

**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

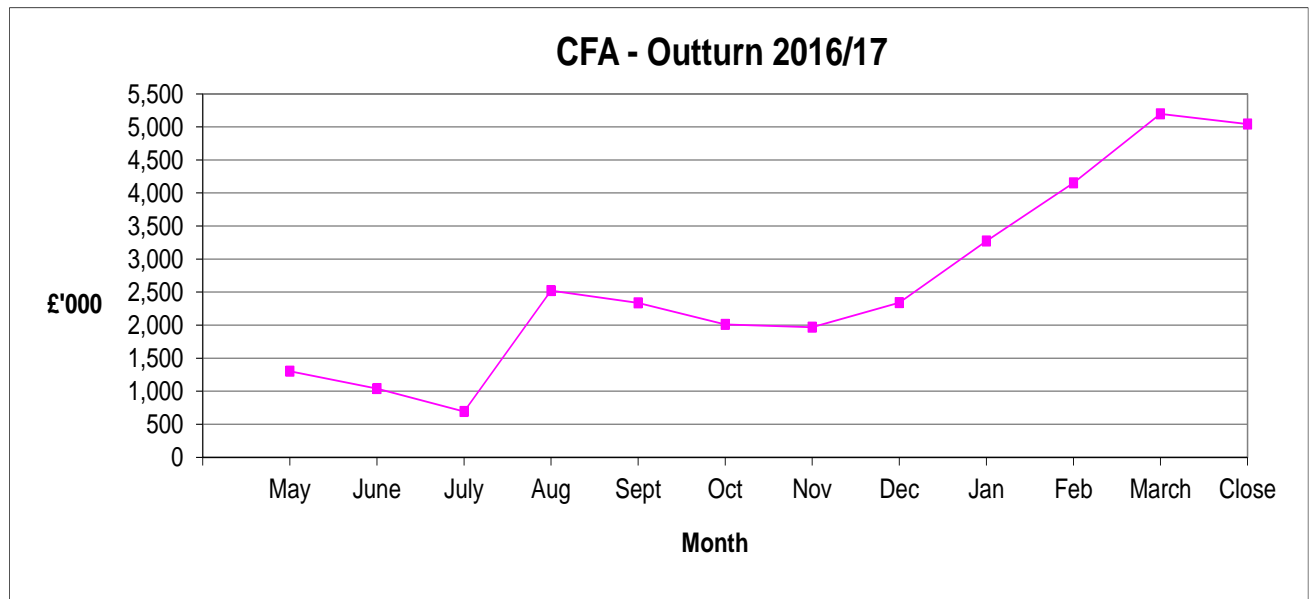
**2. INCOME AND EXPENDITURE**

**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
Recoupmnt	-	-	-	-	-	£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 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 -£503k</b>
<b>Further adjustments assumed within Outturn as shown in Appendix 1</b>							<b>£k</b>

**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	<i>Expected No. of Service Users 2016/17</i>	<i>Budgeted Average Cost (per week) £</i>	<i>Gross Annual Budget £000</i>	<i>Current Service Users</i>	<i>Current Average Cost (per week) £</i>	<i>Actual £000</i>	<i>Variance £000</i>
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	<div>per hour £15.97</div>	£15,267k	1,484	<div>per hour £15.87</div>	£13,741k	-£1,526k
~ Homecare Block			£3,161k			£3,161k	£k
<b>Total Expenditure</b>	<b>3,246</b>		<b>£63,083k</b>	<b>2,871</b>		<b>£62,165k</b>	<b>-£917k</b>
Residential Income			-£8,611k			-£9,171k	-£560k
Community Income			-£8,308k			-£6,784k	£1,523k
<b>Total Income</b>			<b>-£16,918k</b>			<b>-£15,955k</b>	<b>£963k</b>
<b>Further Savings Assumed Within Outturn as shown within Appendix 1</b>							

**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	<i>per hour</i> £17.34	£549k	45	<i>per hour</i> £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, Bearscoft 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>				
<u>Changes since the March Forecast</u>				
<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> <p>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.</p> <p>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.</p> <p><u>Actions being taken:</u>  We continue to make concerted efforts to minimise the dependency on agency despite high levels of demand. The implementation of our recruitment and retention strategy for social work staff should decrease the reliance on agency staffing. 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.</p>				
<b>19) Children Looked After</b>	<b>13,146</b>	<b>13,258</b>	<b>112</b>	<b>1%</b>
<p>The outturn position for the Children Looked After budget is an over spend of £112k.</p> <p>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.</p>				
<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>
<p>The outturn position for the CSC Units East &amp; South Cambs and Cambridge budget is an over spend of £380k due to the use of agency staffing.</p> <p>See CSC Hunts and Fenland (note 18) for narrative.</p>				
<b>21) Looked After Children Placements</b>	<b>12,512</b>	<b>16,664</b>	<b>4,152</b>	<b>33%</b>
<p>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.</p>				

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.	<b>GREEN</b>
<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>	<b>GREEN</b>
<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>	<b>GREEN</b>

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