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Children, Families & Adults Service

Finance and Performance Report – July 2016

1. SUMMARY

1.1 Finance

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

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

Monthly Indicators	Red	Amber	Green	Total
June Performance (No. of indicators)	7	8	6	21
June Portfolio (No. of indicators)	0	5	3	8

2. INCOME AND EXPENDITURE

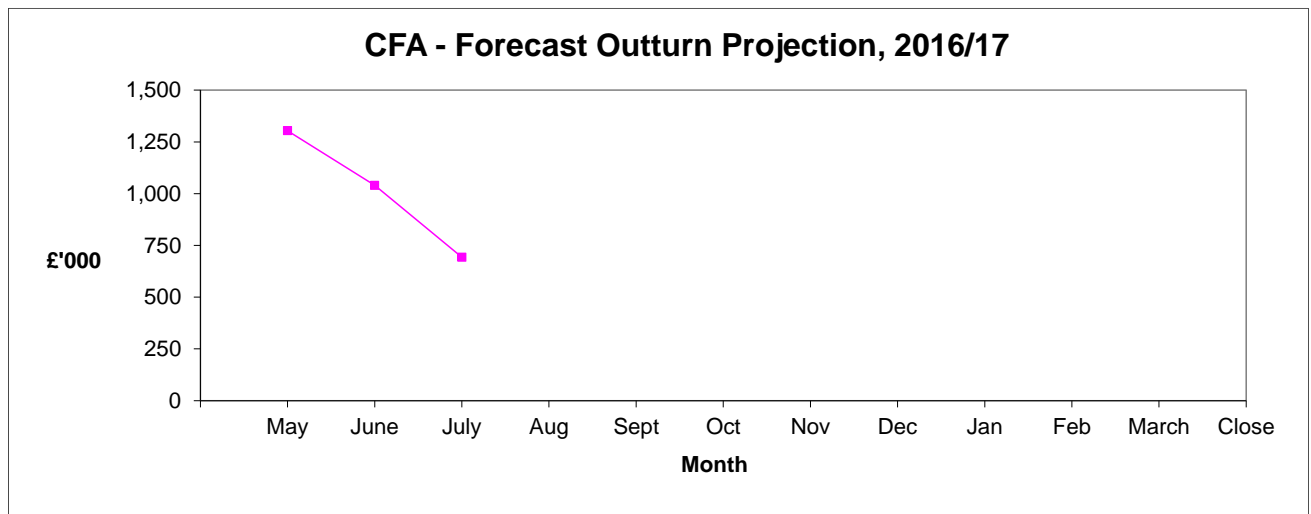
2.1 Overall Position

Forecast Variance Outturn (June) £000	Directorate	Original Budget 2016/17 £000	Current Budget 2016/17 £000	Current Variance £000	Forecast Variance Outturn (July) £000	Forecast Variance - Outturn (July) %
213	Adult Social Care	81,850	81,753	161	918	1.1%
-960	Older People & Mental Health	81,925	82,639	-350	-1,773	-2.1%
1,201	Children's Social Care	36,204	38,608	484	1,201	3.1%
587	Strategy & Commissioning	43,148	39,432	-12	387	1.0%
0	Children's Enhanced and Preventative	30,439	30,592	-42	-40	-0.1%
0	Learning	19,714	20,108	223	-0	0.0%
1,040	Total Expenditure	293,280	293,132	464	693	0.2%
0	Grant Funding	-50,716	-50,822	0	0	0.0%
1,040	Total	242,563	242,310	464	693	0.3%

Original budget is newly included in the table above (see appendix 4 for details of changes between Full Council and current budget)

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

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



2.2 Significant Issues

At the end of July 2016, CFA is forecasting a year end overspend of £693k. Significant issues are detailed below:

- In Adult Social Care, new pressures of £178k are reported on Strategic Management – vacancy savings are lower than previous years with key posts requiring cover
- In Adult Social Care, the Learning Disabilities forecast overspend has increased by £640k; this is the result of:
 - i. Plans to restructure in-house Provider Services are progressing but have been rescheduled: a new overspend of £146k is reported
 - ii. Care spending has increased by £187k since last month due to changes in client need and circumstances
 - iii. Expected savings delivery for the remainder of the year has been revised downwards reflecting progress to date. After taking alternative offsetting actions where possible, this leads to further net pressure of £307k
- In Adult Social Care, services to Carers are newly expecting an underspend of £100k. Personal budget allocations are lower than anticipated so far this year.
- In Older People and Mental Health, the Older People's localities team report underspends increasing by £220k. Spending is on track with savings plans and the improvement reflects the large number of cases that should be transferred to NHS funding responsibility due to continuing healthcare. This is a key complexity and uncertainty for the directorate.

- In Older People & Mental Health, Shorter Term Support services forecast new underspends totaling £140k, the result of lower than planned spend in Adult Early Help and Reablement, as well as a one-off sale of stock in Assistive Technology.
- In Older People & Mental Health, Mental Health report additional underspends of £450k. Spending commitments have decreased on Elderly Mental Health, and we anticipate the NHS will take over majority funding for a small number of clients supported under section 41 of the Mental Health Act.
- Within the Central Financing policy line an underspend of £200k is now being reported following approval at July GPC that an element of the SEND Reform Grant to be received during the 2016/17 financial will be applied to support additional associated costs within CFA.

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

	BUDGET				ACTUAL (July)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements July 16/17	Yearly Average	Actual Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost
Residential - disability	3	£306k	52	1,960.18	2	2.99	£429k	2,743.20	-0.01	£123k	783.02
Residential - secure accommodation	0	£k	52	0.00	0	0.00	£k	0.00	0	£k	0.00
Residential schools	8	£675k	52	1,622.80	10	9.83	£832k	1,663.39	1.83	£156k	40.59
Residential homes	23	£3,138k	52	2,623.52	25	24.31	£3,402k	2,786.05	1.31	£265k	162.53
Independent Fostering	180	£7,173k	52	766.31	230	221.90	£8,958k	777.07	41.9	£1,785k	10.76
Supported Accommodation	19	£1,135k	52	1,149.07	23	21.91	£1,512k	1,277.18	2.91	£377k	128.12
16+	6	£85k	52	272.60	21	16.01	£346k	353.97	10.01	£261k	81.36
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Pressure funded within directorate	-	£k	-	-	-	-	£2,216k	-	-	£2,216k	-
TOTAL	239	£12,512k			311	296.95	£13,262k		57.95	£750K	
In-house fostering	187	£3,674k	55	357.74	158	150.03	£3,339k	337.78	-36.69	£335k	-19.96
Kinship	35	£375k	55	193.23	44	42.52	£531k	189.56	7.23	£156k	-3.67
In-house residential	14	£1,586k	52	2,259.72	8	11.25	£1,586k	2,711.66	-2.25	£k	451.94
Concurrent Adoption	6	£100k	52	349.86	6	5.95	£109k	350.00	0.45	£8k	0.14
Growth/Replacement	0	£k	-	0.00	0	0.00	£k	0.00	-	£170k	-
TOTAL	241	£5,735k			216	209.75	£5,564k		-31.26	£1k	
Adoption	325	£3,000k	52	177.52	362	356.33	£3,260k	175.96	31.33	£260k	-1.56
Savings Requirement	0	£k	0	0.00	0	0.00	£184k	0.00	0	£260k	0.00
TOTAL	325	£3,000k			362	356.33	£3,076k		31.33	£k	
OVERALL TOTAL	805	£21,247k			889	863.03	£21,902k		58.02	£749k	

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

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

	BUDGET			ACTUAL (July 16)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements July 16	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	92	£5,831k	£63,377	108	96.09	£6,304k	£65,602	16	4.09	£473k	£2,226
Hearing Impairment (HI)	4	£110k	£27k	3	2.34	£48k	£20,656	-1	-1.66	£61k	£6,751
Moderate Learning Difficulty (MLD)	3	£112k	£37k	3	2.34	£99k	£42,423	0	-0.66	£13k	£4,980
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	£75k	£0
Physical Disability (PD)	1	£17k	£17k	2	1.76	£33k	£18,782	1	0.76	£16k	£1,918
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	£41k	£0
Social Emotional and Mental Health (SEMH)	35	£1,432k	£41k	42	32.73	£1,369k	£41,825	7	-2.27	£63k	£915
Speech, Language and Communication Needs (SLCN)	3	£170k	£57k	3	1.68	£87k	£52,066	0	-1.32	£83k	£4,618
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	7	5.68	£112k	£19,743	-3	-4.32	£66k	£1,880
Visual Impairment (VI)	2	£55k	£27k	2	1.34	£43k	£32,126	0	-0.66	£12k	£4,650
Recoupmnt	-	-	-	-	-	£1k	-	-	-	£1k	-
TOTAL	154	£8,185k	£53,148	171	144.96	£8,185k	£56,472	17	-9.04	£k	£3,325

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

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

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

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

		BUDGET			ACTUAL (July 16)		Forecast	
Service Type		Budgeted No. of Service Users 2016/17	Budgeted Average Unit Cost (per week) £	Annual Budget £000	No. of Service Users at End of July 16	Current Average Unit Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Adult Disability Services	Residential	42	1,000	2,185	38	989	1,955	-230
	Nursing	25	734	954	20	878	913	-41
	Community	687	304	10,876	652	297	11,023	147
Total expenditure		754		14,015	710		13,891	-124
Income				-1,941			-1,833	108
Further savings assumed within forecast								-305
Net Total				12,074			12,058	-321
Learning Disability Services	Residential	275	1,349	19,284	282	1,348	20,558	1,274
	Nursing	16	1,939	1,613	15	1,726	1,359	-254
	Community	1,297	611	41,219	1,292	657	44,275	3,056
Learning Disability Service Total		1,588		62,116	1,589		66,192	4,076
Income				-2,348			-2,457	-109
Further savings assumed within forecast as shown in Appendix 1								-2,393
Net Total								1,574

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

		BUDGET			ACTUAL (July 16)		FORECAST	
Service Type		Budgeted No. of Clients 2016/17	Budgeted Average Unit Cost (per week)	Annual Budget	Snapshot of No. of Clients at End of July 16	Current Average Unit Cost (per week)	Forecast Actual	Forecast Variance
Adult Mental Health	Community based support	19	£145	£143k	16	£89	£129k	-£14k
	Home & Community support	204	£96	£1,023k	190	£86	£944k	-£79k
	Nursing Placement	19	£507	£502k	15	£868	£480k	-£22k
	Residential Placement	64	£748	£2,495k	57	£822	£2,393k	-£102k
	Supported Accommodation	130	£99	£671k	131	£99	£679k	£8k
	Direct Payments	21	£198	£217k	21	£214	£215k	-£2k
	Anticipated Further Demand						£254k	£254k
	Income			-£499k			-£356k	£143k
Adult Mental Health Total		457		£4,552k	430		£4,738k	£186k
Further savings assumed within forecast as shown in Appendix 1								-£656k

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

OP Total	BUDGET			ACTUAL (July 16)		Forecast	
Service Type	Expected No. of Service Users 2016/17	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	Current Average Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Residential	530	£456	£12,610k	502	£450	£12,255k	-£355k
Residential Dementia	368	£527	£10,111k	361	£521	£9,826k	-£285k
Nursing	306	£585	£9,340k	296	£617	£9,675k	£335k
Nursing Dementia	20	£639	£666k	20	£685	£690k	£24k
Respite			£932k			£873k	-£59k
Community based							
~ Direct payments	277	£210	£3,028k	262	£256	£2,988k	-£40k
~ Day Care			£1,577k			£1,469k	-£108k
~ Other Care			£5,951k			£6,169k	£218k
~ Homecare arranged	1,745	per hour £15.97	£15,257k	1,666	per hour £15.29	£14,737k	-£520k
~ Homecare Block			£3,161k			£3,161k	£k
Total Expenditure	3,246		£62,633k	3,107		£61,842k	-£791k
Residential Income			-£8,613k			-£8,467k	£146k
Community Income			-£8,308k			-£7,607k	£701k
Total Income			-£16,921k			-£16,074k	£847k
Further Savings Assumed Within Forecast as shown within Appendix 1							-£947k

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

[illegible]

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

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

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

3. BALANCE SHEET

3.1 Reserves

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

3.2 Capital Expenditure and Funding

2016/17 and Future Years Scheme Costs

There has been a £8.2m 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 affected include;

- Clay Farm, Cambridge £1.5m increase due to developing scope of the project to a 2FE school to accommodate further anticipated housing development.
- Ramnoth, Wisbech; £740k increased cost due to increased build cost identified at design stage.
- Hatton Park, Longstanton; £540k increased build cost identified at planning stage and transport costs of children.
- Barrington; £1,890k increased costs after option appraisal completed and costs inflated to meet Sept 2020 delivery
- Loves Farm, St Neots; £2,320k increase due to changing scope of the project to a 2FE school.

2016/17 In Year Pressures/Slippage

As at the end of July the capital programme forecast underspend continues to be zero. The level of slippage has not exceeded the Capital Variation adjustment made in May of £10,282k. A forecast outturn will only be reported once slippage exceeds this level. However in July movements on schemes has occurred totaling £1,166k. The significant changes in schemes are detailed below;

- Northstowe First Primary; -£346k slippage due to Furniture, equipment and part of the ICT requirements being unexpended this financial year until permanent school opens in September 2017. Hatton Park to move in with their own FFE and majority ICT.
- North West Cambridge (NIAB site); -£50k slippage due to the scheme being deferred to a September 2019 opening.
- Bearscroft Primary School; -£690k slippage. Project has slipped from start on site 15.08.16 to 19.09.16.
- Meldreth Primary School; £150k slippage, further works has confirmed a September 2018 opening and therefore January 2018 start on site. Anticipated design spend will now not be completed in 2016/17.

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.

Seven indicators are currently showing as RED:

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

The number of children subject to a CP plan in Cambridgeshire has risen, and at the end of June, was at its highest at 486. Anecdotal conversations with peers around the region would suggest that their CP numbers are also currently rising. In Cambridgeshire, we know that the numbers tend to peak towards the end of the school year, and July has a large number of reviews planned in, which will adjust the numbers somewhat. However, June showed very few delists in comparison with other months, and the highest ever number of conferences completed in the month leading to the increase in numbers.

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

The number of Looked After Children reduced to 614 in June 2016. This includes 64 UASC, around 10% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements.

Actions being taken include:

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

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

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

The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has increased again as a school moved from Requires Improvement to Good. 17 out of 32 Secondary schools with Inspection results are now judged as good or outstanding, covering about 17,000 pupils.

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

The Cambridgeshire health and social care system is experiencing a monthly average of 2,859 bed-day delays, which is 30% above the current BCF target ceiling of 2,206. In May there were 2,997 bed-day delays, up 277 compared to the previous month.

We are not complacent and continue to work in collaboration with health colleagues to build on this work. However, since Christmas we have seen a rise in the number of admissions to A & E across the county with several of the hospitals reporting Black Alert. There continues to be challenges in the system overall with gaps in service capacity in both domiciliary care and residential home capacity. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community.

Between June '15 and May '16 there were 29,731 bed-day delays across the whole of the Cambridgeshire system - representing a 14% decrease on the preceding 12 months.

Across this period NHS bed-day delays have decreased by 15% from 24,812 (Jun 14 - May 15) to 20,999 (Jun 15 - May 16), while bed-day delays attributed to Adult Social Care have increased from 7,733 in Jun 14 - May 15 and 7,842 in Jun 15 - May 16 an increase of 1%.

Please note that we receive the official data for DTOC measures from NHS England 6 weeks after the end of the month so reporting is always a month behind. However, we receive more up-to-date data on Social Care delays from the Acute hospitals. At 29/07/2016 there was 1 social care delay at Hinchingsbrooke contributing 7 bed day delays and at Addenbrookes, 7 social care delays were contributing 51 bed-day delays.

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

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

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

Data for 2015 shows that the gap has remained unchanged at KS2, but increased significantly at KS4. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential. All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

5. CFA PORTFOLIO

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

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

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

APPENDIX 1 – CFA Service Level Budgetary Control Report

Forecast Variance Outturn (June) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of July £'000	Actual to end of July £'000	Current Variance		Forecast Variance Outturn (July)	
					£'000	%	£'000	%
Adult Social Care Directorate								
0	1 Strategic Management – ASC	977	564	557	-7	-1%	178	18%
0	Procurement	569	204	208	4	2%	0	0%
0	ASC Strategy & Transformation	2,265	643	653	10	1%	0	0%
-95	ASC Practice & Safeguarding	1,569	313	330	17	5%	-95	-6%
Learning Disability Services								
-467	2 LD Head of Services	1,587	-2,725	-3,220	-496	18%	-759	-48%
297	3 LD Young Adults	2,106	708	637	-71	-10%	283	13%
514	4 City, South and East Localities	30,368	10,387	10,974	587	6%	825	3%
258	5 Hunts & Fenland Localities	20,031	5,883	6,393	509	9%	748	4%
19	6 In House Provider Services	5,237	1,759	1,951	192	11%	165	3%
Physical Disability Services								
-13	PD Head of Services	1,215	419	418	-2	0%	-7	-1%
-280	7 Physical Disabilities	12,356	4,629	4,416	-213	-5%	-285	-2%
0	Autism and Adult Support	857	312	124	-188	-60%	0	0%
-21	Sensory Services	515	225	158	-66	-30%	-34	-7%
0	8 Carers Services	2,101	767	651	-116	-15%	-100	-5%
213	Director of Adult Social Care Directorate Total	81,753	24,088	24,249	161	1%	918	1%
Older People & Mental Health Directorate								
-30	Strategic Management - OP&MH	1,265	3,748	3,739	-9	0%	-30	-2%
0	Central Commissioning	11,897	4,072	4,540	468	12%	0	0%
-107	9 OP - City & South Locality	12,803	4,602	4,449	-153	-3%	-16	0%
-223	9 OP - East Cambs Locality	6,238	2,130	2,032	-98	-5%	-400	-6%
-143	9 OP - Fenland Locality	8,461	2,845	2,599	-247	-9%	-195	-2%
-200	9 OP - Hunts Locality	11,077	3,876	3,674	-202	-5%	-284	-3%
0	Discharge Planning Teams	2,064	685	646	-39	-6%	0	0%
0	10 Shorter Term Support and Maximising Independence	8,545	2,094	2,051	-43	-2%	-140	-2%
0	Integrated Community Equipment Service	779	655	735	80	12%	0	0%
Mental Health								
-30	Mental Health Central	693	135	107	-28	-21%	-32	-5%
-170	11 Adult Mental Health Localities	6,626	1,646	1,437	-209	-13%	-470	-7%
-56	11 Older People Mental Health	7,933	2,788	2,761	-27	-1%	-206	-3%
0	Voluntary Organisations	4,258	1,427	1,582	156	11%	0	0%
-960	Older People & Adult Mental Health Directorate Total	82,639	30,703	30,353	-350	-1%	-1,773	-2%

Forecast Variance Outturn (June) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of July £'000	Actual to end of July £'000	Current Variance		Forecast Variance Outturn (July)	
					£'000	%	£'000	%
Children's Social Care Directorate								
475	12 Strategic Management - Children's Social Care	5,570	1,731	2,056	325	19%	475	9%
0	Adoption Allowances	3,076	1,057	1,150	93	9%	0	0%
0	Legal Proceedings	1,540	385	286	-99	-26%	0	0%
112	13 Safeguarding & Standards	1,765	455	485	30	7%	112	6%
235	14 CSC Units Hunts and Fenland	3,897	1,332	1,457	125	9%	235	6%
0	Children Looked After	12,472	4,583	4,520	-63	-1%	0	0%
379	15 CSC Units East & South Cambs and Cambridge	3,680	1,210	1,268	58	5%	379	10%
0	Disabled Services	6,609	2,021	2,035	15	1%	0	0%
1,201	Children's Social Care Directorate Total	38,608	12,774	13,259	484	4%	1,201	3%
Strategy & Commissioning Directorate								
0	Strategic Management – Strategy & Commissioning	443	179	140	-39	-22%	0	0%
0	Information Management & Information Technology	1,776	872	878	6	1%	0	0%
0	Strategy, Performance & Partnerships	3,004	531	528	-3	-1%	-0	0%
-163	16 Local Assistance Scheme	484	232	173	-58	-25%	-163	-34%
Commissioning Enhanced Services								
750	17 Looked After Children Placements	14,375	3,707	3,755	48	1%	750	5%
0	Special Educational Needs Placements	8,563	3,016	3,101	85	3%	0	0%
0	Commissioning Services	3,521	1,211	1,170	-41	-3%	0	0%
0	Early Years Specialist Support	1,323	242	218	-24	-10%	0	0%
0	Home to School Transport – Special	7,973	2,330	2,201	-129	-6%	0	0%
0	LAC Transport	1,107	277	359	82	30%	0	0%
Executive Director								
0	Executive Director	454	152	182	30	20%	0	0%
0	18 Central Financing	-3,590	-3,157	-3,127	30	-1%	-200	-6%
587	Strategy & Commissioning Directorate Total	39,432	9,592	9,580	-12	0%	387	1%
Children's Enhanced & Preventative Directorate								
0	Strategic Management – Enhanced & Preventative	893	493	495	2	0%	-40	-4%
0	Children's Centre Strategy	520	266	267	0	0%	0	0%
0	Support to Parents	3,514	1,280	1,277	-4	0%	0	0%
0	SEND Specialist Services	5,400	1,869	1,893	23	1%	0	0%
0	Safer Communities Partnership	7,057	1,847	1,822	-25	-1%	0	0%
Youth Support Services								
0	Youth Offending Service	3,099	404	392	-12	-3%	0	0%
0	Central Integrated Youth Support Services	561	109	96	-13	-12%	0	0%
Locality Teams								
0	East Cambs & Fenland Localities	3,382	889	842	-46	-5%	0	0%
0	South Cambs & City Localities	3,707	944	966	22	2%	0	0%
0	Huntingdonshire Localities	2,459	653	662	9	1%	0	0%
0	Children's Enhanced & Preventative Directorate Total	30,592	8,755	8,712	-42	0%	-40	0%

Forecast Variance Outturn (June) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of July £'000	Actual to end of July £'000	Current Variance		Forecast Variance Outturn (July)	
					£'000	%	£'000	%
Learning Directorate								
0	Strategic Management - Learning	815	371	406	35	9%	0	0%
0	Early Years Service	1,321	461	455	-6	-1%	0	0%
0	Schools Intervention Service	1,248	378	411	33	9%	0	0%
0	Schools Partnership Service	1,005	201	192	-9	-4%	0	0%
0	Children's' Innovation & Development Service	87	-741	-493	248	-34%	0	0%
0	Integrated Workforce Development Service	1,253	189	209	20	10%	0	0%
0	Catering & Cleaning Services	-400	-125	-108	17	-14%	-0	0%
0	Teachers' Pensions & Redundancy	2,936	1,241	1,180	-62	-5%	0	0%
Infrastructure								
0	0-19 Organisation & Planning	1,800	391	333	-59	-15%	0	0%
0	Early Years Policy, Funding & Operations	86	25	24	-1	-2%	0	0%
0	Education Capital	172	238	205	-33	-14%	0	0%
0	Home to School/College Transport – Mainstream	9,786	2,749	2,788	39	1%	0	0%
0	Learning Directorate Total	20,108	5,378	5,601	223	4%	-0	0%
1,040	Total	293,132	91,290	91,754	464	1%	693	0%
Grant Funding								
0	Financing DSG	-23,318	-7,773	-7,773	0	0%	0	0%
0	Non Baselined Grants	-27,504	-4,751	-4,751	0	0%	0	0%
0	Grant Funding Total	-50,822	-12,523	-12,523	0	0%	0	0%
1,040	Net Total	242,310	78,766	79,231	464	1%	693	0%

APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
1) Strategic Management – ASC	977	-7	-1%	178	18%
<p>The expected overspend is predominantly caused by the directorate forecasting to underachieve on its £353k vacancy savings target by £130k as a result of a relatively low number of vacancies and the need to fill certain key vacant posts with agency staff in the first quarter. The ability to achieve this saving is constrained by the need to retain any savings from vacancies in the Learning Disability Service within the pooled budget with the NHS.</p>					
2) LD Head of Services	1,587	-496	18%	-759	-48%
<p>The Head of Service policy line is currently holding -£759k. This is a movement of -£292k from last month. The movement is the result of holding back additional expenditure on vacant posts and contracts to offset against pressures elsewhere in the pool totalling -£120k, and increasing the forecast Clinical Commissioning Group contribution to the LDP overspend by -£172k, due to the risk share on the pooled budget.</p> <p><u>Overall LDP position</u></p> <p>At the end of July 16 the Learning Disability Partnership as a whole is forecast to overspend by £1,600k at year end. The County Council's risk share of 78.8% is reported as £1,261k.</p> <p>As part of its savings plan for 2016/17, the LDP is currently engaged in reassessing every service user and in negotiating the costs of placements with providers. Experience so far is suggesting that average cost-reduction per client is lower than expected due to constraints imposed by legislation and increased client needs. This has led to a revised forecast for the overall savings expected to be achieved of £2.2m compared to an original target of £5.2m.</p> <p>Forecasts also reflect further pressure relating to five out-of-county in-patient beds. These placements have been needed due to our current CPFT in-patient service being unable to offer this service locally within the block contract arrangement. Costs for out of county inpatient beds are ranging from £425 to £965 per day. Teams are working to ensure that inpatient admissions are as short as possible and that people are supported to return to their locally area with the support the need.</p> <p>Partially offsetting the anticipated pressure, the LDP has exceeded its target for savings on price increases negotiated at the beginning of the year by £806k. This has been achieved by ensuring that higher cost providers in the independent sector absorb as much of the impact of the living wage increases as possible, although it may present an additional challenge when negotiating the price and volume of care with providers.</p> <p>In addition £300k of staff slippage savings is expected to be achieved to offset the remainder of the pressure, and the forecasting of likely increases in demand have been updated.</p> <p><u>Actions being taken</u></p> <p>Work on service-user reassessments and provider negotiations will be continuing as part of the original LDP savings plan, whilst work done so far is being examined and challenged to review whether lessons can be learned and applied to this work in the rest of the year.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
LD Head of Services, continued: In addition, there are ongoing negotiations regarding the contract arrangements for inpatient provision with CPFT to ensure some of these costs are offset against the block contract. <u>Changes since last month</u> Care spending commitments have increased by £187k since last month The forecast for in-house provider services has worsened by £146k (see below). These, as well as the net impact of revising expected savings for the remainder of the year, after offsetting action, lead to an overall adverse change of £640k across the LDP.					
3) LD Young Adults	2,106	-71	-10%	283	13%
The forecasted pressure for the Young Adults team has decreased by £13k from previous month, as a result of progress being made on clawing-back direct payments and a contractual change allowing a service user to be moved to a cheaper setting, which more than offset increasing need for other service users.					
4) Learning Disability – City, South and East Localities	30,368	587	6%	825	3%
There has been an overall increase from the previous month's forecast of £310k: South - Costs have increased by £106k as a result of a change in service-user need, East - A service user's death has further reduced costs, but this has partially been offset by increasing service-user need and short-term crisis funding. The remainder of the change in this area is due to the updating of spending commitments as a result of the loading of packages on to an automated payments and recording system, and updated expectations for the delivery of savings in the remainder of the year.					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
5) Learning Disability – Hunts & Fenland Localities	20,031	509	9%	748	4%
<p>There has been an overall increase from previous month's forecast of £490k:</p> <p>Hunts – A forecast increase of £280k, mainly caused by £205k costs incurred due to a service user's previous placement breaking down. Further pressures have been caused through revised estimates of future transport and variable package costs.</p> <p>Fenland – A forecast decrease of £60k as a result of £46k of reductions in the costs of current packages and contracts, as well as fluctuations in variable packages.</p> <p>The remainder of the increase is due to an updated estimate of savings achievable in the remainder of the year.</p>					
6) In House Provider Services	5,237	192	11%	165	3%
<p>The full year effect of the Business Plan saving target of £500k will now not be achieved in 2016/17. A consultation has been delayed with the latest anticipated date being the end of the calendar year, with an implementation date of 1/4/17. The savings achieved this financial year will be part year and full year effect of five vacant posts totalling £135k. There is also reported surplus of £200k for slippage and income generation. A pressure of £165k is reported in July.</p>					
7) Physical Disabilities	12,356	-213	-5%	-285	-2%
<p>The predicted underspend in the Physical Disability Service is predicted to be -£285k, which is an increase in the underspend of -£5k compared to June. The underspend is due to the management of demand through the use of short term intervention, increasing people's independence, and the use of community resources, in line with the Transforming Lives approach. The planned process of reassessing clients has identified increased health needs, resulting in increased funding from the NHS. Savings have also been found through bringing reassessments forward, in some cases as early as January 2016, enabling a larger full year effect, and there has been a high level of Direct Payment clawbacks early in the financial year.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
8) Carers Services	2,101	-116	-15%	-100	-5%
<p>The number of personal budgets awarded in the first quarter of the current financial year is much lower than anticipated, and so an underspend of -£100k at the year-end position is being forecast on the basis that the current trend continue throughout the next three quarters. This figure will be closely monitored on a monthly basis based on movement and spend in the personal budget allocation.</p> <p>There is a small pressure within the budget for young carers due to the service being under resourced when it commenced, but resources are being transferred within the Carers service, providing for a holistic approach to all age carer support across Cambridgeshire in line with the All Age Carers Strategy 2016-2020.</p>					
9) Older People – All Localities	38,578	-700	-5%	-895	-2%
<p>The forecast underspend on the localities has increased by £220k from last month to £895k. This represents a reduction in the forecast underspend on inflation/national living wage of £80k and a £300k increase in the underspend on care spending. The Older People forecast contains significant and increasing amounts of anticipated reductions resulting from the NHS taking over funding for clients with continuing healthcare (CHC) needs. Ensuring this is achieved remains complex and uncertain and is being actively project managed from the Council's perspective.</p> <p>The underlying care spending improvements since last month include:</p> <ul style="list-style-type: none"> • East Cambs care spending forecast decreased by £146k predominantly due to a series of cases receiving CHC funding. • Fenland costs have increased by £128k this month predominantly due to an increased number of clients in care placements and fewer placements ended than anticipated. Last month Fenland's costs decreased by £330k and so it still seems likely that they will exceed their savings target by the end of the year. • City and South costs decreased by £67k this month, although it still seems that the savings will be made they are unlikely to overachieve to the extent that was forecast last month and so the forecast underspend has been adjusted accordingly. • In Huntingdonshire, costs of care decreased by £41k this month, this includes a reduced expectation of direct payments of £47k. As the position has been steadily improving this year the expected underspend has been increased slightly on this budget. <p>Continued progress in reducing the overall commitment across localities and lower care volumes at the start of the year is reflected in an updated forecast underspend of £700k on cost of care (on top of £195k already secured through regulating price increases), which should be considered a best case target for this budget. Given the volatile nature of cost of care commitments, there are risks to achieving this underspend which is predicated on ongoing demand management through prevention, maximising CHC funding opportunities and ongoing review of packages. The position will continue to be closely monitored, with any adverse or favourable change in the cost of care being reflected in the future forecast position as appropriate.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
10) Shorter term Support and Maximising Independence	8,545	-43	-2%	-140	-2%
<p>An underspend of £140k is forecast against Shorter Term Support and Maximising Independence. The Adult Early Help Team was established in April and an underspend of £50k is expected from efficiencies achieved by staffing the team from existing resources across Older People's Services during the pilot phase. Reduced support costs for the Reablement Service are expected to result in an underspend of £50k, and the Council expects to retain £40k additional income in Assistive Technology due to a recent one-off sale of stock.</p>					
11) Mental Health– Adults & OP	14,560	-236	-5%	-676	-5%
<p>The forecast underspend on Mental Health cost of care has increased by £450k since last month. Delivery of Business Planning savings are on track with the level and amount of care provided being lower than anticipated at this stage of the year. The position has continued to improve during July, particularly in relation to Older People's Mental Health and so an additional underspend of £100k is included in the forecast to reflect this position.</p> <p>Scrutiny of care and funding arrangements for service users has identified that the County Council is funding health responsibilities for some placements made through Section 41 of the Mental Health Act – where a restriction order is in place to manage a risk of harm to the person or others. Discussions are ongoing with the CCG to address the provision of appropriate health funding, and this could yield additional savings of £350k for the Council.</p> <p>The following previously reported underspends still apply:</p> <ul style="list-style-type: none"> • £100k underspend on Adult Mental Health reflecting lower levels of care provision and progress towards savings delivery. • £126k due to price negotiations 					
12) Strategic Management - Children's Social Care	5,570	325	19%	475	9%
<p>The Children's Social Care (CSC) Director budget is forecasting an over spend of £475k.</p> <p>The First Response Emergency Duty Team is forecasting a £179k overspend due to use of agency staffing. This is because, due to service need, posts are required to be filled as quickly as possible, with essential posts covered by agency staff in a planned way until new staff has taken up post. Without the use of agency staff to back fill our vacant posts we would not be able to complete our statutory function and the delay to children and families would be significant, jeopardising our ability to offer children/young people a proportionate response to significant risk of harm they may be suffering. Agency cover is only used where circumstances dictate and no other options are available.</p> <p>A further £296k of planned agency budget savings is not able to be met due to the continued need for use of agency staff across Children's Social Care due to increasing caseloads.</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>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
13) Safeguarding & Standards	1,765	30	7%	112	8%
<p>The Safeguarding and Standards (SAS) budget is forecasting an over spend of £112k.</p> <p>This is due to the use of agency staff to cover the increased number of initial and review child protection (CP) conferences and initial and review Looked After Children (LAC) Reviews. The SAS team currently operates with a staff group that was predicated for CP numbers of 192-230 (in 2013) and LAC numbers of 480 (in 2013). These numbers have risen steadily and then recently more sharply to 457 CP and 627 LAC, and show no immediate sign of decreasing. Independent Reviewing Officer caseloads are defined by statutory legislation so extra staff are required to manage that obligation.</p> <p><u>Actions being taken:</u></p> <p>We have already analysed, and are now implementing new procedures on better use of staff time to free up capacity. Despite this workloads remain stretched and we are exploring other avenues to secure resource to better manage the current caseloads.</p>					
14) CSC Units Hunts and Fenland	3,897	125	9%	235	6%
<p>The CSC Units Hunts and Fenland budget is forecasting an over spend of £235k due to the use of agency staffing.</p> <p>A policy decision was taken to ensure we fulfil our safeguarding responsibilities by ensuring that posts should be filled as quickly as possible, with essential posts within the Unit model covered by agency staff in a planned way until new staff have taken up post. If vacant posts are not filled we run the risk of not being able to carry out our statutory duties, and the unit becomes under increased pressure and unlikely to meet statutory requirements and there is then a potential that children could be left at risk.</p> <p>The unit model is very vulnerable when post are left vacant and whilst this can be managed for a very short period of time (staff on leave/period of absence) vacancies will require agency staff to backfill.</p> <p><u>Actions being taken:</u></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 should decrease the reliance on agency staffing. However, one option under consideration is to recruit peripatetic social workers over establishment. This would be more cost effective than using agency staff. The establishment budget would have to be re-balanced to meet this cost. Further work is also underway to review the Unit Model design and how best to manage the Child's journey.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
15) CSC Units East & South Cambs and Cambridge	3,680	58	5%	379	10%
<p>The CSC Units East & South Cambs and Cambridge budget is forecasting an over spend of £379k due to the use of agency staffing.</p> <p>See CSC Hunts and Fenland (note 14) for narrative.</p>					
16) Local Assistance Scheme	484	-58	-25%	-163	-34%
<p>A contingency budget of £163k was allocated to the Local Assistance Scheme during 2016/17 Business Planning, following a decision by GPC in Spring 2015.</p> <p>The contingency budget was not utilised in 2015/16, and it became clear after the budget was set that it was unlikely to be necessary in 2016/17. In May 2016, Adults Committee considered spending plans for the scheme at the "core funding" level of £321k.</p> <p>This means the contingency budget of £163k is not required, based on current spending plans.</p>					
17) Looked After Children Placements	14,375	48	1%	750	5%
<p>The position remains unchanged this month. Further review and modelling of the LAC Placements budget was undertaken in June, where it was determined that as at 1st April, prior to any mitigating actions being taken, the full year impact of the carried forward pressure from 2015/16 was £2.3m. This is based on current commitments, which assume that all LAC will be in placement for the full financial year, unless they turn 18 or 19 years of age. Subsequent to this, as previously reported, there has been a transfer of funding of £950k from Older People's Service (as approved by GPC on 26th July 2016), resulting in a revised net pressure of £1.3m.</p> <p>The LAC action plan aims to address the net carried forward pressure and deliver the 2016/17 Business Plan savings. However, further scrutiny of the action plan that took place in June identified that, whilst there are saving targets in place to produce a balanced budget in 16/17, there are risks associated with some of these savings. Based on the information to date, and an expectation of the actions to be delivered between now and the end of the financial year, there is a predicted overspend of £750k. At present this is due to the delay in undertaking some actions – this is being addressed and it is expected that the outcome of these actions will mitigate the projected overspend and reduce it by the end of the financial year. This will be closely monitored over the coming months and the forecast outturn updated accordingly. This projection is also based on no further growth in LAC numbers over the coming months.</p> <p>Overall Looked After Children (LAC) numbers at the end of July 2016, including placements with in-house foster carers, residential homes and kinship, are 610, 4 less than June 2016. This includes 62 unaccompanied asylum seeking children (UASC).</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%

Looked after Children Placements, continued:

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of July are 311.

External Placements Client Group	Budgeted Packages	30 June 2016 Packages	31 July 2016 Packages	Variance from Budget
Residential Disability – Children	3	2	2	-1
Child Homes – Secure Accommodation	0	0	0	-
Child Homes – Educational	8	9	10	+2
Child Homes – General	23	25	25	+2
Supported Accommodation	19	26	23	+4
Supported living 16+	6	18	21	+15
Independent Fostering	180	227	230	+50
TOTAL	239	307	311	+72

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

Actions being taken to address the forecast overspend include:

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

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.

18) Central Financing	-3,590	30	-1%	-200	-6%
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Following approval at July GPC, £200k of the SEND Reform Grant to be received during the 2016/17 financial year will be applied to support additional associated costs within CFA.

APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £'000
Grants as per Business Plan		
Public Health	Department of Health	6,422
Better Care Fund	Cambs & P'Boro CCG	15,457
Social Care in Prisons Grant	DCLG	317
Unaccompanied Asylum Seekers	Home Office	840
Youth Offending Good Practice Grant	Youth Justice Board	528
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	2,173
Children's Social Care Innovation Grant (MST innovation grant)	DfE	456
MST Standard & CAN	DoH	201
Music Education HUB	Arts Council	782
Non-material grants (+/- £160k)	Various	201
Total Non Baselined Grants 2016/17		27,504

Financing DSG	Education Funding Agency	23,318
Total Grant Funding 2016/17		50,822

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

Directorate	Grant Total £'000
Adult Social Care	2,299
Older People	12,166
Children's Social Care	911
Strategy & Commissioning	1,557
Enhanced & Preventative Services	9,661
Learning	911
TOTAL	27,504

APPENDIX 4 – Virements and Budget Reconciliation

Virements between CFA and other service blocks:

	Effective Period	£'000	Notes
Budget as per Business Plan		242,563	
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.
Current Budget 2016/17		242,310	

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

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

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

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

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

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

APPENDIX 5 – Reserve Schedule

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

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 July 16		
	£'000	£'000	£'000	£'000	
<u>General Reserve</u>					
CFA carry-forward	1,623	-1,062	561	-132	Forecast overspend of £693k applied against reserves.
subtotal	1,623	-1,062	561	-132	
<u>Equipment Reserves</u>					
ICT Equipment Replacement Reserve	604	0	604	70	Service plan to replace major infrastructure in 2016/17
IT for Looked After Children	178	0	178	98	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
subtotal	782	0	782	168	
<u>Other Earmarked Reserves</u>					
<u>Adult Social Care</u>					
Capacity in ASC procurement & contracts	225	-63	162	162	Continuing to support route rationalisation for domiciliary care
Specialist Assistive technology input to the LDP	186	-186	0	0	External support to promote use of technology to reduce costs of supporting LD clients
Autism & Adult Support Workers (trial)	60	-30	30	30	Trialling support work with Autism clients to investigate a new service model, 12 month period but only starting in September 2016
Direct Payments - Centralised support (trial)	174	-44	130	130	By centralising and boosting support to direct payment setup we hope to increase uptake & monitoring of this support option
Care Plan Reviews & associated impact - Learning Disability	346	-346	0	0	Additional social work, complaints handling, business support and negotiation capacity in support of the major reassessment work in these services
Care Plan Reviews & associated impact - Disabilities	109	-109	0	0	
<u>Older People & Mental Health</u>					
Continuing Healthcare project	118	-59	59	59	CHC team has been formed to deliver the BP savings
Homecare Development	62	-40	22	22	Managerial post to take forward proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work.
Falls prevention	44	-44	0	0	To upscale the falls prevention programme
Dementia Co-ordinator	35	-22	13	0	£35k needed, hoping for PH match funding.
Shared Lives (Older People)	49	-49	0	0	Trialling the Adult Placement Scheme within OP&MH
Mindful / Resilient Together	321	-133	188	188	Programme of community mental health resilience work (spend over 3 years)

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 July 16		
	£'000	£'000	£'000	£'000	
Increasing client contributions and the frequency of Financial Re-assessments	120	-70	50	50	Hiring of fixed term financial assessment officers to increase client contributions
Brokerage function - extending to domiciliary care	50	-15	35	35	Trialling homecare care purchasing post located in Fenland
Specialist Capacity: home care transformation / and extending affordable care home capacity	70	-45	25	0	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
Childrens Social Care					
Independent Reviewing Officers (IRO) and Care Planning (CP) Chairperson	28	-28	0	0	2 x Fixed Term Posts across 2015/16 and 2016/17. Increase in Independent Reviewing Officers (IRO) capacity to provide effective assessment which will safeguard the YP as per statutory guidance under the Care Planning Regulations Children Act 1989 – (Remaining balance will support for 1 post for 6 month period in 2016/17)
Adaptations to respite carer homes	14	-14	0	0	Reserve for adaptations to Foster carer Homes
Child Sexual Exploitation (CSE) Service	250	-250	0	0	Child Sexual Exploitation Funding - Barnardo's project to work with children in relation to child sexual exploitation. Barnardo's would look to recruit to 5 staff and these would be 1 x MASH worker, 2 x workers in relation to return interviews and an additional 2 workers who will work direct with children in relation to child sexual exploitation.
Strategy & Commissioning					
Building Schools for the Future (BSF)	141	0	141	0	Funding allocated to cover full ICT programme and associated risks. In 2016/17 also cover costs associated with transition from Dell ICT contract.
Statutory Assessment and Resources Team (START)	10	-10	0	0	Funding capacity pressures as a result of EHCPs.
Home to School Transport Equalisation reserve	253	0	253	-472	16/17 is a "long year" with no Easter and so has extra travel days. The equalisation reserve acts as a cushion to the fluctuations in travel days.
Time Credits	74	-74	0	0	Funding for 2 year Time Credits programme from 2015/16 to 2016/17 for the development of connected and supportive communities.
Reduce the cost of home to school transport (Independent travel training)	60	-60	0	0	Draw down of funds to pay for independent travel training
Prevent children and young people becoming Looked After	57	-57	0	0	£32k to extend the SPACE programme pilot to enable a full year of direct work to be evaluated for impact
Disabled Facilities	127	0	127	77	Funding for grants for disabled children for adaptations to family homes.

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 July 16		
	£'000	£'000	£'000	£'000	
Strategy & Commissioning					
Commissioning Services – Children's Placements	13	-13	0	0	Funding to increase capacity. Two additional Resource Officers are in post.
Enhanced & Preventative					
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 2017.
Multi-Systemic Therapy (MST) Standard	182	0	182	0	2-year investment in the MST service (£182k in 2015/16 & 2016/17) to support a transition period whilst the service moves to an external model, offering services to CCC and other organisations on a traded basis.
MST Child Abuse & Neglect	78	-78	0	0	Whilst the MST CAN project ended in 2015/16, the posts of MST Program Manager and Business Support Manager who support all of the MST teams have been retained and will transfer to the MST Mutual CIC. Funding is required until the MST Mutual commences.
Youth Offending Team (YOT) Remand (Equalisation Reserve)	250	0	250	250	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
All Age Lead Professional	40	-40	0	0	Trialling an all age locality lead professionals. Ongoing trial into 16/17.
Maximise resources through joint commissioning with partners	14	-14	0	0	Funding for Area Partnership Manager, ensuring that local needs are identified and met in relation to children's services by bringing together senior managers of local organisations in order to identify and develop priorities and commission local services. Work to be undertaken during 2016/17 to seek sustainable solution to the shortfall in funding on a permanent basis.
Independent Domestic Violence Advisors	24	0	24	0	To continue to provide a high level of support to partner agencies via the Multi-agency safeguarding hub, and through the multi-agency risk assessment conference process, by supporting high-risk victims of domestic abuse.
Learning					
Cambridgeshire Culture/Art Collection	87	0	87	47	Providing cultural experiences for children and young people in Cambs
Discretionary support for LAC education	182	-182	0	0	To be reviewed in Sept 16
Reduce the risk of deterioration in school inspection outcomes	60	-60	0	0	Draw down of funding to pay for fixed term Vulnerable Groups post
ESLAC Support for children on edge of care	50	-50	0	0	Funding for 2 year post re CIN

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 July 16		
	£'000	£'000	£'000	£'000	
CCS (Cambridgeshire Catering and Cleaning Services)	119	0	119	0	CCS Reserve to make additional investment in branding, marketing, serveries and dining areas to increase sales and maintain contracts. Also includes bad debt provision following closure of Groomfields Grounds Maintenance Service.
<u>Cross Service</u>					
Develop 'traded' services	57	-57	0	0	£27k is funding for 2 x 0.5 FTE Youth Development Coordinators until March 17 £30k is for Early Years and Childcare Provider Staff Development
Improve the recruitment and retention of Social Workers (these bids are cross-cutting for adults, older people and children and young people)	188	-110	78	58	This will fund 2-3 staff across 2016/17 focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	184	-184	0	0	Repairs & refurbish to council properties: £5k Linton; £25k March; £20k Norwich Rd; £10k Russell St; Alterations: £50k Havilland Way Support the implementation of the in-house fostering action plan: £74k
Re-deployment of CFA Continuing and New Earmarked Reserves	-953	953	0	0	New 16/17 CFA Earmarked Reserves (£1.451m) funded from those 15/16 earmarked reserves no longer required (£0.498m) and CFA carry forward (£0.953m), following approval from Committee.
subtotal	4,097	-2,122	1,975	636	
TOTAL REVENUE RESERVE	6,502	-3,184	3,318	672	
<u>Capital Reserves</u>					
Building Schools for the Future	61	0	61	0	Building Schools for Future - c/fwd to be used to spent on ICT capital programme as per Business Planning 16/17.
Basic Need	0	1,260	1,260	-0	The Basic Need allocation received in 2016/17 is fully committed against the approved capital plan.
Capital Maintenance	0	1,569	1,569	0	The School Condition allocation received in 2016/17 is fully committed against the approved capital plan.
Other Children Capital Reserves	110	0	110	0	£10k Universal Infant Free School Meal Grant c/f and the Public Health Grant re Alcohol recovery hub £100k rolled forward to 2016/17.
Other Adult Capital Reserves	2,257	3,479	5,736	425	Adult Social Care Grant to fund 2016/17 capital programme spend.
TOTAL CAPITAL RESERVE	2,428	6,308	8,736	425	

(+) 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	Scheme	Revised Budget for 2016/17	Actual Spend (July)	Forecast Spend - Outturn (July)	Forecast Variance - Outturn (July)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	Schools						
41,711	Basic Need - Primary	42,782	7,419	39,791	-2,991	224,944	12,620
39,689	Basic Need - Secondary	41,162	10,199	40,682	-480	213,851	430
321	Basic Need - Early Years	613	-35	613	0	2,203	0
770	Adaptations	654	154	561	-93	6,541	0
2,935	Specialist Provision	3,225	1,337	3,050	-175	5,060	-175
3,250	Condition & Maintenance	3,250	937	3,250	0	25,750	0
204	Building Schools for the Future	348	68	348	0	9,118	0
1,114	Schools Managed Capital	1,926	0	1,926	0	9,798	-190
0	Universal Infant Free School Meals	10	1	10	0	0	0
300	Site Acquisition and Development	300	231	300	0	650	0
1,500	Temporary Accommodation	1,500	383	1,500	0	14,000	0
0	Youth Service	127	0	127	0	0	0
295	Children Support Services	295	0	295	0	2,530	0
3,717	Adult Social Care	5,311	0	5,311	0	25,777	1,299
1,350	CFA IT Infrastructure	1,700	168	1,700	0	3,000	0
0	CFA Capital Variation	-10,282	0	-6,543	3,739	0	0
97,156	Total CFA Capital Spending	92,921	20,862	92,921	0	543,222	13,984

Basic Need - Primary £12,620k increased total scheme cost.

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

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

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

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

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

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

Basic Need - Primary £2,991k slippage.

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

These include Westwood Primary (£105k) and Wyton Primary (£200k). These schemes will be re-phased in the 2017/18 business plan.

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

NIAB School, (£98k) slippage to scheme being deferred, the scheme is linked to housing development which is not progressing. Minimal spend expected in 2016/17 to complete design and planning stages.

Sawtry Infants, (£720k), the scheme has been redefined. The Infant and Junior school are no longer to merge which has meant spend planned summer 2016 to undertake refurbishment/remodelling works will now not go ahead. Design works only for 2016-17. Works to now commence April 2017 and complete by August 18.

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

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

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

Hatton Park to utilise their own Furniture Fittings & Equipment (FFE and ICT).

Bearcroft Primary School ;(£690k), Project has slipped from start on site 15.08.16 to 19.09.16.

Basic Need – Secondary £480k slippage.

The Bottisham Village College scheme has incurred £480k of slippage due to the start on site being deferred from late 2016 to March 2017. The delay has resulted from a joint bid to the EFA for additional £4m funding which has enabled the school to progress advanced works ahead of the main capital scheme.

Adaptations £93k slippage.

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

Specialist Provision £175k slippage.

The Trinity school scheme plans to underspend in 2016/17 by £175k due to the scheme completing without requiring budgeted contingencies.

Schools Managed Capital

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

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CFA Capital Variation.

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

2016/17					
Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (July) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (July) £000
CFA	-10,282	-3,739	3,739	36.4%	-
Total Spending	-10,282	-3,739	3,739	36.4%	-

6.2 Capital Funding

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

In July there have been no changes to the overall funding position of the 2016/17 capital programme.

APPENDIX 7 – Performance at end of June 2016

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Comments
% children whose referral to social care occurred within 12 months of a previous referral	Childrens Social Care	18.7%	20.0%	20.0%	Jun-16	↓	G	Performance in re-referrals to children's social care has worsened slightly during June but is still on target
Number of children with a Child Protection Plan per 10,000 population under 18	Childrens Social Care	34.5	30.0	36.7	Jun-16	↓	R	The number of children subject to a CP plan in Cambridgeshire has risen, and at the end of June, was at its highest at 486. Anecdotal conversations with peers around the region would suggest that their CP numbers are also currently rising. In Cambridgeshire, we know that the numbers tend to peak towards the end of the school year, and July has a large number of reviews planned in, which will adjust the numbers somewhat. However, June showed very few delists in comparison with other months, and the highest ever number of conferences completed in the month leading to the increase in numbers.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Comments
The number of looked after children per 10,000 children	Childrens Social Care	48.6	40.0	46.7	Jun-16	↑	R	<p>The number of Looked After Children dropped to 614 in June 2016. This includes 64 UASC, around 10% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.:</p> <p>Actions being taken include:</p> <ul style="list-style-type: none"> • 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. <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>
No / % of families who have not required statutory services within six months of having a Think Family involvement	Enhanced & Preventative							New measure 2016/17. Target will be set and indicator reported on when 6 months data is available


Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Comments
% year 12 in learning	Enhanced & Preventative	94.8%	96.5%	94.5%	Jun 16	↓	A	Our performance in learning tends to drop at this point in the year as young people drop out before completing their programmes in learning. As many will not return until September it is unlikely that we will meet this target until later in the year.
% 16-19 year olds not in Education, Employment or training (NEET)	Enhanced & Preventative	3.3%	3.3%	3.4%	Jun 16	↓	A	NEET has risen slightly this month mainly due to the number of young people dropping out from learning. Locality teams will pick them up quickly and offer support to encourage them to return to learning as soon as possible, however this may not be until September.
% Clients with SEND who are NEET	Enhanced & Preventative	10.1%	9.0%	10.6%	Q1 (Apr to Jun 16)	↓	A	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%	Jun-16	→	G	
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	80.7%	82.0%	80.8%	Jun-16	↑	A	156 Primary schools are judged as good or outstanding by Ofsted covering 38458 pupils. 80.8% is our best performance ever.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Comments
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	49.4%	75.0%	55.5%	Jun-16	↑	R	The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has increased again as a school moved from Requires Improvement to Good. 17 out of 32 Secondary schools with Inspection results are now judged as good or outstanding, covering about 17,000 pupils. (Source:Watchsted)
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	94.8%	100.0%	94.8%	Jun-16	➡	A	8 out of 9 Special schools are judged as Good or outstanding covering 920 (94.8%) pupils.
<i>Proportion of income deprived 2 year olds receiving free childcare</i>	<i>Learning</i>	80.0%	80.0%	79.2%	Spring Term 2016	↓	A	There were 1758 children identified by the DWP as eligible for the Spring Term. 1393 took up a place which equates to 79.2%
<i>FSM/Non-FSM attainment gap % achieving L4+ in Reading, Writing & Maths at KS2</i>	Learning	28	21	28	2015	➡	R	Data for 2015 suggests that the gap has remained unchanged at KS2 but increased significantly at KS4. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Comments
<i>FSM/Non-FSM attainment gap % achieving 5+ A*-C including English & Maths at GCSE</i>	Learning	31.3	26	37.8	2015	↓	R	All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.
<i>1E - Proportion of adults with learning disabilities in paid employment</i>	Adult Social Care	0.9%	6.0%	1.1%	Jun-16	↑	R	Performance at the end of the first quarter is starting to improve. 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	94.1%	93.0%	94.3%	Jun-16	↑	G	This indicator is subject to a new calculation method for 2015/16 onwards. Performance remains above the target and is improving gradually. Performance is above the national average for 14/15 and will be monitored closely.
RV1 - Proportion of planned reviews completed within the period that were completed on or before their due date. (YTD)	Adult Social Care / Older People & Mental Health	51.3%	50.1%	51.9%	Jun-16	↑	G	Performance at this indicator has been improving, this is partly due to ongoing data cleansing relating to the categorisation of planned/unplanned reviews. A focus on completing reviews early where there is the potential to free up capacity/make savings also may be contributing to this increased performance.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Comments
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	53.3%	57.0%	52.8%	Jun-16	↓	A	<p>The service continues to be the main route for people leaving hospital with simple, as opposed to complex care needs. However, we are experiencing a significant challenge around capacity in that a number of staff have recently retired and we are currently undertaking a recruitment campaign to increase staffing numbers.</p> <p>In addition, people are leaving hospital with higher care needs and often require double up packages of care which again impacts our capacity. We are addressing this issue directly by providing additional support in the form of the Double Up Team who work with staff to reduce long term care needs and also release reablement capacity.</p>
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health		141	72	Jun-16		G	<p>The implementation of Transforming Lives model, combined with a general lack of available residential and nursing beds in the area is resulting in a fall in the number of admissions.</p> <p>N.B. This is a cumulative figure, and the first time it has been collected this year so there is no comparable previous period.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Comments
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	Older People & Mental Health	529	429	556	May-16	↓	R	<p>The Cambridgeshire health and social care system is experiencing a monthly average of 2,859 bed-day delays, which is 30% above the current BCF target ceiling of 2,206. In May there were 2,997 bed-day delays, up 277 compared to the previous month.</p> <p>We are not complacent and continue to work in collaboration with health colleagues to build on this work. However, since Christmas we have seen a rise in the number of admissions to A & E across the county with several of the hospitals reporting Black Alert. There continues to be challenges in the system overall with gaps in service capacity in both domiciliary care and residential home capacity. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community.</p> <p>Between June '15 and May '16 there were 29,731 bed-day delays across the whole of the Cambridgeshire system - representing a 14% decrease on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have decreased by 15% from 24,812 (Jun 14 - May 15) to 20,999 (Jun 15 - May 16), while bed-day delays attributed to Adult Social Care have increased from 7,733 in Jun 14 - May 15 and 7,842 in Jun 15 - May 16 an increase of 1%.</p>
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Older People & Mental Health	128	114	124	May-16	↑	A	<p>In May '16 there were 622 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 124 delays per 100,000 of 18+ population. For the same period the national rate was 128 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.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Comments
<i>1F - Adults in contact with secondary mental health services in employment</i>	Older People & Mental Health	9.9%	12.5%	12.5%	June 16		G	Performance is now back on target after a significant drop in May

APPENDIX 8 – CFA Portfolio at end of June 2016

Programme/Project and Lead Director	Brief description and any key issues	RAG
Transforming Lives Claire Gibbs	<p>The Transforming Lives project is focusing on the implementation of the new way of working and has been rolled out to Physical and Learning Disability Services with plans underway for Older People's Services. Practice and procedures have been completely refreshed with the introduction of the 'T' model and a new Quality Assurance Framework process has been implemented. Significant changes to the 'Front Door' and the Contact Centre have been made with the introduction of the Adult Early Help Service which has proved to have had a positive impact; further phases of the new service are in the process of being rolled out. The project will now focus on working with partners such as the Voluntary and Community Sector, embedding the change where it has already been rolled out and Older People's service implementation.</p> <p>No key issues.</p>	GREEN
Building Community Resilience Programme: Sarah Ferguson	<p>This programme will respond to the council's focus on strengthening our support to communities and families. The strategy has been approved by the General Purposes Committee. Focus is now on developing and delivering the action plans.</p> <p>No key issues.</p>	GREEN
Community Hubs: Christine May/Lynsey Barron	<p>Programme management support has been allocated to scope and plan the programme. In July 2016 an all Members workshop is planned. From June to November 2016 there will be extensive engagement taking place with partners/members/communities before a draft strategy is taken to Group Leaders in November prior to General Purposes Committee in December 2016. Consultation will then follow from January to March with implementation from April 2017.</p> <p>The interdependencies are complex as we develop community hubs (libraries, children's centres, day service and public health) and where the savings can be made. Immediate focus is on the funding envelope and a process has been agreed by the Programme Board.</p>	AMBER

Programme/Project and Lead Director	Brief description and any key issues	RAG
0-19 Commissioning: Meredith Teasdale/Clare Rose	<p>This project is looking how Cambridgeshire County Council (CCC), Peterborough City Council (PCC) and Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) can work together to integrate child health and wellbeing services. This includes consideration of 0-19 community based health services, including Health Visiting, School Nursing and Family Nurse Partnership; Early Help and Children's Centre services; and Child and Adolescent Mental Health Services across Cambridgeshire and Peterborough.</p> <p>This project is rated amber as it is still at initial concept stage with no detailed project plan in place. A future integrated service offer is being drafted and will be completed by end of the July 2016. Various procurement options are being considered. To give an indication of timescales, LGSS Procurement has mapped an Open Dialogue tender process and this would take us to implementation stage in Jan-March 2018. However, final agreement of the Service Offer and route forward will be undertaken by the Joint Commissioning Unit in July 2016, when a detailed project plan will then be produced.</p> <p>It is intended to take the Service Offer and information on the proposed way forward to the CYP and Health Committees in October 2016.</p>	AMBER
Children's Centres: Sarah Ferguson/Jo Sollars/Clare Rose	<p>Children's Centres are currently being considered within the potential future service offer for 0-19 child health and wellbeing services as outlined above.</p> <p>Key Issue: Discussions are currently on-going around the need to link the 0-19 work more closely with the CCG Transformation. This would significantly lengthen the timescale for the 0-19 project. Consideration would then need to be given on how to move forward with the Children's Centres work as this needs to be completed in the more immediate future, due to the savings that need to be achieved. Confirmation on the potential closer links with the CCG Transformation is expected by the end of July 2016.</p>	AMBER
Mosaic: Meredith Teasdale	<p>The contract for the new Adult Social Care, Early Help and Children's Social Care ICT System (Mosaic) has been awarded to the supplier Servelec Corelogic Ltd. The contract was signed in June 2016. The project governance, management, team and resources have been appointed and detailed planning is now taking place. The project is complex and is anticipated to last approximately two years, estimated completion date April 2018. Mosaic will be implemented in Adult Social Care and will replace the current Adult Social Care financial management system (AFM) by September 2017. The second phase will implement the new system in Early Years and Children's Social Care by April 2018.</p> <p>No key issues.</p>	GREEN

Programme/Project and Lead Director	Brief description and any key issues	RAG
Accelerating Achievement: Keith Grimwade/Tammy Liu	<p>Although the achievement of almost all vulnerable groups of children and young people is improving, the progress is slow and the gap between vulnerable groups and other children and young people is unacceptably wide. The 2014-16 Accelerating Achievement strategy is being revised and will be incorporated into the overall School Improvement Strategy. This revision, and the development of an accompanying 2016-18 action plan, are on track and nearing completion, together with new monitoring arrangements</p> <p>No key issues.</p>	AMBER
LAC Placements Strategy: Meredith Teasdale/Mary-Ann Stevenson	<p>Whilst LAC numbers continue to rise, the composition of these placements is being positively impacted with the majority being met in-house. The In-House Fostering service continues to increase the number of filled beds (currently 170).</p> <p>The LAC Action Plan will be reviewed at an extended meeting in June to confirm future commissioning priorities and review achievement of savings.</p> <p>No key issues.</p>	AMBER