as possible the financial burden of supporting them will make the reducing budget unsustainable.

1.11 The model looks at three distinct tiers of practice, beginning with tier one and a focus on giving people the information to help themselves and access to community support, a tier two focus on time-limited support aimed at progressing people towards independence and preventing ongoing needs, and a third tier of ongoing support but still focused on maximizing people's level of independence. By establishing these distinct tiers of support the Council is trying to move away from a model based only on a static assessment and the creation of long-term, fixed care packages and instead help people live as independently as possible at all levels of need. In Learning Disability Services, the majority of service users require tier three services so the focus is on progression – working with people to help them live more independently – rather than prevention. The diagram below shows an overview of the model.

1.12 Figure 3: Transforming Lives Diagram



## 2. BUSINESS PLANNING PROPOSALS FOR LEARNING DISABILITY

2.1 Within the overarching framework of the Transforming Lives model, the County Council's Business Plan includes a number of proposals aimed at reducing costs in service provision, whilst continuing to meet people's needs.

- 2.2 The various elements of this programme of work are shown in the table below along with the profile of savings across financial years. This paper provides an overview of progress in delivery of these areas – they are described separately but clearly the areas of work are closely inter-related. This work is therefore managed as a joint programme of work – with regular oversight from the CFA Savings Delivery Board.

<b>Savings Proposal</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
6.114 - Increasing independence and resilience when meeting the needs of people with learning disabilities	-£2,381k	-1,925k	-1,747k	-1,983k
6.115 - Retendering for residential, supported living and homecare for people with learning Disability	-£331k	-100k		
6.117 - Developing a new learning disability care model in Cambridgeshire to reduce the reliance on out of county placements	-£140k			
6.122 - Transforming In-House Learning Disability Services	-£430k	-250k		
6.116 - Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care	-£214k			
A/R.6.118 Review of Health partner contributions to the Learning Disability Partnership	-£500k			
6.125 Supporting people with learning disabilities to live as independently as possible	-726k	-867k	-1,039k	-1,034k
<b>Total</b>	<b>-4,722k</b>	<b>-3,142k</b>	<b>-2,786k</b>	<b>-3,017k</b>

### **3. INCREASING INDEPENDENCE AND RESILIENCE WHEN MEETING THE NEEDS OF PEOPLE WITH LEARNING DISABILITIES**

- 3.1 The largest element of savings in learning disability are anticipated at tier three of the Transforming Lives model by changing the way we design care packages for people with eligible needs for ongoing care. This is done in consultation with the service user, their family members and any external provider organisations through a full reassessment. There is a legal requirement to reassess a person's needs before making changes to an individual's care package. This process re-examines a person's needs and uses the Transforming Lives approach to determine the best and most cost-effective way to meet them. Implementing the new social work model and delivering the associated saving therefore entails a very significant programme of reassessments across the cohort of service users.
- 3.2 To support this work and give clarity to the service users and social workers involved, the County Council developed a revised policy framework for the provision of Adult Social Care. Agreed by Adults Committee in March 2015 (<https://tinyurl.com/y6w5nzud>) , the revised

policies emphasise that the Council has a duty to meet needs rather than provide specific services and so will develop and review flexible support plans for each person that are tailored to circumstances and needs and referencing latest best practice and technology. The policy statements clarified how the Council will ensure that resources are used in the most efficient and effective way possible. For example:

- using assistive technology equipment to alert sleeping carers rather than employing more expensive waking night staff
- clarifying when it is appropriate for the Council resources to pay for leisure activities rather than the person using their own money
- clarifying when a single housing and support arrangement would be supported by the Council rather than a more cost effective shared housing arrangement.

- 3.3 The programme of reassessments using the revised policy framework began in 2016/17. This first phase did have some success in both increasing independence and in achieving savings, but not at the pace or level of financial impact originally anticipated. A full reassessment of a person's needs and the design and agreement of significant changes to care arrangements is a big piece of work and can take several working days per case. Often it involves lengthy dialogue with families and care providers as the Care Act requires us to ensure that an individual can be part of the assessment process requiring advocacy (as needed). The advocate has to get to know the person and an assessment needs to be accessible and at a pace the person can manage. In addition, the Mental Capacity Act (MCA) sometimes results in Court applications. With the new approach leading to significant changes in planned care, each reassessment is taking longer to complete than before and the teams within the LDP did not have capacity to deliver the number of reviews at the pace required. In 2016/17 the LDP was tasked with savings of £5.2m, of which around £2.4m was achieved, a shortfall of around £2.8m.
- 3.4 In light of the experience in 2016/17, for the current financial year (2017/18) a Project Assessment Team (PAT) has been established to provide additional dedicated capacity. The team consists of eight social workers, supernumerary to the core LDP establishment as well as programme leadership, team manager, commissioning expertise and business support. This additional capacity was agreed as a Transformation Fund investment of £750k to ensure we deliver the ambitious targets associated with re-assessments – as well as the other workstream areas. The team is funded on a time-limited basis up to April 2018 and any extension of the programme beyond this point would require additional transformation investment.
- 3.5 Of the 1600 service users supported by the LDP, the focus of the PAT team's work is predominantly on a cohort of around 500 service users with more complex and costly care packages – where the scope for and likelihood of significant change is greater. Based on learning from last year, for each case the team undertakes an initial desk-top review of the care plan to form an initial impression of the support offered before proceeding to full reassessment and agreeing changes. The core LDP team are also continuing to complete reassessment work for the other service users not within the remit of the PAT team.
- 3.6 At mid-June, the PAT team have completed 270 initial desk-top reviews and in 62 cases have completed a full reassessment – with circa £605k of savings predicted to be achieved from these 62 reassessments. The reassessments completed so far appear to be resulting in average reductions in annual spend of approximately £10k per case, if this



pattern continues for the remaining 438 assessments then we are on track to achieve the savings in full. The pace of delivery of the reassessments programme is faster than achieved in previous years but behind the rate we have planned for – this is as a result of some staff turnover in the PAT Team and challenges in the format and availability of data for the initial desktop reviews. However, provided the average reduction remains at around £10k, the saving will still be achieved. The initial progress has demonstrated the value of having the additional dedicated capacity in place and the confidence level in delivery is quite high at this point. However it is still relatively early and the evidence of delivery is only just beginning to be built with a high proportion of the savings being dependent upon successful delivery of the reassessments any delay would have a significant impact on the level of saving we would derive in 2017/18.

- 3.7 The changes in care packages leading to these savings are different in every case, but there are some recurring themes across the cohort. Examples include;
- Where care packages include additional support put in place initially ‘just in case’ but which is not required for the longer term. For example we might provide someone with additional hours of one to one support for the first few weeks after the move into a new setting so that help is on hand if something goes wrong during the transition period. The work of the PAT team and LDP using the Transforming Lives new approach has identified cases where this extra help has been provided on an ongoing rather than time-limited basis – essentially a risk-averse approach rather than one which looks to build service users’ confidence to succeed more independently.
  - Identifying opportunities for sharing support between service users where they live in the same setting – for example looking at sharing a sleep-in member of staff across properties where they are close together and supported by the same provider rather than one in each property. Again this is a less risk-averse model, previously we ensured that each property had their own support worker ‘just in case.’
  - Helping people to secure or organise their own transport and travel independently to activities – thereby removing the mileage allowance in their current care package
  - Negotiation over potential double funding for example where we’re funding 24 hour care at a residential or supported living service as well as a day opportunities package.
  - In some cases we are able to claw back funding for unused support hours.
  - Working with day opportunities providers to build 1 to 1 support directly into their provision for all service users attending who need it rather than relying on a number of other external providers each sending support workers in to the provision
- 3.8 In addition to the programme of reassessment for each service user, we are working with the brokerage team to conduct negotiations with care provider organisations. The projected annualised savings for the brokerage work is circa £180k.

#### **4.0 RETENDERING FOR RESIDENTIAL, SUPPORTED LIVING AND HOME CARE FOR PEOPLE WITH LEARNING DISABILITY**

- 4.1 Savings were proposed from recommissioning of contracts. £71k of cost savings is targeted from home care are part of the home care retender across all client groups. The tender has been launched splitting into client category areas and evaluation preparation work is underway and progress remains on track for savings delivery.

- 4.2 Savings targeted for the Supported Living Service and Residential Care Framework Retender of £261K will not be achieved in 2017/18 and instead are re-profiled to 2018/19 as the framework retender date has been revised to 1 May 2018. This deferment was agreed to allow a longer lead time for market testing and development and to set a more practical timeline for providers with the home care contract. This, alongside the rate of placement moves, means new prices will not effectively begin until the new financial year meaning the saving will be achieved in 2018/19. This savings line will be delivered through contract negotiations and strengthened brokerage for new placements, therefore will need to be considered in the context of any other savings lines being delivered in 2018/19.

## 5. REDUCING THE RELIANCE ON OUT OF COUNTY PLACEMENTS

- 5.1 At the end of 2016/17, 142 people with learning disabilities supported by the LDP were living in care settings which are beyond the Cambridgeshire border. The most common reason is to care for people with complex and very significant needs which require very specialist support not available in Cambridgeshire. Often these placements can be very high cost, in particular where very resource intensive support is required such as specialist inpatient settings. There are also a variety of other factors. For example in some instances there are safeguarding reasons which make an out of County placement most appropriate; for some individuals their cultural and religious needs mean that the most appropriate placement is outside the County; and in other instances there is a preference from the service user and their family for a home which is beyond the border but not actually very far from their family home and community.
- 5.2 As part of this work programme we are reviewing all of the out of county placements to identify where there might now be opportunities for service users to return to Cambridgeshire. This won't be appropriate in every case, with some people living elsewhere for reasons of safety or by choice and also the need to balance the benefits of close proximity against the need to identify a suitable setting which can respond to often complex or challenging needs.
- 5.3 Of the cohort, 20 service users have been living in a settled placement out of county for a great many years and so would not wish to return even if the provision were available. In addition there are 12 service users who are placed out of County and are close to their existing networks or were placed for reasons of safeguarding – again these would not be appropriate to bring back into County. Another key consideration is the distance from Cambridgeshire and the table below shows the proportion of those living out of County who are actually living within reasonably close proximity.

People placed within 20 miles of Cambridgeshire border	67
People placed within 10 miles of Cambridgeshire border	38
People placed within 5 miles of Cambridgeshire border	29
People placed within 1 mile of Cambridgeshire border	12
People placed in neighbouring local authorities	101

- 5.4 A final consideration is the financial viability and sustainability of in-county provision. There are also a number of specialist services out of county that we could not replicate in Cambridgeshire since there would be insufficient demand to sustain the service in county. Continuity and stability of care is a vital consideration and we would not normally want to

propose a care setting where there was a risk of financial failure or of the care provider withdrawing, even if in the immediate term it meant a place could be provided in-county.

- 5.5 We should also be clear that although out of county placements do tend to be more specialist placements and therefore more expensive than in county placements, moving people back to Cambridgeshire will not necessarily reduce the cost of the placement as the level of need will remain the same. An in county specialist placement may even be more expensive than an out of county placement since there would be no economies of scale.
- 5.6 The above discussion highlights why repatriation might not be appropriate in every case, but it is still an important area of focus and this work programme is seeking to systematise and drive our efforts to bring people back into County wherever it is in their interests. Where repatriation is being considered we always undertake the formal 'Best Interest' process to determine whether moving placement would be beneficial for the individual. Following this there would be a social work programme to discuss options with service users and families alongside a commissioning and brokerage element to identify where suitable placements are becoming available. The process of 'repatriation' therefore takes several months to complete in every case and potentially longer if a new service needs to be developed as well as requiring good coordination between the social work and commissioning elements.
- 5.7 Over the medium term we want to permanently minimise the number of people living out of area, to achieve this we need to go further in our work to shape and stimulate the care market locally, ensuring the supply of new specialist provision matches the growing level of demand. This is a strategic commissioning priority for the new Commissioning Directorate and will include identifying learning disability provision within new housing developments, commissioning of the independent sector and consideration as to whether the local authority's own assets could be used as part of new provision. In particular the Council will need to develop additional in-county provision with the expertise to manage behaviours that may be challenging. This work will link to the Transforming Care agenda which aims to reduce the inpatient admissions of people with learning disabilities and/or autism. Even with these changes, there is likely to always be a small number of individuals who will require out-of-county placements to meet their needs especially if they require very specialist placements.
- 5.8 This work has the potential to achieve really good outcomes for service users and it might also result in much lower costs to the County Council. It is difficult to model the exact level of saving in advance as the cost of new provision in-County is not always known, at present the target of £140k in 2017/18 is considered achievable.
- 5.9 Looking ahead this might be an area where a strategic transformation fund proposal might be considered – providing the combination of social work, commissioning and placement pump-priming resource needed to bring as many people back into County as possible and develop the capacity for the future to minimise the number of new placements made at a distance.

## **6 TRANSFORMING IN-HOUSE LEARNING DISABILITY SERVICES**

- 6.1 A number of workstreams are being delivered to achieve savings from the in-house elements of the LDP model. These include a review of the staffing model within the Shared Lives scheme and a restructure of the management arrangements for the in-house provider services – in both instances developing a more streamlined structure and so reducing costs.

This work is on track to deliver the savings target of £430k, but due to time taken working through details on the terms and conditions changes within the new arrangements the delivery is slightly delayed. The projection is now £382k in 2017/18 with the remainder the 2018/19 financial year.

- 6.2 There is also a review of in-house day service provision which is projected to deliver savings in 2018/19. This work is at an early stage and is looking to consider the position of the in-house provision within the context of the day service market as a whole. As well as reviewing the existing day care provision against a map of needs the review is considering how we can improve the contribution of day services to key priority areas – notably enhancing the way we use day opportunities to support people with learning disabilities into employment.

## **7 USING ASSISTIVE TECHNOLOGY TO HELP PEOPLE WITH LEARNING DISABILITIES LIVE AND BE SAFE MORE INDEPENDENTLY**

- 7.1 Wherever possible we work to use assistive technology to support people to live more independently. A review of the potential for assistive technology is therefore built in to the re-assessment process for service users for both the PAT team and the teams within the core LDP. Technology can help in a number of ways, but the most common is the use of monitoring and alarm systems to avoid or minimise the need for overnight support – which means that sleep-in or waking night support is no longer required if we put a system in place to raise the alarm if someone is in difficulty. As well as raising alarms we can also use technology as part of the assessment, using tools such as ‘Just Checking’ to track movements over a number of weeks and see whether service users are coping independently. For example ‘Just Checking’ is being used to test whether someone disturbed during the night is wandering, needs staff assistance or whether they are getting to and from the bathroom without help – which then informs how much direct care we have to provide.
- 7.2 Over recent years our assistive technology assessments have been provided by a dedicated external provider. We have recently agreed to transfer this workload to the in-house service in the Older People and Mental Health Directorate and end the external contracting as a more cost effective way to deliver this service. The in-house assistive technology team has been developing their skills in the use of Just Checking and other equipment to allow them to take on work for Learning Disability and are now in a position to deliver this function for all client groups. The transition to the in-house model will take full effect from August 2017.
- 7.3 The savings expected from the use of assistive technology are £214k for 2017/18. Based on assessment work to date through the existing contract the expected full year effect of casework already identified is £321k. This would deliver £160k in 2017/18 (due to part year effect) and so with more cases still to be identified we are predicting that the £214k target will be delivered in full. As with the main re-assessments target it is comparatively early days and at this point the savings are estimated based on anticipated outcomes rather than cashed savings.

## **8 REVIEW OF HEALTH PARTNER CONTRIBUTIONS**

- 8.1 A saving of £500k was identified for 2017/18 from anticipated additional contributions from health partners to the pooled fund. This reflects the fact that the complexity of needs, the

number of service users and the cost of care are all increasing – creating demographic and inflationary pressures. The £500k saving relates essentially to the health contribution to this funding pressure and discussions have resulted in the CCG agreeing demography and inflation funding as well as an additional contribution which achieves the target saving/income estimate.

## **9 SUPPORTING PEOPLE WITH LEARNING DISABILITIES TO LIVE AS INDEPENDENTLY AS POSSIBLE**

9.1 This element of the savings programme is based upon plans to manage the increasing levels of demand for support within constrained funding – so rather than aiming for reduced spending in cash terms we are seeking to mitigate the pressure by acting to reduce the needs of service users. Effective support to carers can delay the need for 24/7 care and we may put in an intensive package initially to build on independence skills and then regularly review and reduce this package as skills develop.

9.2 A significant element of this workstream is led by the Young Adult Team and focused on the growing number of young people with disabilities who are transitioning from children's to adults' care teams. The Young Adults Team are now working very closely with children's service colleagues to support young adults with learning disabilities to develop their confidence and skills to live more independently following the transition. This includes ensuring assistive technology is introduced earlier, helping young people to get qualifications and skills to support employment, helping people to learn to travel independently and helping them to begin to live by themselves where possible. The demography modelling suggested a pressure of £900k based on an estimated 53 young people transitioning into the service and so we are working to mitigate as much of this as possible through the approaches described. Information from the first part of the financial year shows that the cost of meeting the needs of new service users is somewhat higher than the rate required to deliver this saving in full. We are looking to mitigate this but if not successful and the trend continues as per the first few months of the financial year then this workstream will not achieve in full.

## **10. OVERALL PROGRAMME POSITION AND MITIGATING ACTIONS**

10.1 The table below shows an overview of the initiatives, with the forecast outturn compared to the business planning targets.

	2017-18 Target	Forecast Outturn
6.114 - Increasing independence and resilience when meeting the needs of people with learning disabilities	-£2,381k	-£2,381k
6.115 - Retendering for residential, supported living and homecare for people with learning Disability	-£331k	-£71k
6.117 - Developing a new learning disability care model in Cambridgeshire to reduce the reliance on out of county placements	-£140k	-£140k

6.122 - Transforming In-House Learning Disability Services	-£430k	-£382k
6.116 - Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care	-£214k	-£214k
A/R.6.118 Review of Health partner contributions to the Learning Disability Partnership	-£500k	-£500k
6.125 Supporting people with learning disabilities to live as independently as possible	-£726k	-£726k
Mitigating Workstreams (see below)	No target	£-448k
<b>Total</b>	<b>-£4,722k</b>	<b>-£4,722k</b>

- 10.2 As shown above there are shortfalls in the in-house services and contract retendering workstreams, but the LDP and PAT teams have identified a range of additional areas with scope to make up this shortfall and ensure delivery of the bottom-line target for learning disability as a whole.
- 10.3 The opportunity has been identified to work with providers for residential care and to consider whether any individuals could have their needs met by supported living arrangements instead of residential care. This approach can be beneficial for all parties with a lower cost of care for providers and commissioners and service users holding their own tenancies and having access to additional flexible income as a result of changes to benefit entitlements. We have identified an initial list of priority projects and discussions have therefore commenced with 6 providers who have expressed an interest in working with us on this agenda. A detailed project plan is being developed for each setting and the scope for benefits here is potentially significant with over 90 service users potentially benefitting across the county.
- 10.4 An additional saving is expected to be delivered by the review of in-house provision at Russell Street – with the cohort of service users changing and the provision becoming available to meet needs of people currently placed in more expensive external provision.
- 10.5 As well as these new workstreams we are continuing to apply pace and rigour to the main programme of reassessments to derive maximum possible benefits so potential savings may exceed the original target – helping us mitigate the savings shortfalls in some workstreams. Overall at this point there is strong confidence in the bottom-line target of £4,722k being delivered.
- 10.6 The financial benefits of this work programme will continue to be felt in 2018/19. Due to the phasing, many of the workstreams deliver savings split across the 2017/18 and 2018/19 financial years and at present we anticipate a saving of around £3.8m in 2018/19 from these same workstreams. The overall full year effect total is therefore savings of circa £8.5m.

## **11. ALIGNMENT WITH CORPORATE PRIORITIES**

Report authors should evaluate the proposal(s) in light of their alignment with the following three Corporate Priorities.

### **11.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

### **11.2 Helping people live healthy and independent lives**

The whole paper aligns with this strategic priority with the overall model described at paragraph 1.12.

### **11.3 Supporting and protecting vulnerable people**

The whole paper aligns with this strategic priority.

## **12. SIGNIFICANT IMPLICATIONS**

### **12.1 Resource Implications**

There are resource implications in this paper described throughout. Section 10.1 provides the overview of the overall impact on budgets from this work. The LDP remains a large and demand-led budget, where a number of factors and close casework work with clients and suppliers must combine effectively to deliver savings targets, which remain a challenging prospect at this early stage of the financial year.

### **12.2 Statutory, Legal and Risk**

All of the work being undertaken to achieve the savings described above has to meet the statutory obligations under the Care Act 2014 and other relevant legislation.

### **12.3 Equality and Diversity**

Disability is a protected characteristic in the Council's Community Impact Assessments. The Community Impact Assessments for each of the Business Planning proposals outlined in Section 2 describe the impact on individuals with Learning Disabilities and how these are impacts are mitigated. However, it should be noted that all these proposals are for services that are specifically provided for people with learning disabilities and for no other people within the local community.

### **12.4 Engagement and Communications**

Consultation has previously been carried out regarding the Transforming Lives model and the associated policy revision. Individual changes to care are always discussed with service users and their families, within the appropriate legislative frameworks. Changes to specific services e.g. day services will require engagement and consultation as the work develops.

## 12.5 Localism and Local Member Involvement

It will be important for Members to understand the strategic approach to delivering services to people with learning disabilities and how this may lead to changes for individuals.

## 12.6 Public Health

There are no significant implications within this category.

Source Documents	Location
None	

Implications	Officer Clearance
<b>Have the resource implications been cleared by Finance?</b>	Yes – Tom Kelly: Head of Finance
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	N/a – no new implications – these were handled by the consultation on the new policy framework and transforming lives model and community impact assessments for the savings
<b>Are there any Equality and Diversity implications?</b>	N/a – no new implications – these were handled by the consultation on the new policy framework and transforming lives model and community impact assessments for the savings
<b>Have any engagement and communication implications been cleared by Communications?</b>	N/a – no new implications – these were handled by the consultation on the new policy framework and transforming lives model
<b>Are there any Localism and Local Member involvement issues?</b>	N/a
<b>Have any Public Health implications been cleared by Public Health</b>	N/a



## APPENDIX – ADDITIONAL COST INFORMATION FOR ADULT SOCIAL CARE

### Cambridgeshire Activity Data Trends:

The chart below tracks the total cost of care per service user for people with learning disabilities in Cambridgeshire over recent financial years.

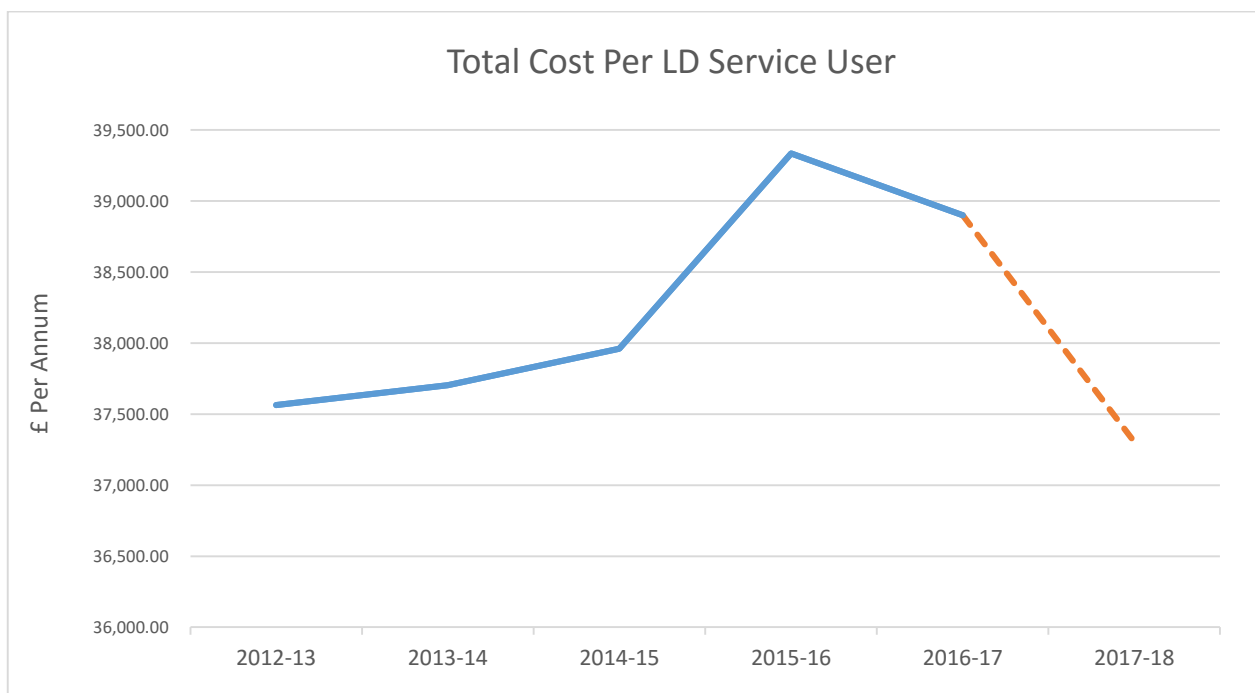
You can see the increasing cost up to 2015/16 reflecting the increasing levels of need we are seeing in people with disabilities, the additional complexity and the pressure on prices for care provision in the sector.

The cost per person then starts to reduce as our transforming live strategy, programme of care re-assessments and new policy framework come into effect.

### Notes

The red section of the chart shows projected spend if current financial targets are achieved in 2017/18 – the accompanying paper indicates that this is on-track and so we expect to see the unit cost of care for a person with disabilities decreasing as per the projection in the chart.

This captures all external care spending (residential, nursing, supporting living, domiciliary etc) but not does include the staffing costs of social workers or any other overheads.



## Residential Care Unit Costs:

The graph below shows the comparison between Adults and Older People across statistically similar authorities for Residential Care. This is provided as an illustration of how spend per person in Cambridgeshire compares to other shire counties and to highlight the difference between the level of spending on older people and people with disabilities and other needs.

The unit cost of residential provision in Cambridgeshire was somewhat below the average for this group of comparator authorities in 2015/16.

The unit cost of residential care for people over the age of 65 is much lower than for the younger age group – but this is in line with all authorities – the ratio of over 65 and over 65 cost per person is broadly similar in Cambridgeshire to the other authorities.

### Notes

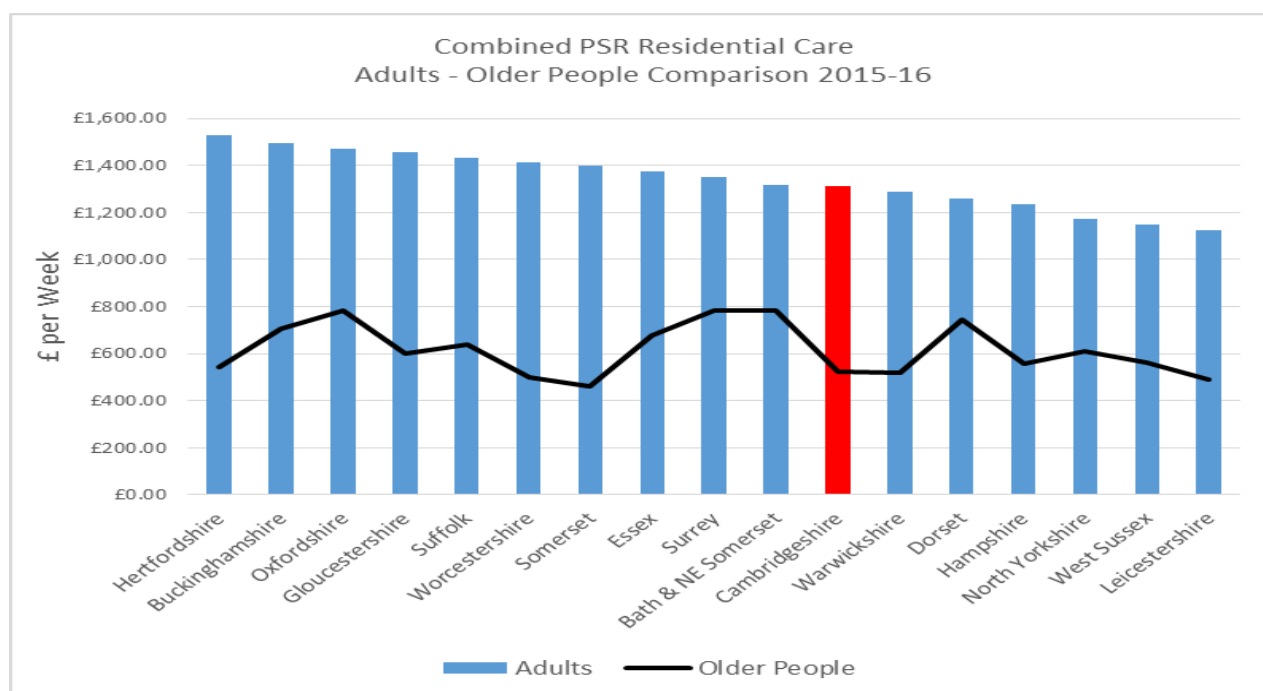
The chart shows spending on care for 'adults' rather than specifically for learning disabilities (LD only is not available from this source). The bars will therefore also reflect people with physical disabilities and people with mental health needs as well as people with LD. However it is still a good indicator as people with a Learning Disability comprise approximately 75% of the cohort.

The line shows people aged 65 and over and so indicates spend on 'older people' – but we should not this will include some people with other primary needs – for example 7% of these people have a learning disability and some others will have mental health needs or physical disabilities.

The comparison is provided for people living in residential care as comparable data is available for this group – data for people living at home is not considered reliably comparable between authorities as the way different types of care are recorded varies significantly.

There is difficulty in comparing costs between local authorities, in particular due to the different ways they treat health spending. This chart omits the 22% health spending in Cambridgeshire through the LDP pooled budget but because the LDP pool arrangement is not replicated everywhere we cannot be certain about the extent to which health costs are in the data from other local authorities.

All data is taken from NHS Digital - <https://digital.nhs.uk/> - Cambridgeshire submit an annual return ASC-FR (Adult Social Care – Finance Return) in September



**APPOINTMENTS TO OUTSIDE BODIES, INTERNAL ADVISORY GROUPS AND PANELS, AND PARTNERSHIP LIAISON AND ADVISORY GROUPS**

*To:* **Adults Committee**

*Meeting Date:* **13 July 2017**

*From:* **Chief Executive**

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

*Forward Plan ref:* **Not applicable**      *Key decision:* **No**

*Purpose:* **To consider appointments to outside bodies, internal advisory groups and panels, and partnership liaison and advisory groups.**

*Recommendation:* **It is recommended that the Adults Committee:**

- a) review and agree the appointments to internal advisory groups and panels as detailed at Appendix 1;**
- b) review and agree the appointments to relevant partnership liaison and advisory groups as detailed at Appendix 2; and**
- c) delegate, on a permanent basis between meetings, the appointment of representatives to any outstanding outside bodies, groups, panels and partnership liaison and advisory groups within the remit of the Adults Committee to the Executive Director Children Families and Adults, in consultation with the Chairman of the Adults Committee.**

<b><i>Officer contact:</i></b>	
Name:	Daniel Snowdon
Post:	Democratic Services Officer
Email:	<a href="mailto:Daniel.Snowdon@cambridgeshire.gov.uk">Daniel.Snowdon@cambridgeshire.gov.uk</a>
Tel:	01223 699177

## **1. BACKGROUND**

- 1.1 The Adults Committee is invited to review its appointments to the Internal Advisory Groups and Partnership Liaison and Advisory Groups described below.
- 1.2 The Committee is invited to delegate, on a permanent basis between meetings, the appointment of representatives to any to the Executive Director of the Children Families and Adults (CFA) Directorate in consultation with the committee Chair. This will allow outstanding appointments to outside bodies to be made between meetings. This will be a permanent delegation and all service committee are being asked to agree the same recommendation.

## **2. APPOINTMENTS**

- 2.1 The internal advisory groups and panels where appointments are required are set out at **Appendix 1** to this report. The current representative(s) is indicated. It is proposed that the Committee should review and agree the appointments to these bodies.
- 2.2 The partnership liaison and advisory groups where appointments are required are set out at **Appendix 2** to this report. The current representative(s) is indicated. It is proposed that the Committee should agree the appointments to these bodies.

## **3. ALIGNMENT WITH CORPORATE PRIORITIES**

### **3.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

### **3.2 Helping people live healthy and independent lives**

There are no significant implications for this priority.

### **3.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

## **4. SIGNIFICANT IMPLICATIONS**

### **4.1 There are no significant implications within these categories:**

- Resource Implications
- Procurement/Contractual/Council Contract Procedure Rules Implications
- Statutory, Legal and Risk Implications
- Equality and Diversity Implications
- Engagement and Communications Implications

- Localism and Local Member Involvement
- Public Health Implications

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Not applicable
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?</b>	Not applicable
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Not applicable
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Not applicable
<b>Have any engagement and communication implications been cleared by Communications?</b>	Not applicable
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Not applicable
<b>Have any Public Health implications been cleared by Public Health</b>	Not applicable

<b>Source Documents</b>	<b>Location</b>
Previous Adults Committee Agendas and Minutes	Democratic Services, Shire Hall 01223 699171

## APPOINTMENTS TO INTERNAL ADVISORY GROUPS AND PANELS

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Older Peoples Accommodation Project Member Reference Group</b>  The group will look at the Council's approach to increasing affordable residential and nursing care home provision through the potential use of County Council assets.	4	3		Rebecca Gipp Transformation Manager (01223) 729144 <a href="mailto:Rebecca.Gipp@cambridgeshire.gov.uk">Rebecca.Gipp@cambridgeshire.gov.uk</a>

## CAMBRIDGESHIRE COUNTY COUNCIL APPOINTMENTS TO PARTNERSHIP LIAISON AND ADVISORY GROUPS

### Appendix 2

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Adults Safeguarding Board</b>  This appointment usually falls to the Chair of the Adults Committee	6	1	Previously Councillor A Dent (UKIP)	Claire Bruin Service Director: Adult Social Care 01223 715665  <a href="mailto:claire.bruin@cambridgeshire.gov.uk">claire.bruin@cambridgeshire.gov.uk</a>
<b>Carers Partnership Board</b>  Aims to maintain a strategic overview of the support provided by Family Carers across Cambridgeshire.	6	1	Previously Councillor G Kenney (Con)	Graham Lewis Partnership Board Development Officer 0300 111 2301/07507 473813  <a href="mailto:graham@cambridgeshirealliance.org.uk">graham@cambridgeshirealliance.org.uk</a>
<b>Learning Disabilities Partnership Board</b>  Membership of the Board comprises clients, service users, carers and staff from the County Council, social care, National Health Service and voluntary sector organisations	6	1	Previously Councillor G Kenney (Con)	Tracy Gurney Head of Learning Disability  01223 714692  <a href="mailto:tracy.gurney@cambridgeshire.gov.uk">tracy.gurney@cambridgeshire.gov.uk</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Mental Health Governance Board</b>  Provide the strategic governance overview of the delegated Service as set out in the Section 75 Agreement.	Bi-monthly	1	Previously Councillor G Kenney (Con)	Charlotte Wolstenholme Business Support Assistant Older People's Mental Health Team  01223 715940  <a href="mailto:charlotte.wolstenholme@cambridgeshire.gov.uk">charlotte.wolstenholme@cambridgeshire.gov.uk</a>
<b>Older People's Partnership Board</b>  The OPPB brings together Older People, their representatives, the public and third sector, to work together to ensure the highest quality and best value services for older people across Cambridgeshire.	6	1	Previously Councillor A Bailey (Con)	Leisha O'Brien Development Officer Older People's Partnership Board  0300 111 2301  <a href="mailto:leisha@cambridgeshirealliance.org.uk">leisha@cambridgeshirealliance.org.uk</a>
<b>Physical Disability and Sensory Impairment Partnership Board</b>  The Board comprises people with physical disability and sensory impairments, carers, local voluntary organisations and staff from the Adults Department within the County Council		1	Previously Councillor M Smith (Con)	Linda Mynott Head of Disability Services  01480 373252  <a href="mailto:Linda.Mynott@cambridgeshire.gov.uk">Linda.Mynott@cambridgeshire.gov.uk</a>