

CHILDREN AND YOUNG PEOPLE COMMITTEE



Cambridgeshire
County Council

Date: Tuesday, 06 December 2016

Democratic and Members' Services

Quentin Baker

LGSS Director: Law and Governance

14:00hr

Shire Hall

Castle Hill

Cambridge

CB3 0AP

Kreis Viersen Room

Shire Hall, Castle Hill, Cambridge, CB3 0AP

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

1 Election of a Chairman/ Chairwoman

To elect a chairman or chairwoman from the committee members present for the duration of the meeting in the absence of the Committee Chairwoman and Vice Chairman.

2 Apologies for absence and declarations of interest

Guidance on declaring interests is available at

<http://tinyurl.com/ccc-dec-of-interests>

3 Minutes of the Meeting on 8 November 2016 and Action Log

5 - 18

4 Petitions

DECISIONS

5 Free School Proposals

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6	Business Planning	27 - 108
	Please note that Appendix 4 - Community Impact Assessments will follow.	
7	Finance and Performance Report	109 - 166
8	Agenda Plan, Appointments and Training Plan	167 - 184
9	Date of Next Meeting	

To note that the Committee will meet next on Tuesday 17 January 2017 at 2.00pm in the Kreis Viersen Room, Shire Hall, Cambridge.

The Children and Young People Committee comprises the following members:

Councillor Joan Whitehead (Chairwoman) Councillor David Brown (Vice-Chairman)

Councillor Sir Peter Brown Councillor Simon Bywater Councillor Daniel Divine Councillor Peter Downes Councillor Samantha Hoy Councillor Maurice Leeke Councillor Mervyn Loynes Councillor Zoe Moghadas Councillor Lucy Nethsingha Councillor Simone Leigh Taylor and Councillor Julie Wisson

Rachel Beeson (Appointee) Flavio Vettese (Appointee)

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

Clerk Name: Richenda Greenhill

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The County Council is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chairman of the Council and political Group Leaders which can be accessed via the following link or made available on request: <http://tinyurl.com/ccf-film-record>.

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

The Council does not guarantee the provision of car parking on the Shire Hall site and you will need to use nearby public car parks <http://tinyurl.com/ccf-carpark> or public transport

CHILDREN AND YOUNG PEOPLE COMMITTEE: MINUTES

Date: Tuesday 8 November 2016

Time: 2.00pm – 4.20pm

Present: Councillors J Whitehead (Chairwoman), D Brown (Vice Chairman), P Brown, S Bywater, D Divine, P Downes, L Nethsingha, S Taylor, J Wisson and F Yeulett (substituting for Councillor D Harty)

Co-optee: R Beeson

Apologies: Councillors D Harty (Councillor Yeulett substituting), M Leeke, M Loynes and Z Moghadas; F Vettese

215. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies were noted as recorded above. There were no declarations of interest.

216. MINUTES OF THE MEETING ON 11 OCTOBER 2016 AND ACTION LOG

The minutes of the meeting held on 11 October 2016 were confirmed as a correct record and signed by the Chairwoman. The Action Log was noted.

The Vice-Chairman commented that numerous actions had “in progress” as their status on the Action Log, and some had been outstanding for some time. The Executive Director committed to reviewing the Action Log at her management teams in future, and ensure that it was as up-to-date as possible prior to publication.

With reference to the action associated with Minute 199 (Unaccompanied Asylum Seeking Children), it was confirmed that the letter been drafted and this action was now complete.

With reference to the action to contact Cllr P Brown regarding Community Infrastructure Levy in Huntingdon (Minute 200), the Service Director: Learning agreed to follow this up with the relevant Head of Service. **Action required.**

A Member asked if there had been any progress at GPC following the recommendation from the CYP Committee in October about the funding gap for Looked After Children. The Chairwoman and Vice-Chairman confirmed that they had spoken in favour of this proposal at GPC, and felt that the case had been well made. It would need to be considered along with other proposals as part of the Business Planning process, but there seemed to be general agreement by GPC that the money was needed.

217. PETITIONS

There were no petitions.

218. CHILDREN'S CHANGE PROGRAMME

The Committee received a report from the Interim Director for Children's Social Care and Lead for Children's Services Transformation, providing Members with an overview of proposed changes to Children's Services. Two additional papers, outlining current and proposed management structures, were tabled.

The report outlined proposed thematic workstreams to address needs and support client groups across the county. These included:

- One integrated front door and portal for services;
- Localised integrated services incorporating Family Centres, Targeted Youth and Family Work and Social Work;
- Lifelong Integrated Special Educational Needs and Disability (SEND) Service;
- Specialisms and development of Partners in Practice (PIP) and service developments supported by Transformation Bids.

One of the main changes would be for the posts of Service Director: Enhanced and Preventative Services and Service Director: Children's Social Care to effectively be merged, with the support of an Assistant Director, providing cover and operational support. There would also be a reduction from fourteen Locality teams to seven teams (two each in Huntingdonshire and Fenland; one each in South Cambridgeshire, East Cambridgeshire and Cambridge City). It was stressed that the proposals were still being formulated and were subject to change.

In discussion:

- a Member asked how the new arrangements would impact on the current Locality teams. It was confirmed that there had been consultation with all Locality teams, and by bringing together specialist family support and children's social care would be enhance provision. There would be no reduction in front line services. Critically, whilst reflecting best practice/evidence nationally, teams would be resourced to meet local needs;
- Members noted that the proposed configuration for the EDT (Emergency Duty Team) was the same as the current structure;
- Members noted the proposed arrangements for the multi-agency safeguarding hub, where staff would share the same office and data. It was confirmed that the Education Navigators would be current employees from similar roles, who offer advice to schools on safeguarding issues, and there would be a two way process i.e. feeding information and expertise both in and out of schools, and examples were given how this would work in practice. It was acknowledged that whilst there had been similar processes in place, this would provide a more focused and efficient mechanism in an area of great need;
- it was confirmed that there may be compulsory redundancies, but where possible voluntary redundancies and redeployment would be used;
- Members discussed the benefits of the whole life unit approach for some older Looked After Children;
- Members noted that a Training Needs Analysis had been undertaken, and staff had also been asked to identify any particular concerns going forward. Practice leader

roles were also being developed, and two specialist roles focusing on permanency planning and court work;

- Members noted that while the number of offices were reducing, there was no expectation that families would need to travel, or lose access to services locally – most work was undertaken with families in their own homes. It was agreed that more information was required on exactly how Locality Teams would change.

Action required;

- A number of Members reinforced the importance of Local Members, and stressed that it was critical all Members understood the processes, and greater clarity was required in some areas, especially on the role of Educator Navigators. It was suggested that it would be useful to have case studies, a Member Seminar item, and an easy to understand guide on the processes involved for those Members who did not attend seminars. The Chairwoman suggested that a workshop, or a more interactive forum may be more appropriate than a seminar slot;
- A number of Members requested a detailed statement of the new staffing structure and the proposed redundancies be brought back to Committee. **Action required.**

A Member commented that whilst understanding the rationale of combining directorates, would capacity be lost in that process, especially as there would be a reduction of seven locality managers, and also social work team leaders? Officers confirmed that the number of Directors would reduce by one (but with a new Assistant Director post), and Heads of Service would reduce by three. There would be a reduction of five or six Direct Reports/Locality Managers, with some moving to new District Manager posts, if suitably qualified. The consultation document would be issued to staff at the end of November, and it was difficult to be more specific on exact arrangements before the results of the consultation were taken into consideration. It was anticipated that savings of around £500,000 would be achieved.

The Chairwoman stressed that it was vital that combining posts did not result in staff working unreasonably long hours. Officers reassured her that this would not be the case, and that many of the savings would be achieved by synergies and efficiencies.

It was noted that in a discussion with staff, a total of 14 internal referral processes had been logged, which represented substantial wastage and risk. There were also a number of different assessments many families had to go through, often with different staff. For this reason, the focus was on streamlining services and committing to one point of access.

There was a discussion on the large number of moves that some Looked After Children had to go through, and the measures being proposed to address this i.e. having a very experienced and effective team, and specialist foster carers who can manage and support the most challenging young people.

It was resolved unanimously to:

1. agree the overall direction of travel of the proposals setting out how early help and targeted services can be integrated so that the whole system works together to improve outcomes for children and enables them to thrive.

219. YOUTH OFFENDING SERVICE PEER REVIEW

The Committee considered a report from the Service Director: Enhanced and Preventative Services on the findings of the Youth Offending Service Peer Review. It was noted that Cambridgeshire had already been acknowledged nationally as having many areas of good practice and performance in Youth Offending Services (YOS).

The review team found that the YOS was a well performing service with impressive reoffending data, low rate of first time entrants and minimal use of custody. Staff were enthusiastic and there was a good work culture.

However, a number of key areas for development were also identified, including improving post-16 education provision for YOS, disparities in the accommodation offer, and ownership of a youth justice vision. It was also suggested that it would be good to have a standard offer for young people who came out of custody.

The Committee congratulated officers for this excellent report. In discussion, individual Members raised the following issues:

- queried the relationship with Academies, specifically on the exclusion of YOS clients. Officers explained that regrettably some Academies took a zero tolerance approach to YOS clients, but they outlined the measures the YOS team was taking, including meeting with County Heads to discuss how the YOS team can support Academies and the importance of picking up issues at an early stage, before relationships break down. Whilst permanent exclusions were unusual, the level of fixed term exclusions by Academies was worrying;
- welcomed the use of robust and early interventions to stop young people going into custody;
- discussed YOS issues in Fenland, and noted that this was not a particular problem. What was an area for concern was the increasing drug and gang exploitation from other areas e.g. London, and the impact of this was primarily on young people in Cambridge and Huntingdonshire.

It was resolved to:

1. endorse the Peer Review recommendations, strengths and improvements.

220. TOTAL TRANSPORT – CHANGING DAY CENTRE SESSION TIMES

The Committee received a report from the Executive Director (Economy, Transport and Environment) setting out the issues that would be presented to the General Purposes Committee (GPC) on 29 November 2016. The recommendations on the report to that Committee would reflect the feedback received from both the Adults and Children & Young People Committees.

GPC agreed to the implementation of two phases of Total Transport proposals in July 2016. GPC also requested a further report on the likely impact, costs and savings of providing school transport for pupils with special education needs and disabilities (SEND) through the Flexible Minibus Service. Whilst this offered financial savings, it would also require changes to session times at Bedford House and Larkfield Day centres in Ely, and at The Café.

Since July, officers had engaged with around two-thirds of staff and service users. Whilst around 80% of service users were able to cope with the changes in times, not all were happy with the proposed changes, and the impact for a small number were significant. It was therefore concluded that whilst the proposals would make savings, this would lead to costs elsewhere, and could make the service inflexible.

The Chairwoman thanked officers for the thorough report, and the fantastic work that stood behind this report. Officers paid tribute to the support of other colleagues, especially in the East Cambridgeshire Locality Team. Members agreed with the proposed approach set out in the concluding sections of the report. Members also agreed that whilst the pilot had encountered difficulties, there was scope to use the model successfully elsewhere for other client groups. There were also suggestions of how minibuses could be used, e.g. by introducing transport to poorly-served rural communities, or to GP surgeries. The opportunities and challenges for these proposals were discussed. It was noted that a particular challenge was that any proposal to utilise transport more would not save money, although it would make better use of existing resources.

It was resolved to:

1. endorse the proposed approach of not changing day centre times due to the significant impact this would have, with only a limited potential saving;
2. note the alternative approach of considering the Flexible Minibus Service as an enabler for residents, helping them maintain their independence and to access community-based solutions.

221. FINANCE AND PERFORMANCE REPORT – SEPTEMBER 2016

The Committee considered a report by the Strategic Finance Manager providing an update on the finance and performance position for Children, Families and Adult Services (CFA) at the end of September 2016.

- CFA Services was forecasting a worsening overspend of £2,012,000 at the end of September, mainly resulting from higher than budgeted Legal costs and in Adoption Allowances;
- the Looked After Children (LAC) Placement budget was reporting an increased forecast of £3,000,000;
- the Schools Partnership Service was now forecasting an underspend on £196,000 due to the use of grant funding for Education Support for Looked After Children (ESLAC).

The Executive Director advised that the format of the Finance & Performance reports was being reviewed, so that the 'Main Issues' section would not only highlight overspends and underspends, but set out how these financial challenges were being addressed. There was a discussion among Members as to whether they wanted to continue to review the full report, or would prefer to receive just a summary/headline data. A number of Members commented that they found the detailed sections very useful, so it was agreed that the Committee would continue to receive the full report as part of the Committee agenda.

Turning to the Capital Expenditure and Funding section, there was a discussion about overspends on particular schemes, and it was suggested that the reasons for some of the overspends should really have been identified at the beginning of the process. It was also noted that there had been slippage on a number of schemes because housing development was not being progressed as quickly as originally anticipated. Officers explained that whilst parties worked together very closely on the timing of developments, the Capital plan was based on when Outline Planning Consent for developments was accepted.

A Member commented that the commitment to “*eradicate the achievement gap between vulnerable groups of children and young people and their peers*” was unattainable, as only around 20% of change in children’s lives came through education systems. The Service Director: Learning commented that whilst eradicating the gap and ensuring all children achieve their potential was the Council’s objective, he acknowledged that this was ambitious and it may be more appropriate to use an alternative to ‘eradicate’.

A Member observed that whilst 17 out of 30 Secondary schools were judged to be Good or Outstanding by Ofsted, the figure was much higher for Nursery and Primary Schools. The Chairwoman commented that the Council had powers of intervention in most Nursery and Primary Schools (as most were Maintained), whilst all Secondary schools in the county were Academies, and the Council had no intervention powers.

With reference to the escalating Legal costs, a Member asked how confident officers were that the implementation of the Children’s Change Programme (CCP) would improve performance by targeting the right families at the right time, thus reducing the Council’s exposure to legal costs. The Executive Director commented that early intervention was the key to reducing costs in this area, and agreed to look at the Council’s practices in further detail. **Action required.**

It was resolved to:

1. review and comment on the report.

222. AGENDA PLAN, APPOINTMENTS AND COMMITTEE TRAINING PLAN 2016-17

The Committee reviewed the Forward Agenda Plan for the Children and Young People Service Committee which was published on 1 November 2016. It was noted that since that date, the following item had been moved from the December to the January meeting: *Fenland Secondary School Review – Phase 2 consultation*.

Councillor P Brown advised that he had been appointed to the Adoption Panel some years ago but had not been asked to attend any meetings. The Executive Director agreed to check the current arrangements for the Adoption Panel. **Action required.**

It was resolved to:

1. note the Agenda Plan;
2. note the Committee Training Plan 2016/17.

223. EXCLUSION OF PRESS AND PUBLIC

The Committee resolved unanimously that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Schedule 12A of the Local Government Act 1972 as it refers to information relating to the financial or business affairs of any particular person (including the authority holding that information).

224. CAMBRIDGESHIRE CATERING AND CLEANING SERVICES

The Committee considered a confidential report about alternative operating models for Cambridgeshire's Catering and Cleaning Services (CCS), to ensure its sustainable future.

It was resolved to:

agree the HCL operating model be implemented, subject to due diligence and Member approval.

Chairman/ Chairwoman

**CHILDREN AND YOUNG
PEOPLE COMMITTEE****Minutes-Action Log****Cambridgeshire
County Council****Introduction:**

This log captures the actions arising from Children and Young People Service Committee meetings and updates members on progress in delivering the necessary actions.

This is the updated action log as at **28 November 2016**

Minutes of 8 December 2015					
Item No.	Item	Action to be taken by	Action	Comments	Status
130.	Recruitment and Retention Strategy: Social Care Services	W Ogle-Welbourn	• Scope for provision of mortgage support scheme to be provided to be investigated.	An agreement from the Planning Authority that this discharges our affordable housing obligations. A policy paper is being written for Assets and Investments (A&I) Committee that will set out our obligations and options for discharging them that may also help us with recruitment etc. An update will be provided once the policy has been through A&I Committee.	Completed

Minutes of 8 March 2016

168.	Building Community Resilience	Sarah Ferguson	• Need for co-ordinated engagement between partners in respect of community hubs to be raised at forthcoming meeting of Cambridgeshire Public Services Board.	A report was delayed due to on-going developments in this area and will be presented in December 2016.	Completed
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Minutes of 12th July 2016

192.	Financial Outturn 2015/16	Keith Grimwade	• A report to Spokes on the reasons for the increased time being taken when moving a child or young person with a Statement of Special Educational Needs or Education, Health and Care Plan from one school to another. This should identify the timescales involved and any schools where this is a particular area of difficulty.	This has been scheduled for February Spokes.	Completed
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Minutes of 13 September 2016

199.	Unaccompanied Asylum Seeking Children	Theresa Leavy	• To draft a letter to the Home Office for the Chairwoman's signature setting out the	This has been drafted and forwarded onto the Chairwoman.	Completed
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			Council's concerns about the vulnerability to exploitation of Unaccompanied Asylum Seeking Children (UASC) who were not granted leave to remain in the United Kingdom.		
200.	Business Planning: Development of Revenue Proposals	Sue Nix	Officers to signal in future reports where a decision on finance would be irreversible.	This has been addressed and Wendi Ogle-Welbourn will be able to provide details at the Committee meeting.	Completed
200.	Business Planning: Development of Revenue Proposals	Martin Wade/ Sue Nix	To explore whether business planning figures might also include figures based on a 2% rise in council tax.	This is part of the Corporate Business Planning process and will be dealt with at GPC.	Completed
200.	Business Planning: Draft 2017-18 Capital Programme	Hazel Belchamber	To provide Cllr Sir Peter Brown with a note about the situation in Huntingdon in relation to the Community Infrastructure Levy (CIL).	A note has been provided to Cllr Sir Peter Brown.	Completed

Minutes of 11 October 2016					
208.	Cambridgeshire School Improvement Strategy 2016-18	Keith Grimwade	To revise the draft strategy to reflect Members' comments. The revised draft to be circulated to all Committee Member with further	This has been completed and no further comments were received	Completed

			discussion at Spokes if required.		
210.	Children's Centre Service Delivery and Proposed Future Developments in 2017-18	Sarah Ferguson/ Jo Sollars	To provide more detail on the precise nature of where potential reductions would fall and the impact of those reductions, both in terms of buildings and staff, and to bring this back to a future meeting before any budget decisions are made.	Work is in hand to align the work of Children's Centres with the Children's Transformation programme, in order to build on effective practice, and bring about suggested service adaptation. Further detail will be brought to Committee for discussion prior to consultation about changes to service delivery. Suggested return to Committee in Spring 2017 to align with next phase of Children's Transformation programme.	Completed
211.	Business Planning	Meredith Teasdale	To provide further detail on the SPACE Programme to Cllr S Taylor.		In progress
		Keith Grimwade	To revise paragraph 9.3 to make clear that the Education Adviser role would be discharged by two full time equivalent staff, one funded centrally and one	This has been amended.	Completed

			funded through traded services.		
		Sue Nix	To reflect Members' comments in the next round of Business Planning papers.	This has been addressed and Wendi Ogle-Welbourn will be able to provide details at the Committee meeting.	Completed

Minutes of 8 November 2016					
218.	Children's Change Programme	Theresa Leavy	To provide more information on exactly how Locality Teams would change.	A response will be provided when the Consultation has been published in early December.	In progress
			To bring back to the Committee a detailed statement of the new staffing structure and the proposed redundancies.		In progress
221.	Finance and Performance Report – September 2016	Wendi Ogle-Welbourn	To look at the Council's practices in relation to early interventions to reduce legal costs.	Currently being investigated.	In progress
222.	Agenda Plan, Appointments and Committee Training Plan 2016-17	Wendi Ogle-Welbourn	To check the current arrangements for the Adoption Panel in light of a query from Cllr Sir P Brown.		In progress

FREE SCHOOL PROPOSALS

To: **Children and Young People Committee**

Meeting Date: **6 December 2016**

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

Electoral division(s): **ALL**

Forward Plan ref: **n/a** *Key decision:* **No**

Purpose: **To advise the Committee of the latest situation regarding current free school proposals submitted directly to the Department for Education (DfE)**

Recommendation: **Members are asked to note and comment on the current position with regard to applications submitted directly to the DfE to establish free schools in Cambridgeshire.**

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1.0 BACKGROUND

- 1.1 There are currently two application windows annually, in March and September respectively, for potential sponsors to submit free school proposals directly to the DfE. Officers understand from conversations with the DfE that March 2017 is anticipated to be the last opportunity this parliament for potential sponsors to submit free school applications.

2 CURRENT CENTRALLY PROCESSED FREE SCHOOL BIDS (WAVE 11)

- 2.1 Since the Children and Young People (CYP) Committee met on 12 July 2016 officers have received confirmation that the following free school applications made directly to the DfE are to proceed to the next stage:

- Chatteris Free School: a mainstream 3-11 primary (including nursery provision) for 420 pupils proposed by the Active Learning Trust (ALT);
- Alconbury Weald Church Academy: a mainstream, Church of England faith designated, 11-18 secondary school for 1680 pupils, proposed by the Diocese of Ely Multi Academy Trust (DEMAT).

- 2.2 The pre-opening stage is the period between the approval of the free school application and when the free school opens. During this phase the free school proposer will finalise plans, develop policies (including admissions arrangements) and undertake a statutory consultation. The latter must happen before the Secretary of State for Education will enter into a funding agreement with the relevant Trust. It is for the respective Trust to determine at what point to commence consultation.

2.3 Alconbury Weald Church Academy

- 2.3.1 On the 28 September 2016 a group of officers and Members met with DEMAT to discuss their proposal. The issues covered included:

- opening date
- size and age range
- delivery of the capital project

- 2.3.2 A second meeting took place that same day between DEMAT, officers and representatives from the Education Funding Agency (EFA) and LGSS Law. The main points of discussion were:

- the delivery of the capital project
- funding implications given that the Council had already secured this through a signed s106 agreement with the developer and Huntingdonshire District Council

- 2.3.3 DEMAT were amenable to a later opening date than 2018 which had been part of their proposal, whereas the earliest the school would be required by the Council to meet basic need requirements would be 2020/21. A further meeting is scheduled to take place on 23 November 2016.

- 2.3.4 The EFA indicated that they would be happy for the Council to deliver the capital project. The EFA also agreed to look into the funding for the post-16 element of the proposal as the S106 funding which the Council had negotiated with the developer was on the basis of providing an 11-16 secondary school, without sixth form.

3 WAVE 12 FREE SCHOOL APPLICATIONS

- 3.1 The DfE has received 15 applications from potential sponsors to open new free schools in Cambridgeshire under Wave 12 which closed on 28 September 2016.

4 LOCAL AUTHORITY–COMMISSIONED SPECIAL FREE SCHOOLS

- 4.1 A review in 2013 of capacity in the Council's seven area special schools means that the Council needs to create three new area special schools by 2022, each providing approximately 100 places and a further two schools by 2025. Work is well advanced on the first area special school which will be co-located with a new secondary school in Littleport. Both are scheduled to open in September 2017 and will be run and managed by the ALT. Co-location is the Council's preferred model.
- 4.2 The preferred locations for two other area special schools are the proposed new town of Northstowe and at the new development of Alconbury Weald. Plans are in place to launch the sponsor search for this new school in January 2017.
- 4.3 In October the DfE published guidance regarding a new process for Local Authorities to advertise new special free schools they would like to commission. This is in addition to the free school presumption route.
- Councils submit expressions of interest to the DfE (by 11 November 2016) describing the new free special school which they would like to commission
 - the DfE will publish a national list (probably December 2016) with a single national deadline (spring 2017) inviting potential sponsors to apply for those schools which they would like to run.
- 4.4 Unlike with the centrally delivered mainstream free school route, local authorities would assess proposers' applications resulting from the competition and recommend their preferred proposer to the Secretary of State.
- 4.5 Where a proposal is successful, capital costs for building (or refurbishment) will be provided by the DfE together with, a small revenue grant to cover the school's start-up costs, in the same way as for schools set up through the standard central free school route. This is currently between £220k and £300k before opening, £170k post-opening for leadership and a small per-pupil amount to help with other costs.
- 4.6 Officers have taken the decision not to pursue this route for commissioning the special schools it requires at Northstowe and Alconbury Weald as it is expressly not designed for co-located special schools and is for circumstances '*where local authorities feel a new special school would be **beneficial** to the landscape of provision in the area i.e. the places could be provided by other means such as school expansions or out-of-county provision. That is different from cases where a school is **needed**.*' Instead it is proposed to use the free school presumption competition route and/or the centrally commissioned route whereby potential sponsors apply directly to the DfE to open a free school.

5 EVALUATING PROPOSALS FOR CENTRALLY DELIVERED FREE SCHOOLS

- 5.1 Following the closing date for applications the DfE invites local authorities to submit their views on the proposals, although as there is no obligation on potential sponsors to share their applications, these can only be high level. Comments submitted in response to the 15 applications related principally to the proposed opening dates, location (not all applications have an identified site), size, whether or not these schools would be required to meet basic need for school places and concerns where the applications are at odds with the Council's strategic planning for the provision of school places in the towns/developments targeted.
- 5.2 Officers recognise the wish expressed by CYP Committee for there to be continued Member scrutiny and comment on free school applications made directly to the DfE.

However, on 31 October at a meeting between the Regional Schools Commissioner (RSC) Tim Coulson, two representatives of CYP Committee, the County Councillor for Sawtry and senior officers, it was clarified and confirmed that the DfE has its own process for assessing applications and makes the final recommendation to the Secretary of State as to which applications should be approved to proceed to the pre-implementation stage.

- 5.3 The RSC acknowledged that the Local Authority voice is currently absent from the DfE's assessment panel process and undertook to raise this with the DfE to explore whether it would be possible for representation from the Council on future panels. There was also discussion over representations also being made to this effect through the Local Government Association. In the light of this discussion, the conclusion reached was that it was not productive, therefore, for the Council to continue to undertake its own assessment.
- 5.4 The joint officer/ Member assessment panel will still feature as part of the Council's sponsor selection process where it runs a competition to seek a sponsor for a new school.

6 ALIGNMENT WITH CORPORATE PRIORITIES

6.1 Developing the local economy for the benefit of all

- 6.1.1 Providing access to local and high quality education and associated children's services should enhance the skills of the local workforce and provide essential childcare services for working parents or those seeking to return to work. Schools and early years and childcare services are providers of local employment.

6.2 Helping people live healthy and independent lives

- 6.2.1 If pupils have access to local schools and associated children's services, they are more likely to attend them by either cycling or walking rather than through local authority-provided transport or car. They will also be able to access more readily out of school activities such as sport and homework clubs and develop friendship groups within their own community. This should contribute to the development of both healthier and more independent lifestyles.

6.3 Supporting and protecting vulnerable people

- 6.3.1 Providing a local school will ensure that services can be accessed by families in greatest need within its designated area.

7 SIGNIFICANT IMPLICATIONS

7.1 Resource Implications

- 7.1.1 Where new schools are commissioned via the free school presumption process local authorities are responsible for all the start-up and post-opening costs, including diseconomy of scale costs, funding for which may be needed over a number of years. Given this burden of revenue expenditure, the Council will only consider commissioning new schools where there is no possible alternative.
- 7.1.2 Special Schools are funded on the Place-Plus methodology. This provides schools with £10,000 per commissioned place as agreed with the EFA for Pre and Post-16 numbers. It is then the responsibility of the home local authority to provide Top-Up funding based on the individual needs of the learners in line with their Education Health and Care Plan

(EHCP).

- 7.1.3 Once the number of places for each academic year has been agreed this provides a minimum core budget for the school and as such there is no diseconomies funding for Special Schools. The Top-Up funding is based on participation and as such will only be payable directly by the pupil's home local authority for the period of time each pupil is in attendance.
- 7.1.4 The Government have recently started a consultation process on the future funding arrangements for schools. Following the first stage of this process there are still significant areas of uncertainty in respect of funding for new schools and as such the implications detailed below are based on current legislation and processes.
- 7.1.5 Where new free schools are centrally delivered, that is via application to the DfE, where there is no basic need requirement, revenue start-up costs are met by the DfE. Construction costs are also met centrally by the DfE although future basic need allocations will be adjusted to take account of the additional capacity created. Local authorities are still required to meet the post-opening diseconomies funding.

7.2 Statutory, Legal and Risk

- 7.2.1 Where the Council has negotiated the land for a new school through s106 agreements and/ or the land is in the Council's ownership, the Council will grant a standard 125 year Academy lease of the whole site (permanent school site) to the successful sponsor based on the model lease prepared by the DfE as this protects the Council's interest by ensuring that:
- The land and buildings would be returned to the Council when the lease ends.
 - Use is restricted to educational purposes only.
 - The Trust is only able to transfer the lease to another educational establishment provided it has the Council's consent.
- The Trust (depending on the lease wording) is only able to sublet part of the site with approval from the Council.
- If the EFA or the Trust acquires the land the above approach would not apply.

7.3 Equality and Diversity

- 7.3.1 The Council is committed to ensuring that children with special educational needs and/or disability (SEND) are able to attend their local mainstream school where possible, with only those with the most complex and challenging needs requiring places at specialist provision.
- 7.3.2 The accommodation provided for delivery of early years and childcare and primary and secondary education will fully comply with the requirements of the Public Sector Equality Duty and current Council standards.
- 7.3.3 As part of the planning process for new schools, local authorities must also undertake an assessment of the impact, both on existing educational institutions locally and in terms of impact on particular groups of pupils from an equalities perspective.

7.4 Engagement and Communications

- 7.4.1 All new school projects, whether initiated by the Council or via the central DfE process, are subject to a statutory process which includes public consultation requirements.

7.5 Localism and Local Member Involvement

- 7.5.1 Local members are always invited to take part in the joint officer/member panel to assess new school proposals when these are conducted under the Council's established new school sponsor selection competition process.

7.6 Public Health

- 7.6.1 It is Council policy that schools:

- should be sited as centrally as possible to the communities they serve, unless location is dictated by physical constraints and/or the opportunity to reduce land take by providing playing fields within the green belt or green corridors;
- should be sited so that the maximum journey distance for a young person is less than the statutory walking distances (3 miles for secondary school children, 2 miles for primary school children)
- should be located close to public transport links and be served by a good network of walking and cycling routes
- should be provided with Multi-use Games Areas (MUGAs) and all weather pitches (AWPs) to encourage wider community use of school

- 7.6.2 There is also an expectation that schools will provide access to and use of the school's accommodation for activities, for example sporting, cultural and outside of school hours.

Source Documents	Location
The Free School Presumption: Departmental advice for local authorities and new school proposers. February 2016 https://www.gov.uk/government/publications/establishing-a-new-school-free-school-presumption	Clare Buckingham 0-19 Place Planning & Organisation Service
Local Authority-Commissioned Special Free Schools. Departmental Guidance for local authorities interested in commissioning a special free school. October 2016 https://www.gov.uk/government/publications/special-free-schools-commissioned-by-a-local-authority	Octagon 2 nd floor OCT1213 , Shire Hall, Cambridge
New School Funding Policy 2016/17	

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: M Wade (CYP) 14/11/2016
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	NO RESPONSE Name of Legal Officer: Lynne Owen
Are there any Equality and Diversity implications?	Yes Name of Officer: CFA Service Director
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Simon Cobby (09/11/2016)
Are there any Localism and Local Member involvement issues?	Yes Name of Officer: CFA Service Director
Have any Public Health implications been cleared by Public Health	Yes 15/11/2016 Name of Officer: Tess Campbell

CHILDREN AND YOUNG PEOPLE'S COMMITTEE REVIEW OF DRAFT REVENUE AND CAPITAL BUSINESS PLANNING PROPOSALS FOR 2017/18 TO 2021/22

To: Children and Young People's Committee

Meeting Date: 6 December 2016

From: Interim Executive Director, Children, Families and Adults Services
Chris Malyon, Chief Finance Officer

Electoral division(s): All

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

Purpose: This report provides the Committee with an overview of the draft Business Plan revenue and capital proposals for Children, Families and Adults (CFA) that are within the remit of the Children and Young People's Committee.

Recommendation:

- a) It is requested that the Committee note the overview and context provided for the 2017/18 to 2021/22 Business Plan revenue proposals for the Service, updated since the last report to the Committee in October;
- b) It is requested that the Committee comment on the draft revenue savings proposals that are within the remit of the Children and Young People's Committee for 2017/18 to 2021/22, and endorse them to the General Purposes Committee as part of consideration for the Council's overall Business Plan;
- c) It is requested that the Committee comments on the changes to the capital programme that are within the remit of the Children's and Young People's Committee and endorse them.
- d) It is requested that the Committee consider the proposed levels of fees and charges for 2016-17 for the CFA Service that are in the remit of the Children and Young People Committee and endorse them.

Officer contact:	
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OVERVIEW

- 1.1 The Council's Business Plan sets out how we will spend our money to achieve our vision and priorities for Cambridgeshire. Like all Councils across the country we are facing a major challenge. Our funding continues to reduce whilst our costs continue to rise. Those increases are driven by inflationary and demographic pressures. As the fastest growing county in the country the pressures of demography are far greater in this county than elsewhere.
- 1.2 The Council has now experienced a number of years of seeking to protect frontline services in response to reducing Government funding. Looking back, we have saved £68m in the last two years and are on course to save a further £41m this year (2016/17). As a result, we have had to make tough decisions over service levels during this time. Over the coming five years those decisions become even more challenging. That is why this year the Council has adopted a new approach to meeting these financial challenges, which builds upon the outcome-led approach that was developed last year.
- 1.3 The Council last year established the strategic outcomes it will be guided by throughout the Business Planning process, which are outlined on the right. Early in the process this year, a number of Transformation Programmes been established to identify the specific proposals that will meet these outcomes within the resources available to the Council.
- | Outcomes | |
|---|---|
| Older people live well independently. |  |
| Places that work with children help them to reach their full potential. |  |
| People lead a healthy lifestyle and stay healthy for longer. |  |
| People with disabilities live well independently. |  |
| People live in a safe environment. |  |
| The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents. |  |
| People at risk of harm are kept safe. |  |
- have
- 1.4 These Transformation Programmes are the lens through which this year's Business Planning Process has been approached, and will feature in the material considered by Members in workshops and Committees. There are 11 Programmes, made up of "vertical" service-based Programmes, and "horizontal" cross-cutting Programmes:

1. Adult Services	2. Children's Services	3. Economy, Transport and Environment	4. Corporate and LGSS	5. Public Health
6. Finance and Budget Review				
7. Customers and Communities				
8. Assets, Estates and Facilities Management				
9. Commissioning				
10. Contracts, Commercial and Procurement				
11. Workforce Planning and Development				

- 1.5 In July 2016 General Purposes Committee considered and endorsed a report which summarised the role that the new approach to transformation has

played so far this year. In particular, this table captured precisely how transformation – in line with the Council’s strategic outcomes – will contribute towards balancing the budget:

Base Budget		Year 0
Review of Outturn		
Corporately agreed changes to	Inflation	X
	Demography	X
	Capital Financing	X
	Service Pressures	X
		Year 1
Base budget (new business plan)		
Projected Resource Envelope		A
Savings Challenge		$Y1 - A = B$
Transformation Programme		
“Horizontal” Cross-cutting programmes	X	
“Vertical” Service-based programmes	X	
Total Transformation Proposals		C
Revised Savings Challenge		$B - C = D$
Savings Challenge applied to Budgets		D

- 1.6 Within this new framework, the Council continues to undertake financial planning of its revenue budget over a five year timescale which creates links with its longer term financial modelling and planning for growth. This paper presents an overview of the proposals being put forward as part of the Council’s draft revenue budget, which are relevant to this Committee.
- 1.7 Funding projections have been updated based on the latest available information to provide a current picture of the total resource available to the Council. At this stage in the year, however, projections remain fluid and will be reviewed as more accurate data becomes available.
- 1.8 The main cause of uncertainty is the upcoming Comprehensive Spending Review and Local Government Finance Settlement. General Purposes Committee resolved not to accept the multi-year grant settlement that was being offered by the Government and therefore this uncertainty will be an annual event.
- 1.8 The Committee is asked to endorse these initial proposals for consideration as part of the Council’s development of the Business Plan for the next five years.

2. FINANCIAL OVERVIEW

- 2.1 In order to balance the budget in light of the cost increases set out in the previous section and reduced Government funding, savings or additional income of £33.6m are required for 2017-18, and a total of £99m across the full five years of the Business Plan. The level of savings required do change each year as cost projections are updated to reflect the latest information available including the latest service pressures that have been identified. The

following table shows the total amount necessary for each of the next five years, separating Public Health in 2017-18 as it is ring-fenced:

Service Block	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000
Council	-33,002	-19,440	-16,892	-18,495	-10,583
Public Health	-606	-	-	-	-
Total	-33,608	-19,440	-16,892	-18,495	-10,583

- 2.2 There are also a number of risks which are not included in the numbers above, or accompanying tables. These will be incorporated (as required) as the Business Plan is developed. Estimates are given below where possible.

	2017-18 £'000	Risk
Dedicated Schools Grant funding	4,300	This potential pressure is the result of a consultation on national funding reforms and review by Schools Forum.
Business rates revaluation	-	The Business Rates re-valuation is due to take effect from 1st April 2017, which could see significant rises in business rate liabilities in some areas and for some types of property.
Local Government Finance Settlement	-	Risk that the Council's funding is lower than budgeted.
Total	4,300	

- 2.3 In some cases services have planned to increase locally generated income instead of cutting expenditure. For the purpose of balancing the budget these two approaches have the same effect and are treated in the same way.
- 2.4 Delivering the level of savings required to balance the budget becomes increasingly difficult each year. Work is still underway to explore any alternative savings that could mitigate the impact of our reducing budgets on our front line services, and Business Planning proposals are still being developed to deliver the following:

Service Block	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000
Council	-	-1,823	-12,224	-12,168	-9,879
Public Health	-	-	-	-	-
Total	-	-1,823	-12,224	-12,168	-9,879

Note, this assumes the Public Health Grant is un-ringfenced from 2018-19 onwards.

- 2.5 The level of savings required is based on a 2% increase in Council Tax, through levying the Adults Social Care precept in all years it is available (up to and including 2019-20), but a 0% general Council Tax increase. This assumption is built into the Medium Term Financial Strategy (MTFS) which

was discussed by GPC in July. For each 1% more or less that Council Tax is changed, the level of savings required will change by approximately +/-£2.5m.

- 2.6 There is currently a limit on the increase of Council Tax of 2% and above. Should councils wish to increase their council tax above this it can only do so having sought the views of the local electorate in a local referendum. It is estimated that the cost of holding such a referendum would be around £100k, rising to as much as £350k should the public reject the proposed tax increase (as new bills would need to be issued). The MTFS assumes that the council tax limit of 2% and above will remain in place for all five years.
- 2.7 Following December service committees, GPC will review the overall programme in early January, before recommending the programme in late January as part of the overarching Business Plan for Full Council to consider in February.

3. TRANSFORMATION UPDATE

- 3.1 In response to recognising that the traditional method of developing budgets and savings targets through departmental based cash limits was unsustainable in the long term, the Council has agreed a new approach that will result in an outcome focussed method to Business Planning.
- 3.2 As a consequence it was agreed that the Council would establish a fund that would be used to supplement base budgets, ensuring that finance is not seen as a barrier to the level and pace of transformation that can be achieved.
- 3.3 All savings proposals have been aligned with one of the eleven transformation workstreams and £7,387k has been requested from the transformation fund to support the delivery of these savings in 2017-18.

Investments requested:

Transformation Workstream	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000
Finance & Budget Review	-	133	-46	-87	-	-
Customer & Communities	-	-	-	-	-	-
Assets, Estates & Facilities Management	-	-	-	-	-	-
Commissioning	73	1,412	-1,042	-332	-38	-
Contracts, Commercial & Procurement	-	-	-	-	-	-
Workforce Planning & Development	-	-	-	-	-	-
Adult Services	146	5,442	-4,646	-796	-	-
Children's Services	-	-	-	-	-	-
Economy, Transport & Environment	800	-	-	-	-	-
Corporate & LGSS	-	-	-	-	-	-
Public Health	-	-	-	-	-	-
Total	1,019	7,387	-6,134	-1,215	-38	-
Absolute	1,019	7,387	1,253	38	-	-
Cumulative	1,019	8,406	9,659	9,697	9,697	9,697

Savings aligned to workstreams:

Transformation Workstream	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000
Finance & Budget Review	-5,041	-5	2,283	-10	-
Customer & Communities	-687	-606	-168	-27	-
Assets, Estates & Facilities Management	-174	-19	-19	-561	2
Commissioning	-8,429	-5,223	-2,506	-2,752	-
Contracts, Commercial & Procurement	-4,717	-3,978	-1,000	-	-
Workforce Planning & Development	-4,589	-3,668	-	-	-
Adult Services	-2,836	-1,457	-1,062	-1,057	-
Children's Services	-2,108	-1,834	-1,414	-1,157	-
Economy, Transport & Environment	-459	-135	-134	-127	-127
Corporate & LGSS	-468	-706	-619	-607	-566
Public Health	-606	-	-	-	-
Changes to fees, charges & ring-fenced grants	-1,154	14	-29	-29	-13
Proposals to be finalised	-2,340				
Subtotal	-33,608	-17,617	-4,668	-6,327	-704
Unidentified savings		-1,823	-12,224	-12,168	-9,879
Total	-33,608	-19,440	-16,892	-18,495	-10,583

4. CAPITAL PROGRAMME UPDATE

- 4.1 The draft capital programme was reviewed individually by service committees in September and was subsequently reviewed in its entirety, along with the prioritisation of schemes, by General Purposes Committee in October. No changes were made as a result of these reviews, though work is ongoing to revise and update the programme in light of continuing review by the Capital Programme Board, changes to overall funding or to specific circumstances surrounding individual schemes.
- 4.2 The Council is still awaiting funding announcements regarding various capital grants which are expected to be made during December/January, plus the ongoing nature of the capital programme inevitably means that circumstances are continually changing. Therefore Services will continue to make any necessary updates in the lead up to the January GPC meeting at which the Business Plan is considered. See Appendix 1 for an update on Children's and Young People's Capital.

5. OVERVIEW OF CHILDREN'S, FAMILIES AND ADULTS (CFA) DRAFT REVENUE PROGRAMME

- 5.1 CFA have developed a number of transformational initiatives, amounting to £19.8m of savings in financial year 2017/2018. These savings are set out in table 3 which is appended. These initiatives have been developed in the context of increasing demographic and market pressures. The transformation activity is focused around the Corporate Priorities of:

- Adults Services
- Children's Services
- Commissioning
- Workforce Planning and Development
- Contracts, Commercial and Procurement

There are some proposals from the Customer Service Directorate that support the CFA proposals and are likely to reduce CFA spending which are:

- Ensuring the Council pursues all commercial opportunities, with a focus on contract management through improved commissioning and procurement. (C/R.6.101 -£2000k cross-Council savings in 2017/18);
- Ensuring that the Council's organisational structures are as efficient and effective as possible, to meet the needs of our communities. This is part of an ongoing programme of organisational redesign. (C/R.6.102 -£1,312k further cross-Council savings in 2017/18);
- Cross service transformation savings: savings to be made through cross service working and transformation. (C/R.6.110 -£2,340k in 2017/18);
- Investment in a range of technology solutions that will enable us to ensure that our digital presence is engaging and easy to use, to integrate our various existing IT systems, and enable the delivery of the Citizen First, Digital First strategy.

5.2 The CFA approach to transformation is:

- **Demand Management** - Prioritise commissioning of services that will prevent or delay escalating support and service needs
- **Market Development** - Develop the market with partners – ensure diversity, capacity, best value and outcomes are delivered - sustainably
- **Optimise Services** - Evidence based approach to services and solutions – must demonstrate meeting needs in the most cost effective way
- **Collaborative commissioning** - Jointly commission where there are economies of scale and/or improved outcomes
- **Return on Investment** - Commission on the basis of clear, whole life costed benefits – including Social and Environmental outcomes

5.3 These initiatives and savings are driven by optimising existing services i.e. through increased efficiencies and transforming services to reduce demand and costs to serve. The detail is shown in Table 3 (Appendix 1).

5.4 A total of £9,428k investment is required to deliver these savings over the next four financial years. Some investments have already been agreed by GPC, some will go to the December GPC and business cases are currently being finalised to go to GPC early in 2017, full details are shown below:

5.5		BUDGET AVAILABLE IN:				
	TRANSFORMATION INVESTMENTS Within December Table 3	2017-18	2018-19	2019-20		DESCRIPTION IN TABLES
ALREADY APPROVED BY GPC						
C/R.5.401	Enhanced intervention service for children with disabilities	120	120	-	-	Transformation Fund investment relating to proposal A/R.6.217 saving £696k from 2018/19 onwards per year. This will reduce the number of children with disabilities in out of county residential homes, to enable them to safely live with their family and access education in their local area.
C/R.5.402	Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements	148	111	-	-	Transformation Fund investment relating to proposal A/R.6.219 saving £611k per year from 2018/19 onwards. Change the referral criteria for systemic family meetings to take place with families at an earlier stage; at the point just before beginning a child protection plan. This would enable the Council to work with a larger group of 390 children at Child Protection Level, rather than 240 at Court Proceedings Level.
C/R.5.403	Link workers within Adult Mental Health Services	84	63	-	-	Transformation Fund investment relating to proposal A/R.6.221 saving £480k per year from 2018/19. To keep families together wherever possible we will embed a Think Family approach in adult mental health services and increase access to preventative and early help services.
C/R.5.303	Using assistive technology to support older people to remain independent in their own homes (approved)	110	50	-	-	Transformation Fund investment relating to proposal A/R.6.145 saving £597k per year from 2018/19. Investing in smart technology to help service users stay in their homes, independently, for longer. In this way we can reduce care spending overall while ensuring we make provision for those who cannot remain independent in their own homes.

5.5		BUDGET AVAILABLE IN:				
	TRANSFORMATION INVESTMENTS	2017-18	2018-19	2019-20		DESCRIPTION IN TABLES
GOING TO DEC GPC						
C/R.5.102	Total Transport	132	76	38	-	Transformation Fund investment relating to proposal A/R.6.224. With a predicted saving of £925k. Total Transport is a project looking at delivering school transport in a better and more efficient way.
C/R.5.301	Specialist Support for Adults with Autism to increase their independence	50	-	-	-	Transformation Fund investment relating to proposal A/R.6.113 which will save £122k per year from 2018/19. This project will involve working with service users to develop skills as well as access to training and employment opportunities to increase independence. This in turn will reduce the need for social care support.
C/R.5.302	Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care	186	-	-	-	Transformation Fund investment relating to proposal A/R.6.116 saving £214k per year from 2017/18. We will identify appropriate equipment and smart technology to help people with disabilities be safe and live more independently. This will reduce the need for support for when people wake in the night.

5.5		BUDGET AVAILABLE IN:				DESCRIPTION IN TABLES
	TRANSFORMATION INVESTMENTS	2017-18	2018-19	2019-20		
C/R.5.304	Neighbourhood Cares Transformation Pilot- A New Approach to Social Work in Communities	656	656	-	-	Proposal to pilot a radically different model of social work in Cambridgeshire, to be known as “Neighbourhood Cares”. This model of social work is informed by the latest thinking developed locally through the Transforming Lives Project, innovation being led by other local authorities and in particular by the successful Buurtzorg model of community care in The Netherlands. This transformation bid is to pilot the model of care in two patches across Cambridgeshire during 2017/18 and 2018/19 with the aim of offering a better quality of care. The key outcomes we want to achieve are: • Shift as much resource as possible to the front line. • Free up staff to have more direct contact with the people we need them to work with, in the way we want them to work. • Improve the quality and continuity of the service user experience. • Generate capacity where we currently have capacity gaps, particularly in home care. • Reduce the cost of care (in the back office and in commissioned care). • Set ourselves up for the future – the learning from the pilot sites would then be the basis for the wider transformation of the whole system. The proposed pilot will test new ways of working which are vital to the achievement of better outcomes and managing with a reduced budget for social care over the medium term. If successful, the ways of working developed through the pilot would then be rolled out countywide and form the basis of our model of local care across Cambridgeshire. This pilot will help us test solutions to the strategic challenges facing the adult social care in Cambridgeshire.

5.5		BUDGET AVAILABLE IN:				DESCRIPTION IN TABLES
	TRANSFORMATION INVESTMENTS	2017-18	2018-19	2019-20		
C/R.5.305	Enhanced Occupational Therapy Support to reduce the need for double-handed care	90	90	-	-	Transformation Fund investment relating to proposal A/R.6.165 saving £252k per year from 2017/18. based on an existing successful pilot scheme this would use Occupational Therapy to reduce the need for extra care.
C/R.5.306	Recouping under-used direct payment budget allocations (increased monitoring)	87	87	-	-	Transformation Fund investment relating to proposal A/R.6.101 saving £395k per year from 2017/18. This will ensure that budget allocations are proportionate to the needs of the user, and any underspends are recovered.
C/R.5.307	Dedicated Reassessment Team - Learning Disabilities	750	-	-	-	Transformation Fund investment relating to proposal A/R.6.114 saving at least £2.3million in 2017/18 and savings in subsequent years. Funding dedicated reassessment capacity to deliver savings and to drive better practice.
C/R.5.308	Care Plan Review Capacity - Physical Disabilities	128	-	-	-	Transformation Fund investment relating to proposal A/R.6.111 saving £791k in 2017/18 and making savings in subsequent years. This investment provides increased capacity to undertake the reassessment programme, and consists of funding for 2 social workers and administrative support, totalling 3.5 FTE.
C/R.5.312	Increase in client contributions from improving frequency of re-assessment - older people & elderly mental health	46	-	-	-	This is the 2017/18 investment in four additional financial assessment officers required to progress a programme of financial re-assessment of social care clients. By ensuring that clients have a regular financial review, which is in any case a Care Act requirement, we will increase the collection of client contributions to reflect uplifts in pensions, benefits and other personal finance changes. The associated saving is at A/R.6.134

5.5		BUDGET AVAILABLE IN:				
	TRANSFORMATION INVESTMENTS	2017-18	2018-19	2019-20		DESCRIPTION IN TABLES
GOING TO A LATER GPC						
C/R.5.313	Assistive Technology Phase 2 - Enhanced Response Service	350	-	-	-	Following the agreement of GPC to the Assistive Technology proposals (Phase 1) in September 2016 a further business case has been developed to establish an enhanced assistive technology response service to reduce/delay/minimise admissions to hospital and funded care.
C/R.5.319	ASC/OP investment required to manage and reduce demand & cost to serve	3,400	-	-	-	Full proposal is being developed and is likely to include resourcing of projects on: - OP Home Care (including support to the retender in 2017) - OP Accommodation (increasing capacity) - Crisis Response - Section 117 (Mental Health aftercare) - Lifetime Costs: use of upfront spending to reduce the total lifetime costs of service users with long term needs
C/R.5.320	OP & MH service delivery - sustaining budgetary performance	600	-	-	-	Good progress has been made in managing the OP budgets but there are diminishing returns and investment is required to manage the risks to deliver these savings. This links to the redistribution of current underspends in this area shown at A/R.4.022 within the CFA section of table 3.
No ref yet	No wrong door (fostering)	500	350	350		Next Stages of CCP programme: develop a Fostering Service (so our children and carers will be supported by a 'no wrong door' approach). Estimated investment over three years is likely. Work with authorities operating similar initiatives to be undertaken to assess the potential level of achievable savings.
5.999	Subtotal Investments	7,437	1,603	388	-	
		TOTAL ACROSS 2017-20			9,428	

- 5.6 CFA intend to use this investment to aggressively transform services in a sustainable way. The investment will focus on changing the way demand is managed and reducing the overall cost to serve. The £19.8m savings for CFA are set out in the attached Table 3 (Appendix 2).
- 5.7 The delivery of these initiatives and savings will be supported and managed through the monthly Commissioning Board and weekly Delivery Board. Programme and Project Management resources will be drawn down from the Corporate Transformation Team.

6 Fees and Charges

- 6.1 Attached at Appendix 3 is the proposed schedule of fees and charges for those services falling within the remit of the Children and Young Peoples' Committee. Most of the traded services are related to the Learning Directorate and the fees and charges are reviewed each year to ensure that the charges recover the costs incurred in providing the service

7. OVERVIEW OF CHILDREN, FAMILIES AND ADULTS' DRAFT CAPITAL PROGRAMME

- 7.1 The capital programme is shown in full in Appendix 1 as part of the finance tables. Since the Capital Programme was presented in September there has been one change to schemes:

The CFA Management Information scheme has incurred slippage during 2016/17. The overall costs have remained at £3,000k, however this slippage has been reflected in 2017/18 with an additional £500k spend expected which is to be funded from prudential borrowing.

8. NEXT STEPS

- 8.1 The proposals will be considered alongside those from the other service committees at the General Purposes Committee in early January.

January	General Purposes Committee will review the whole draft Business Plan and review again in late January for recommendation to Full Council
February	Full Council will consider the draft Business Plan

9. ALIGNMENT WITH CORPORATE PRIORITIES

9.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

9.2 Helping people live healthy and independent lives

The report above sets out the implications for this priority.

9.3 Supporting and protecting vulnerable people

The report above sets out the implications for this priority.

10 SIGNIFICANT IMPLICATIONS

10.1 Resource Implications

- 10.1.2 The proposals set out respond to the financial context described in sections 1-3 and the need to dramatically change our service offer and model to maintain a sustainable budget. An overview of the resource implication is provided in section 3 and described in more detail through the paper. The full detail of the impact of the proposals on existing budgets is described in Table 3 of the business plan, attached as appendix 3.
- 10.1.3 The proposals seek to ensure that we make the most effective use of available resources and are delivering the best possible services given the reduced funding.
- 10.1.4 This set of business planning proposals, is subject to some financial risk. In particular the proposals for reduced spending on statutory care budgets represent ambitious targets for budgets which are 'demand-led' and therefore not fully controllable. We will always need to meet statutory needs and so we are reliant on our early help and preventative activity being successful in reducing demand. If this is not successful then further savings will have to be found elsewhere.

10.2 Statutory, Risk and Legal Implications

- 10.2.1 The proposals set out in this report respond to the statutory duty on the Local Authority to deliver a balanced budget.
- 10.2.2 The community impact assessment for each relevant proposal provides further detail about the anticipated impact, including reduction in help provided within statutory frameworks. These draft assessments will follow as Appendix 4, although they will be refined further as the business plan develops.
- 10.2.3 There is a level of risk contained within the proposals. These will be set out in the CIAs. The risk may affect some individuals and the engagement of our communities with issues to support our most vulnerable citizens. Similarly, our workforce will need to operate within the context of this higher level of risk and further skills will need to be developed to support this.

10.3 Equality and Diversity Implications

- 10.3.1 The Community Impact Assessments describe the impact of each proposal, in particular on vulnerable or minority groups, highlighting in particular any disproportionate impacts on these groups in comparison to the populous as a whole.

10.4 Engagement and Consultation Implications

- 10.4.1 Our business planning proposals are informed by our knowledge of what communities want and need. They are also informed by the Cambridgeshire County Council public consultation on the Business Plan and will be

discussed with a wide range of partners throughout the process (some of which has begun already). Where business planning proposals are linked to specific policy changes these policy revisions are subject to separate consultation with the relevant service user groups and other stakeholders. The feedback from consultation will continue to inform the refinement of proposals. Where this leads to significant amendments to the recommendations a report would be provided to the appropriate Committee.

- 10.4.2 Community Impact Assessments (CIAs) for the savings proposals are to follow for consideration by the Committee as Appendix 4. These are the initial considerations by local authority officers but they will need to be further developed based on consultation with service users and stakeholders which is likely to either alter the proposal or provide a refined view of the impact.

10.5 Localism and Local Member Involvement

- 10.5.1 The proposals set out in this report, particularly in the latter years, are predicated on empowering communities (both geographical and of interest) to do more for themselves, as we shift our focus from meeting the needs of individuals to supporting communities and families. The County Council's Community Resilience Strategy, sets out in detail how we will work to support local people and local leaders to play an even more active role in meeting the needs of services, in the context of the diminishing support from statutory services. The success of that strategy will be essential to the delivery of the business planning proposals set out above.
- 10.5.2 As the proposals develop, we will have detailed conversations with Members about the impact of the proposals on their localities. We are working with members on materials which will help them have conversations with Parish Councils, local residents and other groups about where they can make an impact and support us to mitigate the impact of budget reductions.

10.6 Public Health Implications

- 10.6.1A number of the proposals within this report will have implications for the health of children and young people. We are working closely with Public Health colleagues as part of the operating model to ensure our emerging Business Planning proposals are aligned. In particular the paper discusses work to consider savings from the Drug and Alcohol Action Team budget, the implications of which will be consulted on as part of the development of proposals.

SOURCE DOCUMENTS

It is a legal requirement for the following box to be completed by the report author.

Source Documents	Location
Appendix 1 – Capital Programme	Will be available from the following webpages: https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/481/Committee/4/Default.aspx
Appendix 2 – CFA Finance Table	
Appendix 3 – Fees and Charges relating to Children and Young People Services	
Appendix 4 – Community Impact Assessments (CIA's) (to follow)	

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Tom Kelly and Martin Wade
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Yes Lynne Owen – awaiting response
Are there any Equality and Diversity implications?	Not for the paper as a whole – these are covered in the individual Community Impact Assessments
Have any engagement and communication implications been cleared by Communications?	Yes Simon Cobby
Are there any Localism and Local Member involvement issues?	No
Have any Public Health implications been cleared by Public Health	Yes Val Thomas

APPENDIX 1 – Capital Programme

Since the Capital programme was presented at Service Committee in September there has been the following number of significant changes to schemes;

- Reduced cost for Sawtry Infants (£1.4m) further design and project planning together with the recent conversion of the partner Junior School to an academy, has led to the decision to separate the infant and junior schemes to ensure it achieves best value for money in terms of meeting current and forecast basic need requirements. The initial focus will be on provision of permanent accommodation for delivery of early years and childcare.
- Increased cost for Histon and Impington Additional Places (£10.0m) Following public consultation and discussions with the Academy Trust and local Members, the scheme being developed will now provide for the relocation of the Infant School to a new site and its expansion to an all-through primary school and a corresponding expansion of the Junior School to an all-through primary school on its existing site. This would provide a balance of provision across the villages and align with the Council's long-held policy preference for all-through primary schools. There is a basic need issue to provide additional permanent capacity and provide the flexibility to respond to possible further housing development.
- Increased cost for Cambridge City secondary places (£2.0m), this results from the need to extend the scope of the project to incorporate replacement for accommodation at St Bede's inter-church secondary school damaged in a recent fire. The cost of this will be covered from Insurance payments, which have been included as a new funding source.
- Change in funding for Melbourn Primary for additional developer contributions (-£1.3m) the developer had lodged an appeal against the s106 obligations. Pending the outcome of that appeal, it was felt appropriate to assume that no s106 contributions would be received and the Council would have to fund the full cost. Notification was received on 6 September that the appeal was unsuccessful. This reduction reflects the agreed education obligations.
- Reduced costs for Meldreth Primary (£834k) 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.
- Increased cost for Westwood Primary School, March, phase 2 (£960k) following more detailed design and planning work.
- Increased cost for Littleport Village College & Special School (£800k) following identification of the need for additional work to the pumping station to ensure it is adequate to service the project.
- The CFA Management Information scheme has incurred slippage during 2016/17, the overall costs have remained at £3,000k however this slippage

has been reflected in 2017/18 with an additional £500k spend expected which is to be funded from prudential borrowing.

Members are asked to note and be prepared to accept the potential for projects to be adjusted or removed after the programme has been approved and published as part of the 2017-18 Business Planning cycle. There have recently been a number of free school bids that are being considered by the EFA and the regional school commissioners. The outcome and impact of these bids are not yet known and are not expected until after the business plan is approved.

Section 3 – Finance Tables

Introduction

There are six types of finance table: tables 1-3 relate to all Service Areas, while only some Service Areas have tables 4, 5 and/or 6. Tables 1, 2, 3 and 6 show a Service Area's revenue budget in different presentations. Tables 3 and 6 detail all the changes to the budget. Table 2 shows the impact of the changes in year 1 on each policy line. Table 1 shows the combined impact on each policy line over the 5 year period. Some changes listed in Table 3 impact on just one policy line in Tables 1 and 2, but other changes in Table 3 are split across various policy lines in Tables 1 and 2. Tables 4 and 5 outline a Service Area's capital budget, with table 4 detailing capital expenditure for individual proposals, and funding of the overall programme, by year and table 5 showing how individual capital proposals are funded.

TABLE 1 presents the net budget split by policy line for each of the five years of the Business Plan. It also shows the revised opening budget and the gross budget, together with fees, charges and ring-fenced grant income, for 2017-18 split by policy line. Policy lines are specific areas within a service on which we report, monitor and control the budget. The purpose of this table is to show how the net budget for a Service Area changes over the period of the Business Plan.

TABLE 2 presents additional detail on the net budget for 2017-18 split by policy line. The purpose of the table is to show how the budget for each policy line has been constructed: inflation, demography and demand, pressures, investments and savings are added to the opening budget to give the closing budget.

TABLE 3 explains in detail the changes to the previous year's budget over the period of the Business Plan, in the form of individual proposals. At the top it takes the previous year's gross budget and then adjusts for proposals, grouped together in sections, covering inflation, demography and demand, pressures, investments and savings to give the new gross budget. The gross budget is reconciled to the net budget in Section 7. Finally, the sources of funding are listed in Section 8. An explanation of each section is given below.

- **Opening Gross Expenditure:** The amount of money available to spend at the start of the financial year and before any adjustments are made. This reflects the final budget for the previous year.

- **Revised Opening Gross Expenditure:** Adjustments that are made to the base budget to reflect permanent changes in a Service Area. This is usually to reflect a transfer of services from one area to another.
- **Inflation:** Additional budget provided to allow for pressures created by inflation. These inflationary pressures are particular to the activities covered by the Service Area.
- **Demography and Demand:** Additional budget provided to allow for pressures created by demography and increased demand. These demographic pressures are particular to the activities covered by the Service Area. Demographic changes are backed up by a robust programme to challenge and verify requests for additional budget.
- **Pressures:** These are specific additional pressures identified that require further budget to support.
- **Investments:** These are investment proposals where additional budget is sought, often as a one-off request for financial support in a given year and therefore shown as a reversal where the funding is time limited (a one-off investment is not a permanent addition to base budget).
- **Savings:** These are savings proposals that indicate services that will be reduced, stopped or delivered differently to reduce the costs of the service. They could be one-off entries or span several years.
- **Total Gross Expenditure:** The newly calculated gross budget allocated to the Service Area after allowing for all the changes indicated above. This becomes the Opening Gross Expenditure for the following year.
- **Fees, Charges & Ring-fenced Grants:** This lists the fees, charges and grants that offset the Service Area's gross budget. The section starts with the carried forward figure from the previous year and then lists changes applicable in the current year.
- **Total Net Expenditure:** The net budget for the Service Area after deducting fees, charges and ring-fenced grants from the gross budget.
- **Funding Sources:** How the gross budget is funded – funding sources include cash limit funding (central Council funding from Council Tax, business rates and government grants), fees and charges, and individually listed ring-fenced grants.

TABLE 4 presents a Service Area's capital schemes, across the ten-year period of the capital programme. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table. The third table identifies the funding sources used to fund the programme. These sources include prudential borrowing, which has a revenue impact for the Council.

TABLE 5 lists a Service Area's capital schemes and shows how each scheme is funded. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table.

TABLE 6 follows the same format and purpose as table 3 for Service Areas where there is a rationale for splitting table 3 in two.

Section 4 - A: Children, Families and Adults Services

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	Adult Social Care							
-1,221	Strategic Management - ASC	-2,646	1,567	-1,079	-1,079	-1,079	-1,079	-1,079
506	Procurement	513	-	513	513	513	513	513
2,233	ASC Strategy and Transformation	2,194	-6	2,188	2,188	2,188	2,188	2,188
1,962	ASC Practice & Safeguarding	2,459	-586	1,873	1,641	1,641	1,641	1,641
	<i>Learning Disability Services</i>							
1,829	LD Head of Services	7,067	-5,727	1,340	1,342	1,344	1,345	1,345
2,106	LD Young Adults	3,320	-268	3,052	3,631	4,125	4,619	5,568
29,848	City, South & East Localities	34,213	-4,842	29,371	29,034	28,676	28,128	28,328
19,667	Hunts & Fens Localities	27,686	-7,827	19,859	19,583	19,263	18,812	18,944
5,238	In House Provider Services	5,283	-388	4,895	4,645	4,645	4,645	4,645
	<i>Disability Services</i>							
1,206	PD Head of Services	1,251	-36	1,215	1,216	1,217	1,218	1,218
12,262	Physical Disabilities	13,639	-1,932	11,707	11,867	11,962	12,062	12,384
827	Autism and Adult Support	828	-8	820	861	898	938	1,029
2,096	Carers Services	1,910	-	1,910	2,217	2,224	2,231	2,231
78,559	Subtotal Adult Social Care	97,717	-20,053	77,664	77,659	77,617	77,261	78,955
	Older People and Mental Health Services							
-11,597	Strategic Management - OP&MH	3,235	-15,830	-12,595	-12,595	-12,595	-12,595	-12,595
11,665	OP – Countywide Care	14,547	-2,809	11,738	12,034	13,829	16,606	16,606
12,824	OP - City & South Locality	18,943	-6,322	12,621	13,486	14,540	15,697	16,362
6,245	OP - East Cambs Locality	8,802	-2,642	6,160	6,494	6,895	7,330	7,563
8,429	OP - Fenland Locality	10,846	-3,116	7,730	8,240	8,859	9,534	9,911
11,118	OP - Hunts Locality	15,379	-5,067	10,312	11,032	11,902	12,847	13,368
2,064	Discharge Planning Teams	2,133	-46	2,087	2,087	2,087	2,087	2,087
8,566	Shorter Term Support and Maximising Independence	9,033	-443	8,590	8,715	8,715	8,715	8,715
519	Sensory Services	536	-9	527	529	531	533	533
779	Integrated Community Equipment Service	5,272	-4,565	707	867	867	867	867
	<i>Mental Health</i>							
693	Mental Health Central	698	-	698	698	698	698	698
6,626	Adult Mental Health Localities	6,570	-502	6,068	6,205	6,533	6,853	7,057
7,911	Older People Mental Health	8,213	-1,346	6,867	6,615	6,779	6,931	6,931
3,965	Voluntary Organisations	3,946	-141	3,805	3,805	3,805	3,805	3,805
69,807	Subtotal Older People and Mental Health Services	108,153	-42,838	65,315	68,212	73,445	79,908	81,908

Section 4 - A: Children, Families and Adults Services

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	Children's Social Care and E&P							
5,570	Strategic Management - Children's Social Care	6,287	-299	5,988	5,762	5,612	5,612	5,612
3,005	Adoption Allowances	3,236	-	3,236	3,508	3,801	4,117	4,457
1,540	Legal Proceedings	1,540	-	1,540	1,351	1,351	1,351	1,351
1,487	Safeguarding & Standards	1,900	-141	1,759	1,759	1,759	1,759	1,759
3,896	CSC Units Hunts and Fenland	4,299	-	4,299	4,299	4,299	4,299	4,299
11,367	Children Looked After	12,486	-1,019	11,467	11,467	11,467	11,467	11,467
3,680	CSC Units East & South Cambs and Cambridge	3,768	-34	3,734	3,734	3,734	3,734	3,734
6,609	Disabled Services	7,140	-485	6,655	6,655	6,655	6,655	6,655
12,512	LAC Placements	15,164	-	15,164	15,137	17,264	19,549	22,176
664	Strategic Management - E&P Services	688	-	688	688	688	688	688
350	Children's Centres Strategy	273	-170	103	-24	-174	-174	-174
1,332	Support to Parents	3,111	-1,771	1,340	1,340	1,340	1,340	1,340
5,393	SEND Specialist Services	5,789	-385	5,404	5,411	5,411	5,411	5,411
1,083	Safer Communities Partnership	7,031	-6,042	989	6,869	6,869	6,869	6,869
	<i>Youth Support Services</i>							
1,720	Youth Offending Service	3,130	-1,024	2,106	2,169	2,169	2,169	2,169
516	Central Integrated Youth Support Services	576	-60	516	516	516	516	516
	<i>Locality Teams</i>							
3,403	East Cambs & Fenland Localities	3,487	-50	3,437	3,104	3,104	3,104	3,104
3,770	South Cambs & City Localities	3,926	-123	3,803	3,469	3,469	3,469	3,469
2,475	Huntingdonshire Localities	2,596	-97	2,499	2,166	2,166	2,166	2,166
70,372	Subtotal Children's Social Care and E&P	86,427	-11,700	74,727	79,380	81,500	84,101	87,068
	Strategy and Commissioning							
227	Strategic Management - S&C	336	-111	225	336	336	336	336
1,279	Information Management & Information Technology	1,330	-41	1,289	1,289	1,289	1,289	1,289
255	Strategy, Performance and Partnerships	266	-	266	266	266	266	266
484	Local Assistance Scheme	321	-	321	321	321	321	321
	<i>Commissioning Enhanced Services</i>							
8,563	SEN Placements	9,508	-945	8,563	8,563	8,563	8,563	8,563
5,257	Commissioning Services	5,016	-15	5,001	4,907	4,907	4,907	4,907
1,323	Early Years Specialist Support	1,323	-	1,323	1,323	1,323	1,323	1,323
7,974	Home to School Transport - Special	8,091	-144	7,947	7,160	6,691	6,182	6,834
1,107	LAC Transport	1,126	-	1,126	1,126	1,126	1,126	1,126

Section 4 - A: Children, Families and Adults Services

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
454	<i>Executive Director</i>	458	-	458	458	458	458	458
-438	Central Financing	-234	-	-234	-219	261	1,007	1,357
26,485	Subtotal Strategy and Commissioning	27,541	-1,256	26,285	25,530	25,541	25,778	26,780
	Learning							
769	Strategic Management - Learning	461	-	461	137	137	137	137
1,321	Early Years Service	1,718	-416	1,302	1,286	1,270	1,254	1,254
1,188	Schools Intervention Service	1,679	-480	1,199	1,199	1,199	1,199	1,199
752	Schools Partnership Service	104	656	760	760	760	760	760
-7	Children's Innovation & Development Service	3,297	-3,233	64	129	129	129	129
1,172	Integrated Workforce Development Service	1,510	-334	1,176	1,176	1,176	1,176	1,176
-400	Catering & Cleaning Services	10,347	-10,796	-449	-449	-449	-449	-449
2,936	Redundancy & Teachers Pensions	3,411	-475	2,936	2,936	2,936	2,936	2,936
	<i>0-19 Place Planning & Organisation Service</i>							
1,030	0-19 Organisation & Planning	2,556	-1,526	1,030	1,030	1,030	1,030	1,030
89	Early Years Policy, Funding & Operations	90	-	90	90	90	90	90
172	Education Capital	171	-	171	171	171	171	171
9,726	Home to School/ College Transport - Mainstream	9,739	-767	8,972	8,537	8,537	8,537	8,537
18,748	Subtotal Learning	35,083	-17,371	17,712	17,002	16,986	16,970	16,970
-21,914	DSG Adjustment	-	-23,318	-23,318	-23,318	-23,318	-23,318	-23,318
	Future Years							
-	- Inflation	-	-	-	2,480	4,689	7,009	9,340
-	- Savings	-	-	-				
242,057	CFA BUDGET TOTAL	354,921	-116,536	238,385	246,945	256,460	267,709	277,703

Section 4 - A: Children, Families and Adults Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Adult Social Care							
Strategic Management - ASC	-1,221	21	-	1	-	120	-1,079
Procurement	506	6	-	1	-	-	513
ASC Strategy and Transformation	2,233	10	-	3	-	-58	2,188
ASC Practice & Safeguarding	1,962	8	-	3	-	-100	1,873
<i>Learning Disability Services</i>							
LD Head of Services	1,829	9	-	2	-	-500	1,340
LD Young Adults	2,106	18	901	380	-	-353	3,052
City, South & East Localities	29,848	1	568	1,150	-	-2,196	29,371
Hunts & Fens Localities	19,667	10	381	1,275	-	-1,474	19,859
In House Provider Services	5,238	84	-	3	-	-430	4,895
<i>Disability Services</i>							
PD Head of Services	1,206	4	-	5	-	-	1,215
Physical Disabilities	12,262	93	326	188	-	-1,162	11,707
Autism and Adult Support	827	6	87	17	-	-117	820
Carers Services	2,096	7	-	-193	-	-	1,910
Subtotal Adult Social Care	78,559	277	2,263	2,835	-	-6,270	77,664
Older People and Mental Health Services							
Strategic Management - OP&MH	-11,597	16	-	-84	-	-930	-12,595
OP – Countywide Care	11,665	97	-	276	-	-300	11,738
OP - City & South Locality	12,824	90	508	320	-	-1,121	12,621
OP - East Cambs Locality	6,245	40	178	89	-	-392	6,160
OP - Fenland Locality	8,429	62	288	-314	-	-735	7,730
OP - Hunts Locality	11,118	77	398	-400	-	-881	10,312
Discharge Planning Teams	2,064	13	-	10	-	-	2,087
Shorter Term Support and Maximising Independence	8,566	73	-	-49	-	-	8,590
Sensory Services	519	5	-	3	-	-	527
Integrated Community Equipment Service	779	28	-	-	-	-100	707
<i>Mental Health</i>							
Mental Health Central	693	6	-	3	-	-4	698
Adult Mental Health Localities	6,626	43	204	-203	-	-602	6,068
Older People Mental Health	7,911	63	-	-250	-	-857	6,867
Voluntary Organisations	3,965	2	-	-32	-	-130	3,805
Subtotal Older People and Mental Health Services	69,807	615	1,576	-631	-	-6,052	65,315

Section 4 - A: Children, Families and Adults Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Children's Social Care and E&P							
Strategic Management - Children's Social Care	5,570	79	-	708	807	-1,176	5,988
Adoption Allowances	3,005	51	180	-	-	-	3,236
Legal Proceedings	1,540	-	-	-	-	-	1,540
Safeguarding & Standards	1,487	5	-	267	242	-242	1,759
CSC Units Hunts and Fenland	3,896	11	-	392	-	-	4,299
Children Looked After	11,367	111	-	39	546	-596	11,467
CSC Units East & South Cambs and Cambridge	3,680	10	-	44	-	-	3,734
Disabled Services	6,609	27	-	19	-	-	6,655
LAC Placements	12,512	211	2,070	3,000	-	-2,629	15,164
Strategic Management - E&P Services	664	22	-	2	-	-	688
Children's Centres Strategy	350	2	-	1	-	-250	103
Support to Parents	1,332	5	-	3	-	-	1,340
SEND Specialist Services	5,393	13	-	-2	-	-	5,404
Safer Communities Partnership	1,083	6	-	-	-	-100	989
<i>Youth Support Services</i>							
Youth Offending Service	1,720	9	-	377	-	-	2,106
Central Integrated Youth Support Services	516	1	-	-1	-	-	516
<i>Locality Teams</i>							
East Cambs & Fenland Localities	3,403	32	-	2	-	-	3,437
South Cambs & City Localities	3,770	32	-	1	-	-	3,803
Huntingdonshire Localities	2,475	24	-	-	-	-	2,499
Subtotal Children's Social Care and E&P	70,372	651	2,250	4,852	1,595	-4,993	74,727
Strategy and Commissioning							
Strategic Management - S&C	227	-2	-	-	-	-	225
Information Management & Information Technology	1,279	7	-	3	-	-	1,289
Strategy, Performance and Partnerships	255	2	-	9	-	-	266
Local Assistance Scheme	484	-	-	-	-	-163	321
<i>Commissioning Enhanced Services</i>							
SEN Placements	8,563	-	-	-	-	-	8,563
Commissioning Services	5,257	16	-	9	-174	-107	5,001
Early Years Specialist Support	1,323	-	-	-	-	-	1,323
Home to School Transport - Special	7,974	142	652	-	-	-821	7,947
LAC Transport	1,107	19	-	-	-	-	1,126
<i>Executive Director</i>							
Executive Director	454	4	-	-	-	-	458
Central Financing	-438	-1	-	205	-	-	-234
Subtotal Strategy and Commissioning	26,485	187	652	226	-174	-1,091	26,285

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Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Learning							
Strategic Management - Learning	769	13	-	-	-	-321	461
Early Years Service	1,321	1	-	8	-	-28	1,302
Schools Intervention Service	1,188	2	-	9	-	-	1,199
Schools Partnership Service	752	6	-	2	-	-	760
Children's Innovation & Development Service	-7	4	-	297	-	-230	64
Integrated Workforce Development Service	1,172	4	-	-	-	-	1,176
Catering & Cleaning Services	-400	-	-	1	-	-50	-449
Redundancy & Teachers Pensions	2,936	-	-	-	-	-	2,936
<i>0-19 Place Planning & Organisation Service</i>							
0-19 Organisation & Planning	1,030	3	-	7	-	-10	1,030
Early Years Policy, Funding & Operations	89	1	-	-	-	-	90
Education Capital	172	-2	-	1	-	-	171
Home to School/ College Transport - Mainstream	9,726	180	-	-	-	-934	8,972
Subtotal Learning	18,748	212	-	325	-	-1,573	17,712
DSG Adjustment	-23,318	-	-	-	-	-	-23,318
CFA BUDGET TOTAL	240,653	1,942	6,741	7,607	1,421	-19,979	238,385

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Detailed Plans	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	358,106	354,921	357,345	367,047	378,483		
A/R.1.001	Increase in spend funded from external sources	2,585	-	-	-	-		Increase in expenditure budgets (compared to published 2016-17 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2016-17.
A/R.1.002	Transferred Function - War Pensions (change in care & support charging)	127	-	-	-	-		Currently only the first £10 per week of War Pension is disregarded in calculating client contributions for social care. From April 2017, all war pension must be disregarded, meaning Veterans will be better off. This line shows the extra grant the Council will receive for this new burden, offsetting the reduced income.
A/R.1.003	Transferred Function - Independent Living Fund (ILF)	-62	-40	-38	-36	-34		The ILF, a central government funded scheme supporting care needs, closed in 2015. Since then the local authority has been responsible for meeting eligible social care needs for former ILF clients. The government has told us that their grant will be based on a 5% reduction in the number of users accessing the service each year.
A/R.1.006	Youth Offending Service (YOS)	50	-	-	-	-		As part of the Transforming Rehabilitation Programme the responsibility for the provision of Junior Attendance Centres (JACs) transferred from the National Offender Management Service to the Local Authorities on 1st April 2015. Funding was provided through grant payments on an annual basis in 2015-16 and 2016-17 with a two year ring fenced protection in line with the new burdens doctrine from the Department of Communities and Local Government. Grant protection ends from 2017-18. Junior Attendance Centres form part of an overall strategy to reduce re-offending and reduce first time entrants to the criminal justice system and are within the range of interventions available for sentencing youth offenders. In addition, The National Probation Service funding for the YOS will reduce by 75% in 2017-18 and separate funding for Youth Rehabilitation Orders withdrawn too. Permanent costs will continue to be incurred by the YOS to support this work
A/R.1.007	Base Adjustment - Advocacy	95	-	-	-	-		Budget moved to CFA from Customer Service directorate (NHS complaints advocacy) due to centralisation of expenditure on advocacy to a single contract.
A/R.1.008	Care Act funding	-1,593	-	-	-	-		Technical adjustment resulting from the ceasing of Care Act funding as a ring-fenced grant and inclusion in general County Council funding. No impact on service delivery.
A/R.1.009	Increase in Dedicated Schools Grant (DSG)	104	-	-	-	-		Increase in expected Dedicated Schools Grant (DSG) compared to 2016-17.
A/R.1.010	Base adjustment - Corporate Capacity Review Phase 1	-1,973	-	-	-	-		Corporate Capacity Review revenue staffing budgets moved to Corporate Services.
1.999	REVISED OPENING GROSS EXPENDITURE	357,439	354,881	357,307	367,011	378,449		

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
2	INFLATION							
A/R.2.001	Centrally funded inflation - Staff pay and employment costs	680	888	783	884	884		Forecast pressure from inflation relating to employment costs. On average, 1.8% inflation has been budgeted for, to include inflation on pay, employer's National Insurance and employer's pension contributions (which are subject to larger increases than pay as a result of the on-going review of the employer's percentage contribution required).
A/R.2.002	Centrally funded inflation - Care Providers	692	802	722	726	732		Forecast pressure from inflation relating to care providers. An average of 0.7% uplift would be affordable across Care spending.
A/R.2.003	Centrally funded inflation - Looked After Children (LAC) placements	341	395	356	358	360		Inflation is currently forecast at 1.7%, but we plan to restrict this to 0.7% on external placements where possible (see saving A/R.6.213)
A/R.2.004	Centrally funded inflation - Transport	360	420	378	381	384		Inflation relating to transport estimated at 1.6%.
A/R.2.005	Centrally funded inflation - Miscellaneous other budgets	157	145	141	142	143		Forecast pressure from inflation relating to miscellaneous other budgets, on average this is calculated at 1.3% increase.
2.999	Subtotal Inflation	2,230	2,650	2,380	2,491	2,503		
3	DEMOGRAPHY AND DEMAND							
A/R.3.002	Physical Disability & Sensory Services	413	352	348	323	434		We estimate that there will be a net increase of £326k (2.7%) in the cost of services provided to people with physical disabilities as a result of large increases in the number of service users and the changing needs of existing service users. In addition, demography funding is allocated to the Autism and Adult Support Team to reflect estimates of young people moving into the team, totalling £107k and equating to an estimated 26 new service-users.
A/R.3.004	Learning Disability Partnership (LDP)	1,850	1,556	1,302	1,297	1,291		We estimate that there will be approximately a £950k (1.6%) increase in the cost of services provided to people with learning disabilities as a result of increased complexity of need and placement breakdowns, taking into account service users leaving the service. In addition, demography funding is allocated to the Young Adults Team (LDYA) to reflect estimated costs of new young adults transferring into the team, totalling £900k. The expected number of young people moving into adult services based on current information and recent trends is 53. As the LDYA Team is relatively new, it requires an increase in budget each year as a new cohort of young adults move in, until its service users are old enough to transfer into the LD locality teams. There is a linked savings target (A/R 6.125) that includes the expectation on this team to achieve savings during the transition to adulthood.

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.3.006	Older People	1,372	1,716	1,689	2,037	1,799		We estimate that the number of older people requiring support will increase by 3.4% per year. There will be 760 more Cambridgeshire residents aged over 85 in 2017 compared to 2016. We model that this would lead to an additional 114 clients for the Older People Service if no action was taken. Services must absorb the first 1.4% of population growth, meaning that this line represents funding for 67 additional older people. The Older People's service has been successfully diverting increasing demand in recent years through its savings programme - this approach continues this year (see savings section below). The amounts show the additional funding required to support older people if the Council continues to support the current proportion of the older people's population and the average cost of care per person remains the same.
A/R.3.008	Adult Mental Health	204	204	204	204	204		Funding to support increases in the number of adults age 18-65 with mental health needs. This reflects a rise in the overall population of Cambridgeshire, in particular the rise in mental health needs and autistic spectrum disorders. This is the funding level required if recent trends in the number of service users and the costs of care continue. The number of persons known to the Mental Health service increased by 47 in 2015/16 compared to the previous year. After allowing for 1.4% general population growth and other expected reductions in demand, this line represents funding for an additional 19 people to become known to the service in 2017-18.
A/R.3.010	Home to School Special Transport	652	642	645	648	652		Increased costs of journeys to school for children with Special Educational Needs (SEN) due to increasing numbers and complexity of need of children being transported, based on information gathered from previous years.
A/R.3.011	Looked after Children (LAC) Numbers	2,070	2,195	2,331	2,474	2,627		Along with much of the rest of the country we are experiencing a steady rise on the number of Looked after Children. The number of Looked after Children is predicted to increase by 6% over the coming year. For 2017-18 this represents an average increase of 35 LAC from 2016-17.
A/R.3.016	Special Guardianship Orders/Adoption	180	272	293	316	340		Central Government Adoption Reform Grant has now ceased and we are predicting a 17% year on year increase in Special Guardian Orders over the next five years which represents a rise of 78 on current numbers – this is good practise in relation to supporting children securing a permanent family arrangement. Separately as part of our savings we are reviewing all allowances presently in place and all new allowance arrangements to ensure they are appropriate and equitable.
3.999	Subtotal Demography and Demand	6,741	6,937	6,812	7,299	7,347		

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
4	PRESSURES							
A/R.4.002	Fair Cost of Care and Placement Costs	-	-	1,500	2,500	-		The Care Act says Councils need to make sure the price paid for Adult Social Care reflects the actual costs of providing that care. A strategic investment in the residential sector is envisaged in from 2019 onwards. The timing and extent of this will be kept under close review as several factors develop including the impact of the national living wage, local market conditions and the overall availability of resources.
A/R.4.009	Impact of National Living Wage (NLW) on Contracts	3,269	3,509	3,500	3,277	-		As a result of the introduction of the National Living Wage it is expected that the cost of contracts held by CCC with independent and voluntary sector care providers will increase. This is due to providers' costs increasing as a result of introducing the NLW leading to price increases. Our analysis suggests the changes from April 2017 will lead to price increases between 1% and 3.5%, dependent on the cost of providing different types of care.
A/R.4.012	Local Housing Allowance Limits	-	-	412	595	199		Government recently announced an intention to defer the possible cap on Housing Benefit payable for certain property service charges. It is unclear at this stage whether the recent announcement of additional funding from government will fully address this pressure. A number of the people the Council supports are social housing tenants, and an assessment had been made of the impact on the Council of costs increasing as a result of the change either at existing schemes or due to withdrawal of current services. The changes would take effect on new tenancies and so the implications take effect gradually.
A/R.4.013	Children's Social Care Establishment	355	-	-	-	-		Case holding continues to rise causing pressure within Unit Model. Capacity required over establishment to manage casework.
A/R.4.014	Independent Review Officers and Child Protection Chairs	261	-	-	-	-		Over the past two years there has been a substantial increase in both the numbers of Children subject of a Child Protection Plan (82%) and Children in Care (22%- inc Asylum Seekers) – outside of increases across care budgets this has placed severe pressure on the social work units and the reviewing and chairing service. Consequently a number of additional social workers and Independent Reviewing Officers have been created without securing funding to support these. It is now anticipated that this level of posts will be required going forward.
A/R.4.015	Children's Innovation and Development Service (CIDS)	289	50	-	-	-		In 2015-16 a target was set for the Head of Service (CIDS) in Learning to secure extra funding from grants. Hard work has meant this target will be met in full for 2016-17 and in part for 2017-18. However, our initial work found that this will not be a long-term source of funding and will continue to be a pressure from 2017-18.

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.4.016	Multi Systemic Therapy (MST)	368	63	-	-	-		Multi Systemic Therapy (MST) Standard and MST Problematic Sexualised Behaviour are key components to our intensive family support service. MST is an evidence based intervention which operates under an operating licence. It has a clear methodology for creating long term change and a continuous quality assurance process which ensures high adherence to the intervention. MST is internationally recognised as delivering consistent and sustainable outcomes for young people at risk of care or custody. MST is part of a suite of interventions and services which make a significant contribution to the delivery of the savings assumed through the Commissioning Strategy for reducing the numbers of Looked after Children (LAC) and reducing longer term reliance on statutory services. The most recent cost benefit analysis of the impact MST has is shown that there is a return on investment of 3.0 – for every £1 invested in MST staff resource there is a return of £3. Part of the funding for MST, that has comprised external grant and County Council reserves funding, will come to an end. The reserves element have been used over a two year period to cover part of the service cost, which has enabled the service to continue in spite of the Council's reducing budget. Given the strong evidence base for delivery of sustained positive outcomes for families core budget is to be used to secure this provision.
A/R.4.017	Professional and Management Pay Structure	360	-	-	-	-		The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.
A/R.4.018	Impact of National Living Wage (NLW) on CCC employee costs	4	15	68	151	151		The cost impact of the introduction of the NLW on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates. Traded services whose staff are paid below the NLW will be expected to recover any additional cost through their pricing structure.
A/R.4.019	Unachieved saving	200	-	-	-	-		Reverses the 2016-17 cross-Directorate proposal 'Revising senior management structure and support' which has not been made during 2016-17.

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.4.020	Learning Disability	1,561	-	-	-	-		The County Council's share of the ongoing overspend pressure within the Learning Disability Partnership (a pooled budget between CCC and the Peterborough and Cambridgeshire Clinical Commissioning Group. The full year effect of savings made mid way through 2016-17 are factored into the Business Plan for savings planned in 2017-18. This means there will be an ongoing pressure unless addressed by this line.
A/R.4.021	Looked after Children	3,000	-	-	-	-		Ongoing overspend and structural underfunding of Children Looked After.
A/R.4.022	Ongoing underspends redistribution and rebaselining	-2,061	-	-	-	-		As part of the Finance & Budget review aspect of the corporate transformation programme, areas with ongoing underspends have been identified. This is principally from Older People's & Mental Health Services, where a significant underspend is forecast this year, following underspends in the past two years. This will be kept carefully under review and monitored alongside performance during 2017-18. This underspend has been delivered through a combination of factors, one of which is the challenges of providing care and difficulties in recruiting staff in key areas of home care, reablement and social work - as this situation improves the on-going availability of this underspend will be reduced.
4.999	Subtotal Pressures	7,606	3,637	5,480	6,523	350		
5	INVESTMENTS							
A/R.5.003	Flexible Shared Care Resource	-174	-	-	-	-		Funding to bridge the gap between fostering and community support and residential provision has ended. Investment will be repaid over 7 years from savings in placement costs.
A/R.5.004	Reinvestment of savings into Children's Change Programme structure	1,595	-	-	-	-		Reinvestment of savings made as part of the Children's Change Programme into the revised Children's Services structure (see proposal A/R.6.243).
5.999	Subtotal Investments	1,421	-	-	-	-		

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6	SAVINGS							
	Cross Committee							
A/R.6.001	DAAT - Saving from integrating drug and alcohol misuse service contracts	-100	-	-	-	-	- Contracts, commercial & procurement	The NHS trust 'Inclusion' provides countywide specialist drug & alcohol treatment services. Currently there are separate treatment contracts for alcohol and drugs. Inclusion have agreed to commence full service integration in 2016-17. This will require fewer service leads employed in management grades and reduces the overall management on-costs in the existing contract agreement. It is also proposed to reduce Saturday clinics and/or move to a volunteer/service user led model for these clinics.
	Adults							
A/R.6.101	Recouping under-used direct payment budget allocations from service users	-395	-	-	-	-	- Finance & budget review	Improving central monitoring and coordination arrangements for direct payments - ensuring budget allocations are proportionate to need and any underspends are recovered.
A/R.6.102	Care Act (part reversal of previous saving)	120	-	-	-	-	- Finance & budget review	There is a £60k deficit on Care Act funded schemes going into 2017-18, and a further £60k required to fund a new Community Navigators scheme. A saving of £400k was taken from the Care Act funding in 2016-17. Part of this (£120k) will be reversed to fund these schemes now that they are established and ongoing
A/R.6.111	Supporting people with physical disabilities and people with autism to live more independently	-791	-440	-505	-455	-	- Commissioning	The focus will be on helping people lead independent lives through the Transforming Lives programme and measures approved by Adults Committee in 2016.
A/R.6.112	Securing appropriate Continuing Healthcare funding for people with physical disabilities and ongoing health needs	-320	-	-	-	-	- Finance & budget review	Careful consideration of the needs of people with complex needs to identify where these needs meet the criteria for Continuing Healthcare and full funding by the NHS.
A/R.6.113	Specialist Support for adults with Autism to increase their independence	-72	-	-	-	-	- Adults' services	Recruitment of two full time Support Workers for a twelve month period to work with service users to develop skills and access opportunities such as training or employment that would reduce the need for social care support.
A/R.6.114	Increasing independence and resilience when meeting the needs of people with learning disabilities	-2,381	-1,925	-1,747	-1,983	-	- Commissioning	The focus will be on helping individuals to be independent and resilient through the Transforming Lives initiative, together with policies approved by Adults Committee in 2016. Care and support will focus on developing skills and opportunities, wherever possible, to increase independence. In the short term this may include more intensive support in order to reduce reliance on social care support in the longer term.
A/R.6.115	Retendering for residential, supported living and domiciliary care for people with learning disabilities	-331	-100	-	-	-	- Contracts, commercial & procurement	Contracts will be retendered in 2017-18 with the intention of reducing the unit cost of care.

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A/R.6.116	Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care	-214	-	-	-	-	Adults' services	New and existing care packages will be reviewed by specialist Assistive Technology and Occupational Therapy staff to identify appropriate equipment which could help disabled people to be safe and live more independently.
A/R.6.117	Developing a new learning disability care model in Cambridgeshire to reduce the reliance on out of county placements	-140	-	-	-	-	Commissioning	This work will entail a review of the most expensive out-of-county placements to inform the development of the most cost-effective ways of meeting needs by commissioning new services within county. In particular we know we will need to develop additional in-county provision with the expertise to manage behaviours that may be challenging. By replacing high-cost out of county placements with new in-county provision tailored to our needs we will reduce overall expenditure on care placements.
A/R.6.118	Review of Health partner contributions to the Learning Disability Partnership	-500	-	-	-	-	Finance & budget review	Negotiating with the NHS for additional funding through reviewing funding arrangements, with a focus on Continuing Healthcare and joint funded packages.
A/R.6.120	Short term reduction in budget to support family carers	-	300	-	-	-	Finance & budget review	Reversing in 2018-19 a temporary saving from 2016-17.
A/R.6.121	Managing the assessment of Deprivation of Liberty Safeguards (DoL) cases within reduced additional resources	-100	-300	-	-	-	Finance & budget review	The March 2014 Supreme Court judgment on Deprivation of Liberty requires councils to undertake a large number of new assessments, including applications to the Court of Protection. Funding was made available to increase capacity to undertake best interest assessments and process applications for DoLS. The national demand for staff who are trained as best interest assessors has meant that it has not been possible to deploy all the available funding in this way. This position is not expected to change, and so a saving has been identified against this budget.
A/R.6.122	Transforming In-House Learning Disability Services	-430	-250	-	-	-	Workforce planning & development	We will review and make necessary changes to in house services focussed on ensuring that resource is appropriately targeted to provide intensive short term support aimed at increasing independence. We will also identify where we can work with the independent sector to provide for assessed needs in a different way and consider whether any under-utilised services are required for the future.
A/R.6.123	Rationalisation of housing related support contracts	-58	-	-	-	-	Commissioning	In 2016-17 we completed a review of contracted services which support individuals and families to maintain their housing. A contract was terminated in November 2016, with the full-year effect of the associated budget reduction affecting 2017-18.

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A/R.6.125	Supporting people with learning disabilities to live as independently as possible	-726	-867	-1,039	-1,034	-	- Adults' services	This work has two elements which are focused on managing demand for long term funded services. 1. Work in children's services and in the Young Adults Team will ensure that young people transferring to the LDP will be expected to have less need for services. 2. Working proactively with people who are living at home with carers who are needing increased support to maintain their caring role for whatever reason.
A/R.6.132	Promoting independence and recovery and keep people within their homes by providing care closer to home and making best use of resources for adults and older people with mental health needs	-676	-328	-	-	-	- Adults' services	Reducing the cost of care plans for adults and older people with mental health needs will lead to savings. We aim to reduce residential and nursing care costs and increase the availability of support in the community.
A/R.6.133	Continuation of one-off capitalisation of equipment and assistive technology for a further year	-	285	-	-	-	- Finance & budget review	We expect to continue spending on additional equipment and assistive technology into the 2017-18 financial year as part of our work to promote independence. At the moment this is funded by grants carried forward from previous years, but these will no longer be available when the grant ends by 2018-19, leading to a pressure in our revenue budgets.
A/R.6.134	Increase in client contributions from improving frequency of re-assessment - older people & elderly mental health	-381	-	-	-	-	- Finance & budget review	Older people and those receiving elderly mental health services are not always being financially reassessed every year. The council will therefore reassess all clients more regularly to ensure that the full contributions are being collected. This programme has begun in 2016-17 and will continue into 2017-18 to complete.
A/R.6.140	Helping older people to take up their full benefits entitlements	-226	-	-	-	-	- Finance & budget review	The council will work with service users to make sure they receive all the benefits to which they are entitled and this is expected to increase service user contributions.
A/R.6.143	Savings from Homecare: re-tendering of home care to develop the market through a number of best practice initiatives including the expansion of direct payments	-306	-306	-	-	-	- Commissioning	This proposal will focus specifically on piloting an alternative but complementary approach to home-based care that would try and find alternative solutions to traditional homecare - whilst still improving outcomes for service users, promote independence, and achieve savings to the Council. Through the tendering process for home care, the Council will engage potential providers within a price range consistent with achieving this saving. ☐

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A/R.6.145	Using assistive technology to support older people to remain independent in their own homes	-358	-239	-	-	-	- Adults' services	The proposal is to invest in and expand the use of Just Checking (or similar) equipment to reduce spending in older people's services. As part of a social care assessment the equipment gives us a full report of a person's movements during a given period allowing us to test whether they are able to go about daily life (eating, washing, dressing, going to the toilet) unaided and to check that overnight they are safe at home. This full picture of a person's daily patterns and movements allows us to say with significantly more accuracy and confidence whether they can or cannot cope independently at home. This additional information and confidence would allow older people, their families and social workers to only make the decision to recommend a move into residential or nursing care where it is absolutely essential. In this way we can reduce care spending overall whilst ensuring we do make provision for those who cannot be independent in their own homes.
A/R.6.146	Expansion of the Adult Early Help Team to minimise the need for statutory care	-384	-	-	-	-	- Customer & communities	The Adult Early Help team was established in April 2016 to provide an enhanced first response to people contacting the County Council with social care concerns. The team help people to retain independence, access services and advise on ways in which older people and their carers can organise help for themselves. The goal is to try to resolve issues without the need to wait for a formal assessment or care plan. Through either telephone support or through a face to face discussion, we hope to work with older people to find solutions without the need for further local authority involvement. The initial phase is already resulting in a reduced number of referrals to social care teams. This business case builds on the first phase and proposes continuing the expansion of the Adult Early Help team, so that the team is able to meet more of the need at tier 2, preventing further escalation of need and hence minimising care expenditure. This contributes further savings in 2017-18 as part of the care budget targets in Older People's Services.
A/R.6.149	Administer Disability Facilities Grant within reduced overhead costs	-150	-	-	-	-	- Finance & budget review	At present the County Council invests £300k into the Home Improvement Agencies, which oversee the Disabled Facilities Grants by each of the Districts. The County Council is working in partnership with the District Councils to reduce the cost of the administration of these services. There will be no reduction in the level of grant or service and the intention is to speed up the decision making process.
A/R.6.155	Securing appropriate contributions from health to section 117 aftercare.	-420	-280	-	-	-	- Finance & budget review	□ Careful consideration of the needs of people sectioned under the Mental Health Act to identify joint responsibility and ensure appropriate contributions by the council and the clinical commissioning group to section 117 aftercare.

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A/R.6.157	Increase in income from older people and older people with mental Health's client contributions following a change in disability related expenditure	-119	-	-	-	-	- Finance & budget review	Following a comparative exercise, the Adults Committee agreed a change to the standard rate of disability related expenditure (DRE) during 2016. This means that additional income is being collected through client contributions. This line reflects the 'full-year' impact of this change, reflecting that the new standard rate is applied at the planned point of financial assessment or reassessment for each person.
A/R.6.159	Efficiencies from the cost of transport for older people	-100	-	-	-	-	- Commissioning	Savings can be made through close scrutiny of the expenditure on transport as part of care packages in Older People's Services to ensure that travel requirements are being met in as cost efficient a way as possible.
A/R.6.160	Ensuring joint health and social care funding arrangements for older people are appropriate	-464	-	-	-	-	- Finance & budget review	We have been working with NHS colleagues to review continuing health care arrangements including joint funding, with a view to ensuring that the decision making process is transparent and we are clearer about funding responsibility between social care and the NHS when someone has continuing health care needs. Several cases has been identified where potentially health funding should be included or increased based on a review of needs.
A/R.6.161	Managing the Cambridgeshire Local Assistance Scheme within existing resources	-163	-	-	-	-	- Finance & budget review	The Adults Committee has considered several proposals on how to deliver the Cambridgeshire Local Assistance Scheme (CLAS). The contingency budget previously held for CLAS has now been removed, as is no longer required to support the redesigned service.
A/R.6.163	Ensuring homecare for adults with mental health needs focuses on supporting recovery and piloting peer support delivered through the Recovery College	-250	-	-	-	-	- Adults' services	Savings will be achieved through reproviding homecare services for adults with mental health needs and helping people to return to independence more quickly.
A/R.6.164	Reablement for older people - Improving effectiveness to enable more people to live independently	-219	-	-	-	-	- Adults' services	Development of the Reablement Service to ensure it promotes independence and reduces the costs of care by being directed at the right people. Changes to the way the service operates will release additional capacity, allowing it to work with more people, achieve better outcomes and so reduce demand and cut costs. It is proposed that within existing staffing levels we can increase the number of people receiving a reablement service and increase the number of people for whom the reablement intervention is ended without the need for ongoing care or with a reduced need for ongoing care. To achieve this we will improve team structures and working practices and ensure the cases referred to the service are appropriate, where there is good potential for people to live independently again.

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.165	Enhanced Occupational Therapy Support to reduce the need for double-handed care	-252	-	-	-	-	Adults' services	The Double-Up Team was set up as a 'spend to save' initiative in 2013 based on evidence from other local authorities. Initially set up as a pilot project, it was endorsed as part of the County Council's prevention agenda, the implementation of Transforming Lives and the requirements of The Care Act. The team consists of two Senior Occupational Therapists (OTs) and two OT Technicians employed directly by the County Council. The team's remit is to focus on the review of service users to assess whether it is possible to either: • Reduce existing double-up packages of care to single-handed care OR • Prevent single-handed care packages being increased to double-up This team is currently based outside of the existing mainstream OT service to ensure focus on the delivery of actions that will benefit the recipients whilst returning a saving direct to the Council. Through the actions of the existing team, savings from the Councils homecare budget were generated in the region of £1.1m in 2015-16 and are on track to achieve a similar figure in the current financial year. This business case proposes the expansion of the service through the recruitment of an additional two OT workers so they can share learning and benefits associated with the current model to other settings (further details are listed in the 'scope' section of this document) as well as providing additional review capacity.
A/R.6.167	Voluntary Sector Contracts for Mental Health Services	-130	-	-	-	-	Finance & budget review	Renegotiation of a number of voluntary sector contracts for mental health support has resulted in lower costs to the Council whilst maintaining levels of service provision for adults with mental health needs. The reductions have been discussed and negotiated with the providers impacted, and they have factored this into their own business planning. On-going investment by the Mental Health service in the voluntary and community sector remains over £3.7m
A/R.6.168	Establish a review and reablement function for older people with mental health needs	-69	-23	-23	-23	-	Adults' services	Redirect support workers within the Older People Mental Health team to provide a review and reablement function for service users in receipt of low cost packages (under £150 per week).
A/R.6.169	Better Care Fund (BCF) - improved protection of social care	-930	-	-	-	-	Finance & budget review	Each year the Council and the local NHS agree a Better Care Fund plan, this includes an element for social care services. Given the uplift in the BCF allocation in 2016-17 and an anticipated further increase in 2017-18 the Council will negotiate that a greater share of BCF monies are focused on provision of social care services. This supports the local NHS.

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.170	Commissioning & demand savings within Older People's Services (including reduced block contract for respite)	-550	-	-	-	-	- Commissioning	Retendering of contracts in 2016-17 has presented the opportunity to reduce our block purchasing of respite beds, following under-utilisation and unused voids in previous arrangements. Use of spot purchasing for respite will be monitored. Additionally, as trends have continued towards supporting fewer people overall in 2016-17 it has been possible to reflect this cost reduction in a further small saving on demographic allocations.
A/R.6.201	C&YP Staffing reductions in Commissioning Enhanced Services	-107	-94	-	-	-	- Workforce planning & development	Review of Commissioning across CFA.
A/R.6.202	Children's Change Programme: Changes to Management Structure in Children's Services	-619	-	-	-	-	- Workforce planning & development	The Children's Change Programme is reviewing and transforming the system of children's services across early help, safeguarding and protection teams. Phase 1 of the programme will realise savings from staffing by deleting duplication and simplifying processes. Specifically, we will integrate social work and early help services into a district-based delivery model, unifying services around familiar and common administrative boundaries so they can align with partners better; and reducing the number of team manager level posts required.
A/R.6.203	Amalgamating Family Support Services	-50	-	-	-	-	- Workforce planning & development	Amalgamation of Specialist Family Support Service Family Support Workers in localities to produce better efficiency and subsequent a reduction of associated relief staff costs.
A/R.6.204	Children's Change Programme (later phases)	-	-594	-300	-	-	- Children's services	The Children's Change Programme will improve services and outcomes for families. A series proposals have been developed, including: - Bringing together, in one role, a Service Director for Children's Services, including line management of Early Help Services and Children's Social Care. - Developing an integrated service working with children and families in their community. Services will be integrated and located on a geographical basis - probably across the five district council areas. - Bringing together all services for children and young people with Special Educational Needs or Disability (SEND 0-25). - Being the very best Corporate Parent – Improving our fostering and adoption offer
A/R.6.207	Reducing cost of legal support in the Family Courts	-	-189	-	-	-	- Children's services	Reduction in legal costs as a result of a review of the LGSS Law contract for Children's Services.

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.210	Home to School Transport (Special)	-417	-1,051	-1,114	-1,157		- Children's services	Most children and young people with Statements of SEND and Education, Health and Care (EHC) plans do not require special transport arrangements. Wherever possible and appropriate, the child or young person with SEN should be treated in the same way as those without. e.g. in general they should walk to school, travel on a public bus or rail service or a contract bus service or be taken by their parents. They should develop independent travel skills which should be assessed at each Annual Review. The majority of children/ young people of statutory school age (5-16) who have a Statement of Special Educational Need (SSEN) will attend their designated mainstream school. Only if, as detailed in their SSEN/EHC Plan, a child or young person has a special educational need or disability which ordinarily prevents them from either walking to and from school or accessing a bus or rail service or contract bus service, will they be eligible for free transport. With effect from 1 September 2015, the Council stopped providing free transport for young people with SEND over the age of 16, except those living in low income families. In addition to the £396k of savings in this business case, there are two separate invest to save proposals which are being funded by CFA underspend and ETE capital funding (Meadowgate footpath and Independent Travel Training) which relate to home to school transport (special). There is less likelihood of achieving savings from 2018-19 onwards as these are more reliant on a reduction in the number of children on EHC plans. The ability to make considerable savings from 2018-19 onwards is based on increased in-county education provision and reduction in EHC Plans due to more need being met within mainstream provision, both of which are needed to reduce the number of pupils requiring transport - even with demographic increase in population. We plan to achieve savings through a change to post-16 funding policy introducing contributions to all post-16 pupils. This is subject to Member approval.
A/R.6.213	LAC Inflation Savings	-124	-110	-96	-88		- Commissioning	Award inflation at 0.7% rather than 1.7%
A/R.6.214	Moving towards personal budgets in home to school transport (SEN)	-232	-378	-	-		- Contracts, commercial & procurement	The Personal Transport Budget (PTB) is a sum of money that is paid to a parent/carer of a child who is eligible for free school travel. The cost of a PTB would not be more than current transport arrangements. A PTB gives families the freedom to make their own decisions and arrangements about how their child will get to and from school each day. Monitoring and bureaucracy of PTBs is kept to a minimum with parents not being expected to provide evidence on how the money is spent. However, monitoring of children's attendance at school is done and PTBs are removed if attendance falls below an agreed level.

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.215	Adaptation and refurbishment of Council Properties to reduce the unit cost of placements	-562	-	-	-	-	Commissioning	Two properties owned by Cambridgeshire County Council have become vacant, or are becoming vacant over the coming months. This presents an opportunity to increase the capacity for in-county accommodation the Council has for children who are looked after and to contribute to the savings arising from the unit cost of placements. Refurbishment of the properties will take place to make these buildings fit for purpose.
A/R.6.216	Pathways to access contraception and sexual health services for priority groups	-185	-	-	-	-	Commissioning	To provide intermediate level training to 100 staff from targeted services in residential children's homes, drug and alcohol services, adult mental health services, the Youth Offending Service, the 18-25 team and Domestic Violence Adviser team. We will purchase 12 contraception boxes for offices of services attending training for use with clients.
A/R.6.217	Enhanced intervention service for children with disabilities	-174	-522	-	-	-	Commissioning	Establish an Enhanced Intervention Service in Cambridgeshire. The purpose of the team would be to reduce the number of children with disabilities placed in out of county residential homes, to enable children to safely live with their family and access education in their local area.
A/R.6.218	SPACE Programme – helping mothers to prevent repeat removals	-111	-111	-	-	-	Commissioning	The Space Programme works to engage with mothers who have had their baby permanently removed from their care, with the aim of reducing the likelihood of it happening again. The programme works with mothers and their partners where appropriate, to help them understand the range of issues they face and which may have contributed to their child becoming permanently removed in the first place. In partnership with other agencies, the programme works to promote positive relationships, self esteem and confidence and assertiveness, whilst encouraging access to universal and specialist services that can help mothers live healthier lives. The programme has been funded by CFA reserves from October 2015 to March 2017 and works on the assumption that the programme prevents six babies entering foster care in 2017-18 and 2018-19 as a result of the intervention work that's taken place in 2015-16 and 2016-17. Outcome data for the programme is currently being prepared and reviewed and options to secure permanent funding to sustain this work are being explored.
A/R.6.219	Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements	-461	-150	-	-	-	Commissioning	Change the referral criteria for systemic family meetings so they take place with families at an earlier stage - at the point just before beginning a child protection plan. This would enable us to work with a larger group of 390 children at Child Protection level, rather than 240 at court proceedings level.
A/R.6.220	Increase the number and capacity of in-house foster carers	-195	-396	-64	-101	-	Commissioning	Reduce spending on foster placements from external carer agencies by increasing the capacity of the in-house service.

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.221	Link workers within Adult Mental Health Services	-	-480	-	-	-	- Commissioning	Two Link Workers will embed a Think Family approach in adult mental health services and increase access to preventative and early help services to keep families together wherever possible.
A/R.6.222	Independent travel training for children with SEND	-96	-	-	-	-	- Children's services	Proposal to introduce Independent Travel Training (ITT) for young people with SEND to help them cope with the often more complex journeys required to access further education. Once trained and assessed to be safely able to travel independently, we will no longer have to provide home to school transport for these young people.
A/R.6.223	SEND home to school transport - Meadowgate footpath	-76	-	-	-	-	- Contracts, commercial & procurement	Build a footpath to the Meadowgate School to create a safe route that would enable children to walk or cycle to school, meaning they would no longer require transport.
A/R.6.224	Re-commissioning of Children's Centres and Children's Health services	-	-1,000	-	-	-	- Workforce planning & development	The future delivery model for Children's Centres will be looked at as part of the wider Children's Change Programme which will design how services will be provided, setting out how early help and targeted services can be integrated so that the whole system works together to improve outcomes for children and enables them to thrive. A revised model for Children's Centres will form part of this, which is likely to locate some Children's Centres' community-based service delivery within the development of Community Hubs across Cambridgeshire, and prioritise targeted services for vulnerable children in the wider system of service delivery in the Council, and through the 0-19 Healthy Child Programme.
A/R.6.225	Alternative model of delivery for school catering and cleaning	-50	-	-	-	-	- Workforce planning & development	A new way of providing school catering and cleaning as either a joint venture or a partnership with another provider is at an advanced stage. A minimum of £50K has been set as a project priority.
A/R.6.227	Strategic review of the LA's ongoing statutory role in learning	-270	-324	-	-	-	- Workforce planning & development	A programme to transform the role of the local authority in education in response to national developments such as the 2016 Education White Paper, and the local context, (e.g. the increasing number of academies and the educational performance of schools) has been started. This has four strands - the LA's core duties, traded services, local authority-initiated Multi-academy Trusts and the recruitment and retention of school staff. Early work has identified savings from reducing core funding by discharging the Education Advisor function with two f.t.e. staff, one funded centrally and one traded; Mathematics, English and Improvement advisers to be fully traded from 2017-18; Primary advisers to be part traded from 2017-18 and fully traded from 2018-19; Senior Advisers to be part traded; and a reduction in the intervention budget, supporting only maintained schools where we have a statutory responsibility to do so. The Education Advisers will generate a £10k surplus in 2018-19.

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.230	Reduction in Heads of Service	-80	-	-	-	-	- Workforce planning & development	Reduce the number of Heads of Service in the Learning directorate from six to five in line with the reduction in staffing and changing role of the Directorate.
A/R.6.234	Home to School Transport (Mainstream)	-94	-	-	-	-	- Contracts, commercial & procurement	The 2017-18 saving is made up of the summer term changes to post 16 and spare seats charging policy, implemented in 2016-17. As a result of a decision taken by SMT, all services are now required to absorb the impact of the general growth in population and no demography funding will be allocated for this purpose. This represents £598k for this budget. Full year savings of £438k from route retendering (which normally would be offered as savings) will instead be diverted to meet this pressure, with the remainder secured through a programme of route reviews.
A/R.6.236	Business Support	-51	-	-	-	-	- Workforce planning & development	Development and implementation of course booking and customer feedback systems and new ways of working will enable us to reduce our business support capacity.
A/R.6.238	Virtual Beds	-205	-344	-44	-	-	- Commissioning	Tender for 16 block purchased 'virtual' beds
A/R.6.239	Review of top 50 placements	-324	-	-	-	-	- Commissioning	Monthly review by panel of the top 50 most expensive external placements, with the objective of reducing placement costs wherever possible.
A/R.6.240	Negotiating placement fees	-70	-	-	-	-	- Commissioning	Negotiate the costs of external placements for Looked After Children.
A/R.6.241	Foster carers to provide supported lodgings	-152	-108	-	-	-	- Commissioning	Delivery of 10 new supported lodging placements
A/R.6.242	Reducing fees for Independent Fostering Agency placements	-66	-1	-	-	-	- Commissioning	Reduce fees for Independent Fostering Agency (IFA) placements
A/R.6.243	Children's Change Programme	-1,595	-	-	-	-	- Children's services	Restructure of Children's Services through the Children's Change Programme, to be reinvested to support the revised structure (see proposal A/R.5.004).
A/R.6.244	Total Transport	-840	-435	-	-	-	- Commissioning	This is an updated proposal, in light of the data and experience gained through Phase 1 of the Total Transport pilot, which was implemented in the East Cambridgeshire area at the start of September 2016. By investing in staff and by extending the use of smartcard technology, the Council will be able to deliver more efficient mainstream school transport services, matching capacity more closely with demand. The intention is to secure financial savings whilst ensuring that all eligible pupils continue to receive free transport with reasonable but efficient travel arrangements.

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.245	Cambridgeshire Race, Equality and Diversity Service (CREDS)	-725	-	-	-	-	Workforce planning & development	Removal of the de-delegation received from maintained primary schools in 2017-18 will require the Cambridgeshire Race, Equality and Diversity Service (CREDS) to cease the core offer to schools. This is the worse scenario case, any reduction in the de-delegation will result in a restructure of the service, including staffing reductions.
6.999	Subtotal Savings	-20,516	-10,760	-4,932	-4,841	-		
	TOTAL GROSS EXPENDITURE	354,921	357,345	367,047	378,483	388,649		
7	FEES, CHARGES & RING-FENCED GRANTS							
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-115,543	-116,536	-110,400	-110,587	-110,774	Finance & budget review	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
A/R.7.002	Increase in fees, charges and schools income compared to 2016-17	-2,832	-	-	-	-	Finance & budget review	Adjustment for permanent changes to income expectation from decisions made in 2016-17.
A/R.7.003	Fees and charges inflation	-287	-170	-171	-171	-172	Finance & budget review	Increase in external charges to reflect inflation pressures on the costs of services.
	Changes to fees & charges							
A/R.7.101	Early Years subscription package	-28	-16	-16	-16	-	Children's services	Proposal to develop Early Years subscription package for trading with settings.
A/R.7.103	Education ICT Service	-100	-	-	-	-	Children's services	Increase in trading surplus through expanding out-of-county provision.
A/R.7.104	Cambridgeshire Outdoors	-50	-	-	-	-	Children's services	Increase in trading surplus through cost reduction and external marketing.
A/R.7.105	Admissions Service	-10	-	-	-	-	Children's services	Increase in trading surplus through an increased use of automated systems.
A/R.7.106	Reduction in income de-delegated from Schools to CREDS	725	-	-	-	-	Workforce planning & development	Removal of the de-delegation received from maintained primary schools in 2017-18 will require the Cambridgeshire Race, Equality and Diversity Service (CREDS) to cease the core offer to schools. This is the worse scenario case, any reduction in the de delegation will result in a restructure of the service, including staffing reductions.
	Changes to ring-fenced grants							
A/R.7.201	Change in Public Health Grant	100	6,322	-	-	-		Change in ring-fenced Public Health grant to reflect change of function. This will be treated as a corporate grant from 2018-19 due to removal of the ring-fence.

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.7.205	Care Act (New Burdens Funding)	1,593	-	-	-	-		Technical adjustment resulting from the ceasing of Care Act funding as a ring-fenced grant and inclusion in general County Council funding. Funding changes deferred until 2020 meaning that the County Council did not need to undertake additional assessments on self-funders. No impact on service delivery.
A/R.7.206	Increase in Dedicated Schools Grant	-104	-	-	-	-		Increase in Dedicated Schools Grant (DSG) directly managed by CFA.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-116,536	-110,400	-110,587	-110,774	-110,946		
	TOTAL NET EXPENDITURE	238,385	246,945	256,460	267,709	277,703		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
A/R.8.001	Budget Allocation	-238,385	-246,945	-256,460	-267,709	-277,703		Net spend funded from general grants, business rates and Council Tax.
A/R.8.002	Fees & Charges	-62,230	-62,416	-62,603	-62,790	-62,962		Fees and charges for the provision of services.
A/R.8.003	Expected income from Cambridgeshire Maintained Schools	-7,783	-7,783	-7,783	-7,783	-7,783		Expected income from Cambridgeshire maintained schools.
A/R.8.004	Dedicated Schools Grant (DSG)	-23,318	-23,318	-23,318	-23,318	-23,318		DSG directly managed by CFA.
A/R.8.005	Better Care Fund (BCF) Allocation for Social Care	-15,453	-15,453	-15,453	-15,453	-15,453		The NHS and County Council pool budgets through the Better Care Fund (BCF), promoting joint working. This line shows the revenue funding flowing from the BCF into Social Care.
A/R.8.006	Arts Council Funding	-591	-591	-591	-591	-591		Arts Council funding for the Music Hub.
A/R.8.007	Youth Justice Board Good Practice Grant	-500	-500	-500	-500	-500		Youth Justice Board Good Practice Grant.
A/R.8.009	Care Act (New Burdens Funding) Social Care in Prisons	-339	-339	-339	-339	-339		Care Act New Burdens funding.
A/R.8.401	Public Health Funding	-6,322	-	-	-	-		Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-354,921	-357,345	-367,047	-378,483	-388,649		

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Table 4: Capital Programme

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Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Ongoing	38,594	15,024	2,911	672	2,466	4,000	3,103	10,418
Committed Schemes	291,375	125,713	69,301	59,157	31,325	5,497	382	-
2017-2018 Starts	33,900	176	4,000	13,300	6,589	1,885	1,450	6,500
2018-2019 Starts	52,278	50	1,100	14,400	13,775	17,873	4,700	380
2019-2020 Starts	51,620	20	200	2,640	13,500	24,040	6,990	4,230
2020-2021 Starts	5,300	-	-	-	70	1,600	1,830	1,800
2021-2022 Starts	21,250	-	-	-	-	400	8,050	12,800
2022-2023 Starts	22,580	-	-	-	-	-	1,020	21,560
2023-2024 Starts	31,590	-	-	-	-	-	-	31,590
2024-2025 Starts	24,350	-	-	-	-	-	-	24,350
TOTAL BUDGET	572,837	140,983	77,512	90,169	67,725	55,295	27,525	113,628

Summary of Schemes by Category	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Basic Need - Primary	278,931	71,551	41,560	45,999	31,217	10,064	11,870	66,670
Basic Need - Secondary	218,351	43,490	26,702	39,606	31,880	39,531	11,102	26,040
Basic Need - Early Years	5,442	3,501	841	880	120	100	-	-
Adaptations	4,060	1,256	1,650	1,062	92	-	-	-
Condition & Maintenance	26,250	3,250	3,000	2,500	2,500	2,500	2,500	10,000
Building Schools for the Future	-	-	-	-	-	-	-	-
Schools Managed Capital	11,610	1,926	1,076	1,076	1,076	1,076	1,076	4,304
Specialist Provision	9,809	4,961	248	150	150	150	150	4,000
Site Acquisition & Development	650	300	150	100	100	-	-	-
Temporary Accommodation	14,000	1,500	1,500	1,500	1,500	1,500	1,500	5,000
Children Support Services	5,530	1,495	2,095	295	295	270	270	810
Adults' Services	36,029	7,753	5,354	4,929	4,929	4,929	1,450	6,685
Capital Programme Variation	-37,825	-	-6,664	-7,928	-6,134	-4,825	-2,393	-9,881
Corporate Services	-	-	-	-	-	-	-	-
TOTAL BUDGET	572,837	140,983	77,512	90,169	67,725	55,295	27,525	113,628

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	Committee
A/C.01 A/C.01.007	Basic Need - Primary Huntingdon Primary	Expansion of 3 classrooms: £2,521 Basic Need requirement 90 places		Committed	2,521	2,450	71	-	-	-	-	-	C&YP

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	
A/C.01.008	Isle of Ely Primary	New 3 form entry school with 52 Early Years provision: £10,626k Basic Need requirement 630 places £800k Temporary Provision £1,500k Early Years Basic Need 52 places £3,500k Highways works and access work to school site		Committed	16,426	16,150	276	-	-	-	-	-	C&YP
A/C.01.012	Ermine Street Primary, Alconbury Weald	New 2 form entry school (with 3 form entry infrastructure) with 52 Early Years provision (Phase 1): £8,500k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places		Committed	10,000	9,893	107	-	-	-	-	-	C&YP
A/C.01.013	Fourfields, Yaxley	Expansion of 3 classrooms: £1,270k Basic Need requirement 90 places		Committed	1,270	1,233	37	-	-	-	-	-	C&YP
A/C.01.014	Grove Primary, Cambridge	Expansion of 3 classrooms: £1,411k Basic Need requirement 90 places £250k Asbestos Works		Committed	1,661	1,648	13	-	-	-	-	-	C&YP
A/C.01.018	Pathfinder Primary, Northstowe	New 3 form entry school with 52 Early Years provision: £8,300k Basic Need requirement 630 places £1,500k Early Years Basic Need 52 places £1,500k Community facilities - Children's Centre		Committed	11,300	10,864	436	-	-	-	-	-	C&YP
A/C.01.019	Westwood Primary, March. Phase 1	Expansion of 3 classrooms with 52 Early Years provision: £1,530k Basic Need requirement 90 places £1,300k Early Years Basic Need 52 places		Committed	2,830	2,771	59	-	-	-	-	-	C&YP
A/C.01.020	Godmanchester Bridge, (Bearscoft Development)	New 1.5 form entry school (with 2 form entry core facilities) with 52 Early Years provision: £7,150k Basic Need requirement 315 places £2,200k Early Years Basic Need 52 places		Committed	9,350	4,427	4,600	323	-	-	-	-	C&YP
A/C.01.021	North West Cambridge (NIAB site) primary	New 2 form entry school with 52 Early Years provision: £7,851k Basic Need requirement 420 places £1,700k Early Years Basic Need 52 places £1,200k Community facilities - Children's Centre		Committed	10,751	585	100	6,600	3,300	166	-	-	C&YP
A/C.01.022	Burwell Primary	Expansion of 210 places: £6,724k Basic Need requirement 210 places		Committed	6,724	4,186	2,500	38	-	-	-	-	C&YP
A/C.01.024	Clay Farm / Showground primary, Cambridge	New 3 form entry school with 52 Early Years provision £10,684k Basic Need requirement 630 places £1,700k Early Years Basic Need 52 places		Committed	12,384	5,320	6,841	223	-	-	-	-	C&YP
A/C.01.025	Fordham Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £4,128k Basic Need requirement 210 places		Committed	4,128	2,845	1,250	33	-	-	-	-	C&YP
A/C.01.026	Little Paxton Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £3,512k Basic Need requirement 210 places		Committed	3,512	2,058	1,300	154	-	-	-	-	C&YP
A/C.01.027	Ramnoth Primary, Wisbech	Expansion of 12 classrooms: £7,340k Basic Need requirement 300 places		Committed	7,340	2,024	5,100	216	-	-	-	-	C&YP

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	
A/C.01.028	Fulbourn Phase 2	Expansion of 4 classrooms: £5,685k Basic Need requirement 120 places		Committed	5,685	420	2,300	2,700	265	-	-	-	C&YP
A/C.01.029	Sawtry Infants	Expansion of 3 classrooms with 26 Early Years provision: £2,692k Basic Need requirement 90 places £1,600k Early Years Basic Need 26 places		Committed	4,292	260	2,650	1,200	182	-	-	-	C&YP
A/C.01.030	Sawtry Junior	Extension of 4 classrooms to complete 1 form entry expansion: £2,300k Basic Need requirement 120 places		Committed	2,300	40	1,250	900	110	-	-	-	C&YP
A/C.01.031	Hatton Park, Longstanton	Expansion of 1 form of entry: £5,330k Basic Need requirement 210 places		Committed	5,330	1,600	3,510	220	-	-	-	-	C&YP
A/C.01.032	Meldreth	Expansion to 1 form of entry: £2,066k Basic Need requirement		Committed	2,066	100	1,050	850	66	-	-	-	C&YP
A/C.01.033	St Ives, Wheatfields	Expansion of 1 form of entry: £3,000k Basic Need requirement 210 places		2017-18	3,000	61	250	2,500	189	-	-	-	C&YP
A/C.01.034	St Neots, Winttingham Park.	New 1 form entry (with 3 form entry infrastructure) with 52 Early Years provision: £7,210k Basic Need requirement 210 places £1,640k Early Years Basic Need 52 places		2017-18	8,850	15	250	5,400	3,000	185	-	-	C&YP
A/C.01.035	The Shade Primary, Soham	Expansion of 2 forms of entry (Phase 2): £2,713k Basic Need requirement 210 places		Committed	2,713	2,181	480	52	-	-	-	-	C&YP
A/C.01.036	Pendragon, Papworth	Expansion of 1 form of entry: £3,500 Basic Need requirement		2017-18	3,500	-	150	1,900	1,350	100	-	-	C&YP
A/C.01.037	Chatteris New School	New 1 form of entry School with 26 Early Years places: £7,000k Basic Need requirement 210 places £ 825k Early Years		2018-19	7,825	-	230	4,700	2,725	170	-	-	C&YP
A/C.01.038	Westwood Primary, March. Phase 2	Expansion from 3 to 4 form entry school: £3,150k Basic Need requirement 120 places		2017-18	3,150	100	1,400	1,550	100	-	-	-	C&YP
A/C.01.039	Wyton Primary	New replacement 1 form entry school: £6,453k Basic Need requirement 210 places		2018-19	6,453	-	200	3,300	2,750	203	-	-	C&YP
A/C.01.040	Ermine Street, Alconbury, Phase 2	Expansion to 3 form entry school (Phase 2): £2,780k Basic Need requirement 210 places		2019-20	2,780	-	-	140	1,600	950	90	-	C&YP
A/C.01.041	Barrington	Expansion to 1 form of entry: £3,790k Basic Need requirement		2019-20	3,790	20	200	1,900	1,600	70	-	-	C&YP
A/C.01.042	Harston Primary	Expansion / development required; waiting for the outcome of a feasibility report to confirm numbers: £500k Basic Need requirement		2019-20	500	-	-	20	300	170	10	-	C&YP

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	
A/C.01.043	Littleport 3rd primary	New 1 form entry school (with 2 form entry infrastructure) (Phase 1): £4,250k Basic Need requirement 210 places £750k Early Years Basic Need 26 places		2019-20	5,000	-	-	180	3,200	1,550	70	-	C&YP
A/C.01.044	Loves Farm primary, St Neots	New 2 form entry school: £10,020k Basic Need requirement 420 places		2019-20	10,020	-	-	300	6,200	3,300	220	-	C&YP
A/C.01.045	Melbourn Primary	Expansion of 4 classrooms, hall and refurbishment: £4,160k Basic Need requirement 60 places		Committed	4,160	150	1,500	2,300	210	-	-	-	C&YP
A/C.01.046	Sawston Primary	Extension of 4 classrooms to complete 1 form entry expansion: £2,830k Basic Need requirement 120 places		2019-20	2,830	-	-	-	100	1,000	1,600	130	C&YP
A/C.01.047	Fourfields Primary, Yaxley Phase 2	Extension of 4 classrooms to complete 1 form entry expansion: £2,300k Basic Need requirement 120 places		2020-21	2,300	-	-	-	70	1,500	730	-	C&YP
A/C.01.048	Histon Additional Places	Expansion of 1 form of entry within Histon area: £16,000k Basic Need requirement 210 places		Committed	16,000	150	3,450	8,300	3,900	200	-	-	C&YP
A/C.01.049	Northstowe 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £9,990k Basic Need requirement 420 places £1,260k Early Years Basic Need 52 places		2021-22	11,250	-	-	-	-	400	7,750	3,100	C&YP
A/C.01.050	March new primary	New 1 form entry school (Phase 1): £8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	-	-	-	8,770	C&YP
A/C.01.051	Wisbech new primary	New 1 form entry school; this is to be an on-going review: £8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	-	-	-	8,770	C&YP
A/C.01.052	NIAB 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £7,950k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places £1,500k Community facilities - Children's Centre		2024-25	10,950	-	-	-	-	-	-	10,950	C&YP
A/C.01.053	Robert Arkenstall Primary	Replacement of temporary building £500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	500	C&YP
A/C.01.054	Wilburton Primary	Expansion from 4 to 5 classrooms / replacement of temporary building: £500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	500	C&YP
A/C.01.055	Benwick Primary	Expansion from 3 to 5 classrooms / replacement of temporary buildings: £500k Basic Need requirement 60 places		2024-25	500	-	-	-	-	-	-	500	C&YP
A/C.01.056	Alconbury Weald 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £8,528k Basic Need requirement 420 places £1,522k Early Years Basic Need 52 places		2023-24	10,050	-	-	-	-	-	-	10,050	C&YP

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	
A/C.01.057	Northstowe 3rd primary	New 2 form entry school with 52 Early Years provision and community facilities: £10,567k Basic Need requirement 420 places £1,333k Early Years Basic Need 52 places		2024-25	11,900	-	-	-	-	-	-	11,900	C&YP
A/C.01.060	Wyton New School	New 2 form entry school: £10,000k Basic Need requirement 420 places		2021-22	10,000	-	-	-	-	-	300	9,700	C&YP
A/C.01.061	Gamlingay First	Extension of 4 classrooms to complete 1 form entry expansion with new hall: £3,000k Basic Need requirement 120 places		2020-21	3,000	-	-	-	-	100	1,100	1,800	C&YP
Total - Basic Need - Primary					278,931	71,551	41,560	45,999	31,217	10,064	11,870	66,670	
A/C.02	Basic Need - Secondary												
A/C.02.003	Littleport secondary and special	New 4 form entry school (with 5 form entry core facilities) with new SEN school and 52 Early Years provision: £28,826k Basic Need requirement 600 places £1,500k Early Years Basic Need 26 places £12,000k SEN 110 places		Committed	42,326	34,082	8,000	244	-	-	-	-	C&YP
A/C.02.004	Bottisham Village College	Expansion to 10 form entry school: £12,700k Basic Need requirement 150 places		Committed	12,700	820	4,800	6,700	380	-	-	-	C&YP
A/C.02.006	Northstowe secondary	New 4 form entry school (with 12 form entry core facilities): £25,251k Basic Need requirement 600 places		Committed	25,251	546	3,000	16,700	4,600	405	-	-	C&YP
A/C.02.007	North West Fringe secondary	New 4 form entry school (Phase 1): £22,900k Basic Need requirement 600 places		Committed	22,900	18	350	2,700	15,100	4,350	382	-	C&YP
A/C.02.008	Cambridge City secondary	Additional capacity for Cambridge City £17,832k Basic Need requirement 450 places		Committed	17,832	1,374	6,582	6,600	3,000	276	-	-	C&YP
A/C.02.009	Alconbury Weald secondary and Special	New 4 form entry school (with 8 form entry core facilities): £26,000k Basic Need requirement 600 places £12,000k SEN 110 places		2018-19	38,000	50	670	6,400	8,300	17,500	4,700	380	C&YP
A/C.02.010	Cambourne Village College	Expansion to 7 form entry (Phase 2): £10,062k Basic Need requirement 300 places		Committed	10,062	6,600	3,300	162	-	-	-	-	C&YP
A/C.02.011	Additional secondary capacity to serve March & Wisbech	New 4 to 5 form entry school: £23,000k Basic Need requirement 600 - 750 places		2019-20	23,000	-	-	100	500	17,000	5,000	400	C&YP
A/C.02.012	Cromwell Community College	Expansion from 7 to 8 form entry school: £3,700k Basic Need requirement 150 places		2019-20	3,700	-	-	-	-	-	-	3,700	C&YP
A/C.02.013	St. Neots secondary	Additional capacity for St Neots: £10,940 Basic Need requirement		2022-23	10,940	-	-	-	-	-	500	10,440	C&YP

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Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	
A/C.02.014	Northstowe secondary	Additional capacity for Northstowe: £11,640 Basic Need requirement 600 places		2022-23	11,640	-	-	-	-	-	520	11,120	C&YP
	Total - Basic Need - Secondary				218,351	43,490	26,702	39,606	31,880	39,531	11,102	26,040	
A/C.03	Basic Need - Early Years												
A/C.03.001	Orchard Park Primary	Expansion of 24 Early Years provision: £1,000k Early Years Basic Need 24 places		Committed	1,000	9	341	630	20	-	-	-	C&YP
A/C.03.003	LA maintained Early Years Provision	Funding which enables the Council to increase the number of free Early Years funded places to ensure the Council meets its statutory obligation. This includes providing one-off payments to external providers to help meet demand as well as increasing capacity attached to Cambridgeshire primary schools.		Committed	4,442	3,492	500	250	100	100	-	-	C&YP
	Total - Basic Need - Early Years				5,442	3,501	841	880	120	100	-	-	
A/C.04	Adaptations												
A/C.04.001	Hauxton Primary	Expansion of 1 classroom and extension of hall: £1,061k Basic Need requirement 30 places		Committed	1,061	1,061	-	-	-	-	-	-	C&YP
A/C.04.004	Morley Memorial Primary	Expansion of 2 classrooms and internal re-modelling with 52 Early Years provision: £1,500k Basic Need requirement 60 places £1,500k Early Years Basic Need 18 places		Committed	2,999	195	1,650	1,062	92	-	-	-	C&YP
	Total - Adaptations				4,060	1,256	1,650	1,062	92	-	-	-	
A/C.05	Condition & Maintenance												
A/C.05.001	School Condition, Maintenance & Suitability	Funding which enables the Council to undertake work which addresses conditions and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.		Ongoing	24,600	3,250	2,500	2,000	2,000	2,350	2,500	10,000	C&YP
A/C.05.002	Kitchen Ventilation	Works to improve ventilation & gas safety in school kitchens (where gas is used for cooking) is required to comply with the Gas safety regulations BS 6173:2009.		2017-18	1,650	-	500	500	500	150	-	-	C&YP
	Total - Condition & Maintenance				26,250	3,250	3,000	2,500	2,500	2,500	2,500	10,000	
A/C.07	Schools Managed Capital												
A/C.07.001	School Devolved Formula Capital	Funding is allocated directly to Cambridgeshire Maintained schools to enable them to undertake low level refurbishments and condition works.		Ongoing	11,610	1,926	1,076	1,076	1,076	1,076	1,076	4,304	C&YP
	Total - Schools Managed Capital				11,610	1,926	1,076	1,076	1,076	1,076	1,076	4,304	

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Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	
A/C.08	Specialist Provision												
A/C.08.001	Trinity School Hartford, Huntingdon	This scheme provides for the relocation of the school's base in Huntingdon, which is unsuitable for the educational requirements and needs of the pupils and staff. The funding covers purchase of a site in St Neots and its redevelopment for use by Trinity and local early years and childcare providers.		Committed	5,059	4,961	98	-	-	-	-	-	- C&YP
A/C.08.002	Trinity School, Wisbech base	This scheme provides for permanent accommodation to be provided for the Wisbech base of the Trinity School which currently operates from leased accommodation at a rental cost of @£30,000 per year		2023-24	4,000	-	-	-	-	-	-	4,000	C&YP
A/C.08.003	SEN Pupil Adaptations	This budget is to fund child specific adaptations to facilitate the placement of children with SEND in line with decisions taken by the County Resourcing Panel.		2017-18	750	-	150	150	150	150	150	-	C&YP
	Total - Specialist Provision				9,809	4,961	248	150	150	150	150	4,000	
A/C.09	Site Acquisition & Development												
A/C.09.001	Site Acquisition, Development, Analysis and Investigations	Funding which enables the Council to undertake investigations and feasibility studies into potential land acquisitions to determine their suitability for future school development sites.		Ongoing	650	300	150	100	100	-	-	-	C&YP
	Total - Site Acquisition & Development				650	300	150	100	100	-	-	-	
A/C.10	Temporary Accommodation												
A/C.10.001	Temporary Accommodation	Funding which enables the Council to increase the number of school places provided through use of mobile accommodation. This scheme covers the cost of purchasing new mobiles and the transportation of provision across the county to meet demand.		Ongoing	14,000	1,500	1,500	1,500	1,500	1,500	1,500	5,000	C&YP
	Total - Temporary Accommodation				14,000	1,500	1,500	1,500	1,500	1,500	1,500	5,000	
A/C.11	Children Support Services												
A/C.11.001	Children's Minor Works and Adaptions	Funding which enables remedial and essential work to be undertaken, maintaining the Council's in-house LAC provision.		Ongoing	100	25	25	25	25	-	-	-	C&YP
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works	Funding which enables remedial and essential work to be undertaken by supplementing the devolved formula allocations of Cambridgeshire Alternative Education Service.		Ongoing	180	20	20	20	20	20	20	60	C&YP

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Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	
A/C.11.003	CFA Buildings & Capital Team Capitalisation	Salaries from the Buildings and Capital Team are to be capitalised on an ongoing basis.		Ongoing	2,250	250	250	250	250	250	250	750	C&YP
A/C.11.005	CFA Management Information System IT Infrastructure	Procurement of Management Information systems for CFA in accordance with Contract Regulations and to ensure that systems are fit for purpose to meet the emerging financial, legislative and service delivery requirements. This will require replacement or upgrade of some or all of the Council's current systems.		Committed	3,000	1,200	1,800	-	-	-	-	-	Adults, C&Y
Total - Children Support Services					5,530	1,495	2,095	295	295	270	270	810	
A/C.12	Adults' Services												
A/C.12.001	Strategic Investments	Enabling the Council to make one-off investments in the care sector to stimulate market capacity and improve care affordability. This heading also provides the option of additional capital allocations to community equipment and to support the development of Assistive Technology. Funded from previous Department of Health allocations which have been carried forward.		Ongoing	866	441	425	-	-	-	-	-	Adults
A/C.12.002	Enhanced Frontline	Planned spending on in-house provider services and independent care accommodation to address building condition and improvements. Service requirements and priorities will be agreed and aligned with the principles of Transforming Lives.		Ongoing	2,845	1,910	150	150	150	150	150	185	Adults
A/C.12.004	Disabilities Facilities Grant	We are expecting this funding to continue to be managed through the Better Care Fund for the period 2017/18 to 2022/13, in partnership with local housing authorities. Disabled Facilities Grant enables accommodation adaptations so that people with disabilities can continue to live in their own homes.		Ongoing	19,318	5,402	3,479	3,479	3,479	3,479	-	-	Adults
A/C.12.005	Integrated Community Equipment Service	Funding to continue annual capital investment in community equipment, that helps people to sustain their independence. The Council contributes to a pooled budget purchasing community equipment for health and social care needs for people of all ages		2017-18	13,000	-	1,300	1,300	1,300	1,300	1,300	6,500	Adults
Total - Adults' Services					36,029	7,753	5,354	4,929	4,929	4,929	1,450	6,685	

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Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
A/C.13 A/C.13.001	Capital Programme Variation Variation Budget	The Council has decided to include a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-37,825	-	-6,664	-7,928	-6,134	-4,825	-2,393	-9,881
	Total - Capital Programme Variation				-37,825	-	-6,664	-7,928	-6,134	-4,825	-2,393	-9,881
	TOTAL BUDGET				572,837	140,983	77,512	90,169	67,725	55,295	27,525	113,628

Adults, C&Y

Funding					Total Funding £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Government Approved Funding												
Basic Need					128,085	7,185	32,671	24,919	10,000	10,000	5,743	37,567
Capital Maintenance					40,652	4,438	4,043	4,043	4,043	4,043	4,043	15,999
Devolved Formula Capital					11,610	1,926	1,076	1,076	1,076	1,076	1,076	4,304
Specific Grants					22,556	8,215	3,904	3,479	3,479	3,479	-	-
Total - Government Approved Funding					202,903	21,764	41,694	33,517	18,598	18,598	10,862	57,870
Locally Generated Funding												
Agreed Developer Contributions					57,513	14,695	20,450	12,701	9,022	645	-	-
Anticipated Developer Contributions					93,276	2,731	7,720	6,670	17,570	18,796	9,200	30,589
Capital Receipts					175	175	-	-	-	-	-	-
Prudential Borrowing					213,611	73,745	24,768	30,545	25,670	17,461	11,663	29,759
Prudential Borrowing (Repayable)					-	26,639	-19,845	6,036	-3,835	-205	-4,200	-4,590
Other Contributions					5,359	1,234	2,725	700	700	-	-	-
Total - Locally Generated Funding					369,934	119,219	35,818	56,652	49,127	36,697	16,663	55,758
TOTAL FUNDING					572,837	140,983	77,512	90,169	67,725	55,295	27,525	113,628

Section 4 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	38,594	70,485	-	-	175	-32,066
Committed Schemes	291,375	65,740	88,684	5,359	-	131,592
2017-2018 Starts	33,900	6,788	9,790	-	-	17,322
2018-2019 Starts	52,278	5,480	23,400	-	-	23,398
2019-2020 Starts	51,620	14,306	6,000	-	-	31,314
2020-2021 Starts	5,300	2,300	-	-	-	3,000
2021-2022 Starts	21,250	2,750	7,750	-	-	10,750
2022-2023 Starts	22,580	13,572	-	-	-	9,008
2023-2024 Starts	31,590	14,862	7,020	-	-	9,708
2024-2025 Starts	24,350	6,620	8,145	-	-	9,585
TOTAL BUDGET	572,837	202,903	150,789	5,359	175	213,611

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
A/C.01	Basic Need - Primary										
A/C.01.007	Huntingdon Primary			- Committed	2,521	626	111	-	-	1,784	C&YP
A/C.01.008	Isle of Ely Primary			- Committed	16,426	2,656	3,168	2,800	-	7,802	C&YP
A/C.01.012	Ermine Street Primary, Alconbury Weald			- Committed	10,000	-	9,682	-	-	318	C&YP
A/C.01.013	Fourfields, Yaxley			- Committed	1,270	290	197	-	-	783	C&YP
A/C.01.014	Grove Primary, Cambridge			- Committed	1,661	13	-	-	-	1,648	C&YP
A/C.01.018	Pathfinder Primary, Northstowe			- Committed	11,300	105	11,000	-	-	195	C&YP
A/C.01.019	Westwood Primary, March. Phase 1			- Committed	2,830	505	-	-	-	2,325	C&YP
A/C.01.020	Godmanchester Bridge, (Bearscoft Development)			- Committed	9,350	3,025	5,080	-	-	1,245	C&YP
A/C.01.021	North West Cambridge (NIAB site) primary			- Committed	10,751	1,965	8,278	-	-	508	C&YP
A/C.01.022	Burwell Primary			- Committed	6,724	459	-	-	-	6,265	C&YP
A/C.01.024	Clay Farm / Showground primary, Cambridge			- Committed	12,384	2,999	7,801	-	-	1,584	C&YP
A/C.01.025	Fordham Primary			- Committed	4,128	861	8	-	-	3,259	C&YP
A/C.01.026	Little Paxton Primary			- Committed	3,512	700	531	-	-	2,281	C&YP
A/C.01.027	Ramnoth Primary, Wisbech			- Committed	7,340	1,296	-	530	-	5,514	C&YP
A/C.01.028	Fulbourn Phase 2			- Committed	5,685	3,305	820	-	-	1,560	C&YP
A/C.01.029	Sawtry Infants			- Committed	4,292	2,894	-	-	-	1,398	C&YP
A/C.01.030	Sawtry Junior			- Committed	2,300	2,140	-	-	-	160	C&YP
A/C.01.031	Hatton Park, Longstanton			- Committed	5,330	3,480	-	-	-	1,850	C&YP
A/C.01.032	Meldreth			- Committed	2,066	1,966	-	-	-	100	C&YP
A/C.01.033	St Ives, Wheatfields			- 2017-18	3,000	2,939	-	-	-	61	C&YP
A/C.01.034	St Neots, Wintringham Park.			- 2017-18	8,850	-	8,790	-	-	60	C&YP
A/C.01.035	The Shade Primary, Soham			- Committed	2,713	457	124	-	-	2,132	C&YP
A/C.01.036	Pendragon, Papworth			- 2017-18	3,500	923	1,000	-	-	1,577	C&YP
A/C.01.037	Chatteris New School			- 2018-19	7,825	456	-	-	-	7,369	C&YP
A/C.01.038	Westwood Primary, March. Phase 2			- 2017-18	3,150	2,249	-	-	-	901	C&YP
A/C.01.039	Wyton Primary			- 2018-19	6,453	2,474	-	-	-	3,979	C&YP

Section 4 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
A/C.01.040	Ermine Street, Alconbury, Phase 2			- 2019-20	2,780	185	2,150	-	-	445	C&YP
A/C.01.041	Barrington			- 2019-20	3,790	140	600	-	-	3,050	C&YP
A/C.01.042	Harston Primary			- 2019-20	500	310	-	-	-	190	C&YP
A/C.01.043	Littleport 3rd primary			- 2019-20	5,000	2,986	-	-	-	2,014	C&YP
A/C.01.044	Loves Farm primary, St Neots			- 2019-20	10,020	3,000	-	-	-	7,020	C&YP
A/C.01.045	Melbourn Primary			- Committed	4,160	1,992	1,333	-	-	835	C&YP
A/C.01.046	Sawston Primary			- 2019-20	2,830	2,350	-	-	-	480	C&YP
A/C.01.047	Fourfields Primary, Yaxley Phase 2			- 2020-21	2,300	2,300	-	-	-	-	C&YP
A/C.01.048	Histon Additional Places			- Committed	16,000	5,793	-	-	-	10,207	C&YP
A/C.01.049	Northstowe 2nd primary			- 2021-22	11,250	2,750	-	-	-	8,500	C&YP
A/C.01.050	March new primary			- 2023-24	8,770	658	7,020	-	-	1,092	C&YP
A/C.01.051	Wisbech new primary			- 2023-24	8,770	6,426	-	-	-	2,344	C&YP
A/C.01.052	NIAB 2nd primary			- 2024-25	10,950	170	8,145	-	-	2,635	C&YP
A/C.01.053	Robert Arkenstall Primary			- 2024-25	500	500	-	-	-	-	C&YP
A/C.01.054	Wilburton Primary			- 2024-25	500	500	-	-	-	-	C&YP
A/C.01.055	Benwick Primary			- 2024-25	500	500	-	-	-	-	C&YP
A/C.01.056	Alconbury Weald 2nd primary			- 2023-24	10,050	7,778	-	-	-	2,272	C&YP
A/C.01.057	Northstowe 3rd primary			- 2024-25	11,900	4,950	-	-	-	6,950	C&YP
A/C.01.060	Wyton New School			- 2021-22	10,000	-	7,750	-	-	2,250	C&YP
A/C.01.061	Gamlingay First			- 2020-21	3,000	-	-	-	-	3,000	C&YP
	Total - Basic Need - Primary			-	278,931	82,071	83,588	3,330	-	109,942	
A/C.02	Basic Need - Secondary										
A/C.02.003	Littleport secondary and special			- Committed	42,326	3,423	5,000	-	-	33,903	C&YP
A/C.02.004	Bottisham Village College			- Committed	12,700	4,932	-	-	-	7,768	C&YP
A/C.02.006	Northstowe secondary			- Committed	25,251	7,385	8,820	-	-	9,046	C&YP
A/C.02.007	North West Fringe secondary			- Committed	22,900	299	20,118	-	-	2,483	C&YP
A/C.02.008	Cambridge City secondary			- Committed	17,832	6,345	-	1,995	-	9,492	C&YP
A/C.02.009	Alconbury Weald secondary and Special			- 2018-19	38,000	2,550	23,400	-	-	12,050	C&YP
A/C.02.010	Cambourne Village College			- Committed	10,062	3,462	5,639	-	-	961	C&YP
A/C.02.011	Additional secondary capacity to serve March & Wisbech			- 2019-20	23,000	4,885	-	-	-	18,115	C&YP
A/C.02.012	Cromwell Community College			- 2019-20	3,700	450	3,250	-	-	-	C&YP
A/C.02.013	St. Neots secondary			- 2022-23	10,940	10,240	-	-	-	700	C&YP
A/C.02.014	Northstowe secondary			- 2022-23	11,640	3,332	-	-	-	8,308	C&YP
	Total - Basic Need - Secondary			-	218,351	47,303	66,227	1,995	-	102,826	
A/C.03	Basic Need - Early Years										
A/C.03.001	Orchard Park Primary			- Committed	1,000	-	211	-	-	789	C&YP
A/C.03.003	LA maintained Early Years Provision			- Committed	4,442	843	-	34	-	3,565	C&YP
	Total - Basic Need - Early Years			-	5,442	843	211	34	-	4,354	

Section 4 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
A/C.04	Adaptations										
A/C.04.001	Hauxton Primary			- Committed	1,061	30	763	-	-	268	C&YP
A/C.04.004	Morley Memorial Primary			- Committed	2,999	1,377	-	-	-	1,622	C&YP
	Total - Adaptations			-	4,060	1,407	763	-	-	1,890	
A/C.05	Condition & Maintenance										
A/C.05.001	School Condition, Maintenance & Suitability			- Ongoing	24,600	23,670	-	-	-	930	C&YP
A/C.05.002	Kitchen Ventilation			2017-18	1,650	677	-	-	-	973	C&YP
	Total - Condition & Maintenance			-	26,250	24,347	-	-	-	1,903	
A/C.07	Schools Mananged Capital										
A/C.07.001	School Devolved Formula Capital			- Ongoing	11,610	11,610	-	-	-	-	C&YP
	Total - Schools Mananged Capital			-	11,610	11,610	-	-	-	-	
A/C.08	Specialist Provision										
A/C.08.001	Trinity School Hartford, Huntingdon			- Committed	5,059	117	-	-	-	4,942	C&YP
A/C.08.002	Trinity School, Wisbech base			- 2023-24	4,000	-	-	-	-	4,000	C&YP
A/C.08.003	SEN Pupil Adaptations			- 2017-18	750	-	-	-	-	750	C&YP
	Total - Specialist Provision			-	9,809	117	-	-	-	9,692	
A/C.09	Site Acquisition & Development										
A/C.09.001	Site Acquisition, Development, Analysis and Investigations			- Ongoing	650	500	-	-	-	150	C&YP
	Total - Site Acquisition & Development			-	650	500	-	-	-	150	
A/C.10	Temporary Accommodation										
A/C.10.001	Temporary Accommodation			- Ongoing	14,000	12,767	-	-	-	1,233	C&YP
	Total - Temporary Accommodation			-	14,000	12,767	-	-	-	1,233	
A/C.11	Children Support Services										
A/C.11.001	Children's Minor Works and Adaptions			- Ongoing	100	65	-	-	-	35	C&YP
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works			- Ongoing	180	160	-	-	-	20	C&YP
A/C.11.003	CFA Buildings & Capital Team Capitalisation			- Ongoing	2,250	-	-	-	-	2,250	C&YP
A/C.11.005	CFA Management Information System IT Infrastructure			- Committed	3,000	-	-	-	-	3,000	Adults, C&YP
	Total - Children Support Services			-	5,530	225	-	-	-	5,305	

Section 4 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
A/C.12	Adults' Services										
A/C.12.001	Strategic Investments			- Ongoing	866	866	-	-	-	-	Adults
A/C.12.002	Enhanced Frontline			- Ongoing	2,845	1,529	-	-	175	1,141	Adults
A/C.12.004	Disabilities Facilities Grant			- Ongoing	19,318	19,318	-	-	-	-	Adults
A/C.12.005	Integrated Community Equipment Service			- 2017-18	13,000	-	-	-	-	13,000	Adults
	Total - Adults' Services			-	36,029	21,713	-	-	175	14,141	
A/C.13	Capital Programme Variation										
A/C.13.001	Variation Budget			- Ongoing	-37,825	-	-	-	-	-37,825	Adults, C&YP
	Total - Capital Programme Variation			-	-37,825	-	-	-	-	-37,825	
	TOTAL BUDGET				572,837	202,903	150,789	5,359	175	213,611	

Appendix 3 - Schedule of Fees & Charges

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
Learning	School Organisation and Planning	Cambridgeshire Music	Cambridgeshire Music					
Learning	School Organisation and Planning	Cambridgeshire Music	Group Music Tuition	Exempt	Non-statutory	£6	£5.90	This is Academic pricing from September 15 to August 16.
Learning	School Organisation and Planning	Cambridgeshire Music	Individual and School Music Tuition	Exempt	Non-statutory	£11	£11.80	This is Academic pricing from September 15 to August 16.
Learning	School Organisation and Planning	Cambridgeshire Music	Individual and School Music Tuition	Exempt	Non-statutory	£17	£17.71	This is Academic pricing from September 15 to August 16.
Learning	School Organisation and Planning	Cambridgeshire Music	Music Therapy	Exempt	Non-statutory	£45	£46.00	This is Academic pricing from September 15 to August 16.
Learning	School Organisation and Planning	Cambridgeshire Music	School Classroom Teaching	Exempt	Non-statutory	£45	£49.57	This is Academic pricing from September 15 to August 16.
Learning	Catering and Cleaning Services	Catering	Catering					

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
Learning	Catering and Cleaning Services	Catering	CCC primary school catering including equipment maint.	YOut of scope	Non-statutory	2015/16 charges price per meal (£2.00-£2.25) plus management fee	2016/17 charges £2.25 per meal plus management fees	Advisory meal price is approved by members each year.
Learning	Catering and Cleaning Services	Catering	CCC special school catering including equipment maint.	YOut of scope	Non-statutory	2015/16 charges price per meal (£2.00-£2.25) plus management fee	2016/17 charges £2.25 per meal plus management fees	Advisory meal price is approved by members each year.
Learning	Catering and Cleaning Services	Catering	Cambs primary academies catering incl. equipment maint.	YStandard (20%)	Non-statutory	2015/16 charges price per meal (£2.00-£2.25) plus management fee	2016/17 charges £2.25 per meal plus management fees	Advisory meal price is approved by members each year.
Learning	Catering and Cleaning Services	Catering	Bedfordshire primary school catering	YZero rated	Non-statutory	2015/16 charges price per meal (£2.00-£2.25) plus management fee	2016/17 charges price per meal (£2.00-£2.25) plus management fee	Meal price set locally using CCC advisory as guide

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
Learning	Catering and Cleaning Services	Catering	Essex primary school catering	YStandard (20%)	Non-statutory	2015/16 charges price per meal (£2.00-£2.25) plus management fee	2016/17 charges price per meal (£2.00-£2.25) plus management fee	Meal price set locally using CCC advisory as guide
Learning	Catering and Cleaning Services	Catering	Peterborough primary school catering	YStandard (20%)	Non-statutory	2015/16 charges Recharged costs plus management fee	2016/17 charges price per meal (£2.00-£2.25) plus management fee	Meal price set locally using CCC advisory as guide
Learning	Catering and Cleaning Services	Catering	Secondary Academy	YStandard (20%)	Non-statutory	2015/16 charges Recharged costs plus management fee	2016/17 charges Recharged costs plus management fee	Tarrif set in agreement with school
Learning	Catering and Cleaning Services	Catering	Charges to provide meals to Northants CC schools	YZero rated	Non-statutory	2015/16 charges Fixed price per meal unit as detailed in contract and variation	2016/17 charges Fixed price per meal unit as detailed in contract and variation	Prices per meal set in volume bands in tendered contract 2011-15
Learning	Catering and Cleaning Services	Catering	Cafeteria / Hospitality within CCC Shire Hall	YStandard (20%)	Non-statutory	Standard tarrif	Standard tarrif	CCC customer base dictates tarriff.

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
			properties					
Learning	Catering and Cleaning Services	Catering	Cafeteria / Hospitality within NCC properties	YStandard (20%)	Non-statutory	Services now managed within NCC	N/A	
Learning	Catering and Cleaning Services	Cleaning and Caretaker	Cleaning and Caretaker					
Learning	Catering and Cleaning Services	Cleaning and Caretaker	Cleaning and caretaker services to Cambs schools	YOut of scope	Non-statutory	2015/16 charges Individually priced according to site specifications	2015/16 charges Individually priced according to site specifications	Price reviews due following end of price freeze option for 3 year buy-in. Tendered or quoted on individual basis.
Learning	Catering and Cleaning Services	Cleaning and Caretaker	Cleaning and caretaker services to non Cambs schools	YStandard (20%)	Non-statutory	2015/16 charges Individually priced according to site specifications.	2015/16 charges Individually priced according to site specifications.	Prices set on an individual school basis to client specification. Tendered or quoted
Learning	Children's, Innovations and Development Service	The ICT Service	The ICT Service					

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
Learning	Children's, Innovations and Development Service	The ICT Service	School ICT Consultancy & Training Support	Zero rated	Non-statutory	500 per day	£585 per day £701 per day	Schools with a support contract Non Contract schools
Learning	Children's, Innovations and Development Service	The ICT Service	ICT equipment installation support	Zero rated	Non-statutory	410 per day	£398 per day	
Learning	Primary	Grafham Water Centre		Zero rated	Non-statutory			
Learning	Children's, Innovations and Development Service	Grafham Water Centre	3 day 2 night	Zero rated	Non-statutory	£193	£196	April & August
Learning	Children's, Innovations and Development Service	Grafham Water Centre	3 day, 2 night	Zero rated	Non-statutory	£202	£206	May, June & July
Learning	Children's, Innovations and Development Service	Grafham Water Centre	3 day, 2 night	Zero rated	Non-statutory	£162	£165	September, October
Learning	Children's, Innovations and	Grafham Water Centre	3 day, 2 night	Zero rated	Non-statutory	£119	£122	November, December, January

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
	Development Service							
Learning	Children's, Innovations and Development Service	Grafham Water Centre	3 day, 2 night	Zero rated	Non-statutory	£137	£141	February
Learning	Children's, Innovations and Development Service	Grafham Water Centre	3 day, 2 night	Zero rated	Non-statutory	£172	£175	March
Learning	Children's, Innovations and Development Service	Grafham Water Centre	5 day, 4 night	Zero rated	Non-statutory	£329	£341	April & August
Learning	Children's, Innovations and Development Service	Grafham Water Centre	5 day, 4 night	Zero rated	Non-statutory	£345	£354	May, June & July
Learning	Children's, Innovations and Development Service	Grafham Water Centre	5 day, 4 night	Zero rated	Non-statutory	£265	£271	September, October

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
Learning	Children's, Innovations and Development Service	Grafham Water Centre	5 day, 4 night	Zero rated	Non-statutory	£213	£218	November, December, January
Learning	Children's, Innovations and Development Service	Grafham Water Centre	5 day, 4 night	Zero rated	Non-statutory	£218	£224	February
Learning	Children's, Innovations and Development Service	Grafham Water Centre	5 day, 4 night	Zero rated	Non-statutory	£268	£273	March
Learning	Children's, Innovations and Development Service	Grafham Water Centre	2 day, 1 night	Zero rated	Non-statutory	£80	£70	April, November, December, January
Learning	Children's, Innovations and Development Service	Grafham Water Centre	Day visit					
Learning	Children's, Innovations and Development Service	Grafham Water Centre	Half Day	Zero rated	Non-statutory	TBC	£26	3 hours

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
Learning	Children's, Innovations and Development Service	Grafham Water Centre	Full Day	YZero rated	Non-statutory	TBC	£42	6 hours
Learning	Secondary & Special	Schools Partnership Services	Adviser or Associate Adviser Professional Support	YStandard (20%)	Non-statutory	2015/16 charges price per meal (£2.00-£2.25) plus management fee	2016/17 charges price per meal (£2.00-£2.25) plus management fee	
Learning	School Organisation and Planning	0-19 Place Planning and Organisation Service	0-19 Place Planning and Organisation Service					
Learning	School Organisation and Planning	0-19 Place Planning and Organisation Service	School Admissions Academy Service Level Agreement (SLA)	YStandard (20%)	Non-statutory	Service Package 1 Transitions Validation £320 net/Year (Primary), £1900 net/Year Secondary	Service Package 1 Transitions Validation £326.40 net/Year (Primary), £1938 net/Year Secondary	Service Package 2 for Appeals Services is also offered at rates of £305/280/200 net Appeal depending upon the number of Appeals held..
Learning	School Organisation and Planning	0-19 Place Planning and Organisation Service	School Admissions Voluntary Aided & Foundation School Service Level	YOut of scope	Non-statutory	Service Package 1 Transitions Validation £320 net/Year (Primary),	Service Package 1 Transitions Validation £326.40 net/Year	Service Package 2 for Appeals Services is also offered at rates of £305/280/200 net Appeal

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
			Agreement (SLA)			£1900 net/Year Secondary	(Primary), £1938 net/Year Secondary	depending upon the number of Appeals held.
Learning	School Organisation and Planning	Mainstream Transport	Mainstream Transport					
Learning	School Organisation and Planning	Mainstream Transport	Post-16 Transport	Exempt	Non-statutory	£480 per year. An increase of £10 per term. A response to recent contract prices	£270 per year for those living in low-income households. £510 per year for those completing a course of study.	Post-16 transport is discretionary. The Council introduced changes to its policy effective from 1 September 2016 as part of its approved Business Plan. As a result, only students meeting low-income criteria are now entitled to financial support plus for the 2016/17 academic year those completing a course of study

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
								which commenced before September 2016.
Learning	School Organisation and Planning	Mainstream Transport	Spare Seats	Exempt	Non-statutory	£480 per year. An increase of £10 per term. A response to recent contract prices	£600 per year	Spare seats are 'sold' on a first come/first served basis to pupils who are not entitled to free transport. The Council generated £92,800 in income in 2015/16. The increased charge reflects the fact that this is a discretionary service and the

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
								need to make savings and increase income as part to the approved Business Plan.
Learning	Children's, Innovations and Development Service	Burwell House	Burwell House					
Learning	Children's, Innovations and Development Service	Burwell House	CCC primary school residential (zone A)		Non-statutory	£104.50 - £146	£110 - £150	Prices in a range depending on number of pupils. We have 4 different pricing zones based on demand across the year, with Zone A being the summer term (with highest demand, and therefore highest

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
								cost) down to Zone D in December.
Learning	Children's, Innovations and Development Service	Burwell House	CCC primary school residential (zone B)		Non-statutory	£95 - £132.50	£98.75 - £138	Prices in a range depending on number of pupils. We have 4 different pricing zones based on demand across the year, with Zone A being the summer term (with highest demand, and therefore highest cost) down to Zone D in December.

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
Learning	Children's, Innovations and Development Service	Burwell House	CCC primary school residential (zone C)		Non-statutory	£89 - £124	£92.50 - £128	Prices in a range depending on number of pupils. We have 4 different pricing zones based on demand across the year, with Zone A being the summer term (with highest demand, and therefore highest cost) down to Zone D in December.
Learning	Children's, Innovations and Development Service	Burwell House	CCC primary school residential (zone D)		Non-statutory	£73.75 - £102.75	£82.25 - £110	Prices in a range depending on number of pupils. We have 4 different pricing zones based on demand across the year, with Zone A being the summer term (with highest demand, and therefore highest cost) down to Zone D in

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
								December.
Learning	Children's, Innovations and Development Service	Burwell House	Non CCC primary school residential (zone A)		Non-statutory	£112 - £155	£112 - £155	Prices in a range depending on number of pupils. We have 4 different pricing zones based on demand across the year, with Zone A being the summer term (with highest demand, and therefore highest cost) down to Zone D in December.

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
Learning	Children's, Innovations and Development Service	Burwell House	Non CCC primary school residential (zone B)		Non-statutory	£101 - £141.50	£100 - £141.50	Prices in a range depending on number of pupils. We have 4 different pricing zones based on demand across the year, with Zone A being the summer term (with highest demand, and therefore highest cost) down to Zone D in December.
Learning	Children's, Innovations and Development Service	Burwell House	Non CCC primary school residential (zone C)		Non-statutory	£93.50 - £130.25	£96.25 - £134	Prices in a range depending on number of pupils. We have 4 different pricing zones based on demand across the year, with Zone A being the summer term (with highest demand, and therefore highest cost) down to Zone D in

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
								December.
Learning	Children's, Innovations and Development Service	Burwell House	Non CCC primary school residential (zone D)		Non-statutory	£86 - £120	£88.75 - £122	Prices in a range depending on number of pupils. We have 4 different pricing zones based on demand across the year, with Zone A being the summer term (with highest demand, and therefore highest cost) down to Zone D in December.

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
Learning	Children's, Innovations and Development Service	Burwell House	Youth group residential (48 hr)		Non-statutory	£74 - £101	£82 - £112	Prices in a range depending on number of pupils. We have 4 different pricing zones based on demand across the year, with Zone A being the summer term (with highest demand, and therefore highest cost) down to Zone D in December.
Learning	Children's, Innovations and Development Service	Burwell House	Adult group residential (24hr)		Non-statutory	£114 - £136	£130 - £142.50	Prices in a range depending on number of pupils. We have 4 different pricing zones based on demand across the year, with Zone A being the summer term (with highest demand, and therefore highest cost) down to Zone D in

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
								December.
Learning	Children's, Innovations and Development Service	Burwell House	Self Catering residenital (48 hr)		Non-statutory	£1250 + £11 per head	£1550+ £4.80 per head	
Learning	Primary	Primary Offer	CCC Primary Schools	Exempt	Non-statutory	600-2225	550 - 2465	Price depends on number of elements purchased
Learning	Primary	Adviser Support	Adviser Support					
Learning	Primary	Adviser Support	CCC Primary Schools Non Academy	Exempt	Non-statutory	420 per day, 100 per hour	480 per day, 100 per hour (up to 30 people, 31-60 people standard +50%, over 60 people double standard rate)	
Learning	Primary	Adviser Support	Non CCC Primary	Exempt	Non-statutory	600 per day, 140 per hour	As above	

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
			Schools and Academies					
Learning	Children's, Innovations and Development Service	Cambridgeshire Environmental Education Service	Cambridgeshire Environmental Education Service					
Learning	Children's, Innovations and Development Service	Cambridgeshire Environmental Education Service	Stibbington Centre Residential Charges	Exempt	Non-statutory	£75-£125 per pupil	£75 - £135 per pupil	Prices in a range depending on number of pupils and month of visit
Learning	Children's, Innovations and Development Service	Cambridgeshire Environmental Education Service	Stibbington Centre Day Visit Charges	Exempt	Non-statutory	£310-£330 per class	£310 - £330 per class (max no 34)	Price variation reflects CCC or non CCC user
Learning	Children's, Innovations and Development Service	Cambridgeshire Environmental Education Service	CPD courses and conferences	Exempt	Non-statutory	Full day £90 Half day £60 Twilight £30 per participant. Primary Geography and History CPD Network £60 per school.	Full day £90 Half day £60 Twilight £30 per participant. Primary Geography and History CPD Network £50/£60 per school*.	*Price variation reflects CCC or non CCC user

Directorate	Policy Line	Service	Description of charge	VAT rating	Statutory / Non-Statutory	2015-16 Charge (£)	2016-17 Charge (£)	Additional information
Learning	Children's, Innovations and Development Service	Cambridgeshire Environmental Education Service	School Based Pupil Workshops	Exempt	Non-statutory	£360 full day, £240 morning (3 hours), £160 afternoon (2 hours)	£380 full day, £250 morning (3 hours), £170 afternoon (2 hours)	
Learning	Children's, Innovations and Development Service	Cambridgeshire Environmental Education Service	Consultancy and Training	Exempt	Non-statutory	£400 full day/ hourly rate £90	£400 full day/ hourly rate £90	
Learning	Children's, Innovations and Development Service	Cambridgeshire Environmental Education Service	Private Hire	Exempt	Non-statutory	£300 per 24 hour period	£320- 350 per 24 hour period	Fee dependent on length of stay

FINANCE AND PERFORMANCE REPORT – OCTOBER 2016

To: Children and Young People Committee

Meeting Date: 6 December 2016

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

Electoral division(s): All

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

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

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

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

<i>Officer contact:</i>	
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1.0 BACKGROUND

- 1.1 A Finance & Performance Report for the Children, Families and Adults Directorates (CFA) is produced monthly and the most recent available report is presented to the Committee when it meets.
- 1.2 The report is presented to provide the Committee with the opportunity to comment on the financial and performance position of the services for which the Committee has responsibility.
- 1.3 This report is for the whole of the CFA Service, and as such, not all of the budgets contained within it are the responsibility of this Committee. Members are requested to restrict their attention to the budget lines for which this Committee is responsible, which are detailed in Appendix 2.

1.4 Financial context

The Council planned to save £38,294k in 2016/17, and is on course to achieve close to this with a Council-wide overspend forecast of £1.8m at the end of October.

The major savings agenda continues with £99.2m of savings required across the Council between 2017 and 2022. Business Planning proposals are considered separately in another item at this meeting.

2.0 MAIN ISSUES IN THE OCTOBER 2016 CFA FINANCE & PERFORMANCE REPORT

- 2.1 The October 2016 Finance and Performance report is attached at Appendix 1. At the end of October, CFA forecast an overspend of £2,012k. This is an improving position from the previous month when the forecast overspend was £2,338k.

2.2 Revenue

The main changes to the revenue forecast variances within CYP Committees areas of responsibility since the previous report are as follows:

- In Strategy and Commissioning the Special Educational Needs (SEN) Placements budget is now reporting a forecast overspend of £500k. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG) and as such will be met from DSG carry-forward to be applied in-year.
- In Strategy and Commissioning the Out of School Tuition budget within Commissioning Services is forecasting to overspend by £200k. There are a 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 whilst the process to place at other schools is followed. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG) and as such will be met from DSG carry-forward to be applied in-year.
- In Strategy and Commissioning the Home to School Transport - Special budget is reporting a forecast underspend of £180k 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.
- In Learning, Home to School Transport – Mainstream is now forecasting a £200k underspend primarily due to the implementation of policy changes to the financial

support provided by the Council to post-16 students and the re-tendering of contracts under the Council's Dynamic Purchasing System.

2.3 The table below identifies the key areas of over and underspends within CYP alongside potential mitigating actions (non-DSG services only):

Children's Social Care (CSC)	Excluding Looked After Children the current forecast overspend on CSC totals £2,083k and is a result of: - Staffing above establishment to meet increasing demand and statutory responsibilities. - Additional costs of agency staff required to meet demand. - Increasing legal costs reflecting the rising number of care proceedings. The mitigations in place to address this include: - Review of use of agency staff. - The implementation of the Children's Change Programme (CCP) will address the structural staffing issues and is also expected to reduce exposure to legal costs.
Looked After Children (LAC)	The forecast overspend on LAC is currently £3,000k due to: - Underlying pressure carried forward from 2015/16 - The continuing rise of children in care and those requiring high cost placements. The mitigations in place to address this 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.
Home to School Transport – Special	The forecast underspend on Home to School Transport Special is currently £180k due to: - Savings on the retendering of contracts under the Council's Dynamic Purchasing System - Fewer mid-year route additions than originally budgeted.
Schools Partnership Service	There is a £196k underspend forecast in the Schools Partnership Service due to: a review of Education Support for Looked After Children (ESLAC) funding which has meant it has been possible to substitute grant funding in-year to create an underspend against the base budget.
Home to School Transport - Mainstream	The forecast underspend on Home to School Transport Mainstream is currently £200k due to: - Policy changes to Post-16 support implemented from September 2016. - Savings on the retendering of contracts under the Council's Dynamic Purchasing System - Changes to contracts to more closely match the actual number of pupils requiring seats.

2.4 Capital

The Capital Programme Board previously recommended that services include a variation budget to account for likely slippage in the capital programme. As forecast underspends start to be reported, these are offset against the variation budget, resulting in a balanced

outturn up until the point where slippage exceeds the budget set aside. The allocation for CFA's budget adjustments has been calculated as per the table below, show against the slippage forecast to date:

2016/17					
Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (Oct) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Oct) £000
CFA	-10,282	-6,443	3,839	37.3%	-
Total Spending	-10,282	-6,443	3,839	37.3%	-

2.5 Performance

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

Of the Children and Young People Performance Indicators, three are green, four are amber and six are red. The six red performance indicators are:

1. Number of children with a Child Protection Plan per 10,000 population under 18
2. The number of Looked After children per 10,000 children;
3. % year 12 in learning
4. The proportion of pupils attending Cambridgeshire Secondary Schools judged good or outstanding by Ofsted;
5. The FSM/Non-FSM attainment gap % achieving level 4+ in reading, writing and maths at Key Stage 2.
6. The FSM/Non-FSM attainment gap % achieving 5+ A*-C including English and maths at GCSE.

2.6 CFA Portfolio

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

3.0 ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

3.1.1 There are no significant implications for this priority.

3.2 Helping people live healthy and independent lives

3.2.1 There are no significant implications for this priority

3.3 Supporting and protecting vulnerable people

3.3.1 There are no significant implications for this priority

4.0 SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

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

4.2 Statutory, Risk and Legal Implications

4.2.1 There are no significant implications within this category.

4.3 Equality and Diversity Implications

4.3.1 There are no significant implications within this category.

4.4 Engagement and Consultation Implications

4.4.1 There are no significant implications within this category.

4.5 Localism and Local Member Involvement

4.5.1 There are no significant implications within this category.

4.6 Public Health Implications

4.6.1 The educational attainment gap is likely to be associated with current and future inequalities in health outcomes.

Source Documents	Location
As well as presentation of the F&PR to the Committee when it meets, the report is made available online each month.	http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/147/finance_and_performance_reports

Children, Families & Adults Service

Finance and Performance Report – October 2016

1. SUMMARY

1.1 Finance

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

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

Monthly Indicators	Red	Amber	Green	Total
Sept Performance (No. of indicators)	8	7	6	21
Sep Portfolio (No. of indicators)	0	7	1	8

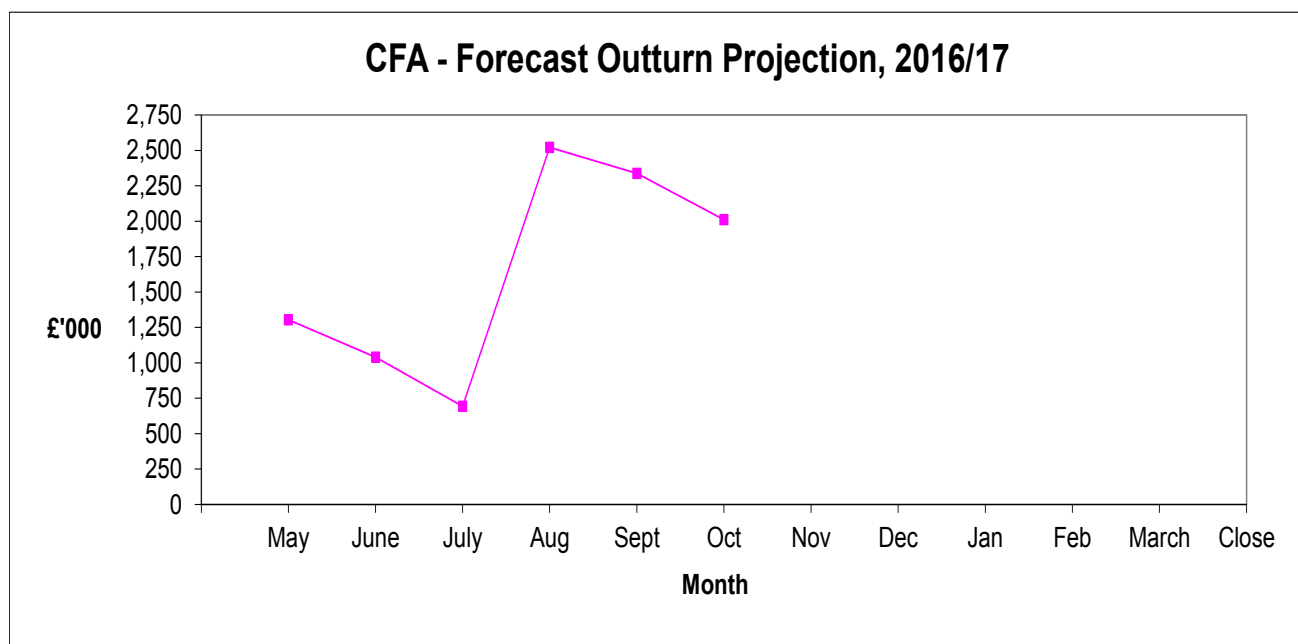
2. INCOME AND EXPENDITURE

2.1 Overall Position

Forecast Variance Outturn (Sep) £000	Directorate	Original Budget 2016/17 £000	Current Budget 2016/17 £000	Current Variance £000	Forecast Variance Outturn (Oct) £000	Forecast Variance - Outturn (Oct) %
1,142	Adult Social Care	81,325	81,295	-39	945	1.2%
-3,156	Older People & Mental Health	82,450	83,081	-1,538	-3,066	-3.7%
5,012	Children's Social Care	50,217	51,862	2,572	5,083	9.8%
-268	Strategy & Commissioning	29,795	26,937	141	43	0.2%
-92	Children's Enhanced and Preventative	30,439	30,544	-226	-95	-0.3%
-100	Learning	19,837	20,209	-167	-199	-1.0%
2,538	Total Expenditure	294,063	293,929	744	2,712	0.9%
-200	Grant Funding	-51,499	-51,613	-408	-700	-1.4%
2,338	Total	242,563	242,316	335	2,012	0.8%

The service level finance & performance report for October 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 October 2016, CFA is forecasting a year end overspend of £2,012k. Significant issues are detailed below:

- In Adult Social Care, the Learning Disabilities overspend forecast is unchanged since last month. Although there is an increase in care spending commitments, this is offset by identification of underspends on staff employed by the NHS, as part of the pooled budget.
- In Older People and Mental Health, Central Commissioning reports a new pressure totaling £205k. Utilisation of block contract beds at care homes is occurring faster than anticipated. This pressure is offset by a corresponding reduction in spot placement purchasing, in localities.
- In Older People and Mental Health, the City & South Locality budget is reporting an underspend increasing by £108k since last month, the result of fewer spot residential placements (see above) and a significant reduction in domiciliary care purchasing compared to September.
- In Strategy and Commissioning the Special Educational Needs (SEN) Placements budget is now reporting a forecast overspend of £500k. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG) and as such will be met from DSG carry-forward to be applied in-year.

- In Strategy and Commissioning the Out of School Tuition budget within Commissioning Services is forecasting to overspend by £200k. There are a 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 whilst the process to place at other schools is followed. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG) and as such will be met from DSG carry-forward to be applied in-year.
- In Strategy and Commissioning the Home to School Transport - Special budget is reporting a forecast underspend of £180k 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.
- In Learning, Home to School Transport – Mainstream is now forecasting a £200k underspend primarily due to the implementation of policy changes to the financial support provided by the Council to post-16 students and the re-tendering of contracts under the Council's Dynamic Purchasing System.
- In Grant Funding, the Financing DSG budget is now showing a contribution of £700k to offset the pressures identified above for SEN Placements and Out of School Tuition. These will be met by one-off DSG carry-forward in the current financial year.

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](#).

Following a change in line management arrangements, Sensory Services is now reported within the Older People & Mental Health directorate rather than Adult Social Care. This reflects closer alignment with Shorter Term support services, including assistive technology. There has been no change in budget allocated to this area.

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 October for Looked After Children (LAC) is shown below:

	BUDGET				ACTUAL (Oct)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Oct 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	£124k	783.02
Residential - secure accommodation	0	£k	52	0.00	0	0.00	£k	0.00	0	£k	0.00
Residential schools	8	£675k	52	1,622.80	12	11.44	£911k	1,558.53	3.44	£236k	-64.27
Residential homes	23	£3,138k	52	2,623.52	24	24.00	£3,531k	2,749.33	1	£393k	125.81
Independent Fostering	180	£7,173k	52	766.31	237	230.17	£9,392k	782.99	50.17	£2,220k	16.68
Supported Accommodation	19	£1,135k	52	1,149.07	19	19.12	£1,357k	1,306.12	0.12	£222k	157.05
16+	6	£85k	52	272.60	22	18.34	£414k	479.93	12.34	£329k	207.33
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£523k	-	-	-£523k	-
TOTAL	239	£12,512k			316	306.06	£15,512k		67.06	£3,000K	
In-house fostering	187	£3,674k	55	357.74	173	162.52	£3,177k	348.43	-24.2	-£497k	-9.31
Kinship	35	£375k	55	193.23	43	42.12	£475k	186.90	6.83	£100k	-6.33
In-house residential	14	£1,586k	52	2,259.72	8	9.16	£1,586k	3,330.37	-4.34	£k	1,070.65
Concurrent Adoption	6	£100k	52	349.86	4	5.52	£92k	350.00	0.02	-£8k	0.14
Growth/Replacement	0	£k	-	0.00	0	0.00	£k	0.00	-	£221k	-
TOTAL	241	£5,735k			228	219.32	£5,331k		-21.69	-£184k	
Adoption	325	£3,000k	52	177.52	366	365.57	£3,309k	168.00	40.57	£309k	-9.52
Savings Requirement	0	£k	0	0.00	0	0.00	£k	0.00	0	-£108k	0.00
TOTAL	325	£3,000k			366	365.57	£3,309k		40.57	£201k	
OVERALL TOTAL	805	£21,247k			910	890.95	£24,152k		85.94	£3,017k	

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 October for SEN Placements is shown below:

	BUDGET			ACTUAL (Oct 16)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Oct 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	101	102.34	£7,066k	£69,047	9	10.34	£1,236k	£5,671
Hearing Impairment (HI)	4	£110k	£27k	2	2.34	£63k	£27,047	-2	-1.66	-£46k	-£359
Moderate Learning Difficulty (MLD)	3	£112k	£37k	3	2.92	£106k	£36,391	0	-0.08	-£6k	-£1,052
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	-£75k	£0
Physical Disability (PD)	1	£17k	£17k	2	1.76	£33k	£18,782	1	0.76	£16k	£1,918
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	-£41k	£0
Social Emotional and Mental Health (SEMH)	35	£1,432k	£41k	31	35.81	£1,483k	£41,413	-4	0.81	£51k	£502
Speech, Language and Communication Needs (SLCN)	3	£170k	£57k	2	2.26	£123k	£54,485	-1	-0.74	-£47k	-£2,199
Severe Learning Difficulty (SLD)	2	£163k	£82k	1	1.00	£90k	£90,237	-1	-1.00	-£73k	£8,705
Specific Learning Difficulty (SPLD)	10	£179k	£18k	5	5.68	£112k	£19,743	-5	-4.32	-£66k	£1,880
Visual Impairment (VI)	2	£55k	£27k	1	1.34	£43k	£32,126	-1	-0.66	-£12k	£4,650
Recoupment	-	-	-	-	-	-£436k	-	-	-	-£436k	-
TOTAL	154	£8,185k	£53,148	148	155.45	£8,685k	£58,671	-6	1.45	£500k	£5,523

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 October for **Adult Social Care Services** is shown below:

		BUDGET			ACTUAL (Oct 16)		Forecast	
Service Type		<i>Budgeted No. of Service Users 2016/17</i>	<i>Budgeted Average Unit Cost (per week) £</i>	<i>Annual Budget £000</i>	<i>No. of Service Users at End of Oct 16</i>	<i>Current Average Unit Cost (per week) £</i>	<i>Forecast Actual £000</i>	<i>Forecast Variance £000</i>
Adult Disability Services	Residential	42	1,000	2,185	37	1,037	1,817	-368
	Nursing	25	734	954	19	968	1,003	49
	Community	687	304	10,876	639	328	11,161	285
Total expenditure		754		14,015	695		13,981	-34
Income				-1,941			-1,748	193
Further savings assumed within forecast								-451
Net Total				12,074			12,233	-292
Learning Disability Services	Residential	275	1,349	19,284	274	1,339	20,124	840
	Nursing	16	1,939	1,613	14	1,661	1,484	-129
	Community	1,297	611	41,219	1,280	647	43,473	2,254
Learning Disability Service Total		1,588		62,116	1,568		65,081	2,965
Income				-2,348			-2,429	-81
Further savings assumed within forecast as shown in Appendix 1								-461
Net Total								2,423

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

		BUDGET			ACTUAL (Oct 16)		FORECAST	
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 Oct 16</i>	<i>Current Average Unit Cost (per week)</i>	<i>Forecast Actual</i>	<i>Forecast Variance</i>
Adult Mental Health	Community based support	24	£115	£143k	25	£88	£117k	-£26k
	Home & Community support	211	£93	£1,023k	205	£84	£926k	-£97k
	Nursing Placement	19	£507	£502k	15	£625	£344k	-£158k
	Residential Placement	66	£691	£2,379k	59	£813	£2,279k	-£100k
	Supported Accommodation	138	£93	£671k	139	£101	£685k	£14k
	Direct Payments	21	£198	£217k	22	£226	£207k	-£10k
	Anticipated Further Demand						£118k	£118k
	Income			-£383k			-£297k	£86k
Adult Mental Health Total		479		£4,552k	465		£4,379k	-£173k
Further savings assumed within forecast as shown in Appendix 1								-£517k

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

OP Total	BUDGET			ACTUAL (Oct 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	469	£456	£12,172k	-£437k
Residential Dementia	368	£527	£10,111k	355	£522	£9,760k	-£351k
Nursing	306	£585	£9,845k	278	£657	£10,254k	£409k
Nursing Dementia	20	£639	£702k	37	£710	£731k	£29k
Respite			£932k			£801k	-£130k
Community based							
~ Direct payments	277	£210	£3,028k	249	£253	£3,056k	£28k
~ Day Care			£1,577k			£1,443k	-£133k
~ Other Care			£5,851k			£5,778k	-£73k
~ Homecare arranged	1,745	per hour £15.97	£15,267k	1,579	per hour £15.68	£14,319k	-£948k
~ Homecare Block			£3,161k			£3,161k	£k
Total Expenditure	3,246		£63,083k	2,967		£61,476k	-£1,607k
Residential Income			-£8,611k			-£8,577k	£33k
Community Income			-£8,308k			-£7,674k	£633k
Total Income			-£16,918k			-£16,252k	£667k
Further Savings Assumed Within Forecast as shown within Appendix 1							-£721k

OP budget has increased for Nursing and Nursing DeE this month due to funding for the nationally agreed increase for Funded Nursing Care (FNC), there is an increase in the average cost of nursing directly related to this.

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

OPMH Total	BUDGET			ACTUAL (Oct 16)		Forecast	
Service Type	Expected No. of Service Users 2016/17	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	Current Average Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Residential	33	£585	£1,082k	32	£621	£1,227k	£145k
Residential Dementia	27	£467	£707k	32	£518	£802k	£95k
Nursing	32	£695	£1,225k	30	£776	£1,184k	-£42k
Nursing Dementia	140	£658	£5,077k	125	£715	£4,905k	-£172k
Respite			£34k			£7k	-£26k
Community based							
~ Direct payments	17	£200	£177k	16	£205	£179k	£2k
~ Day Care			£5k			£2k	-£3k
~ Other Care			£80k			£83k	£2k
~ Homecare arranged	69	per hour £17.34	£549k	49	per hour £17.62	£517k	-£32k
Total Expenditure	318		£8,937k	284		£8,905k	-£31k
Residential Income			-£1,140k			-£1,203k	-£63k
Community Income			-£352k			-£289k	£63k
Total Income			-£1,492k			-£1,492k	£k
Further Savings Assumed Within Forecast as shown in Appendix 1							-£320k

OPMH have re-aligned their budget to equalise the overspend in cost of care and underspend in client contributions. They have also had an increase to Nursing budgets due to funding the nationally agreed increase for FNC, however the change to average cost was shown in August Key Activity Data.

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

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

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

3. BALANCE SHEET

3.1 Reserves

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

3.2 Capital Expenditure and Funding

2016/17 Funding Changes

In October an additional £100k DAAT Capital grant which was received in previous years has been reflected to fund expenditure incurred by the service for a specific capital project to create a recovery centre in Cambridge.

2016/17 and Future Years Scheme Costs

There has been a £555k reduction in October 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;

- Ermine Primary, Alconbury; £200k reduction due works on site completing and the final accounts being agreed without expending items on the risk register.
- Clay Farm, Cambridge; £159k reduced costs. The contractor's Milestone 4 report has reduced costs for the project,
- Fulbourn, Cambridge £115k reduced cost due to less external works than expected and no consequential improvements required by Building control,

2016/17 In Year Pressures/Slippage

As at the end of October 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 October slippage on schemes has occurred totaling £2.2m.

The significant changes in schemes are detailed below;

- Fawcett Primary, Cambridge; -£200k slippage as the required access road will not be completed until next year and has been rephased.
- Ermine Primary, Alconbury; -£147k underspend due due works on site completing and the final accounts being agreed without expending items on the risk register.
- Bearscoft, Godmanchester; -£500k slippage due to rephasing caused by pre contract delays. The nursery provision will now be constructed later in the build programme and the completion date has slipped to 31st October 2017.

- Westwood Primary, Phase 2; £100k accelerated spend, design works progressed quicker than originally anticipated as scheme to be delivered for September 2018.
- Bottisham Village college; -£300k due to the Start on site being pushed back from March 2017 to July 2017 due to delays in the feasibility stage, this has rephased the enabling works which must be complete before construction can commence.
- Cambridge City 3FE Additional places; £500k slippage on St Bede's program. Works were anticipated to start in October, however discussion with loss adjustor are ongoing to agree value of the fire damage works to be funded from insurance.
- CFA Management Information System IT Infrastructure; -£500k slippage confirmed from the most recent cost schedule provided by the Information Management Service.

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**

As predicted numbers of children subject to a CP plan have continued to rise, and we ended the month with 497. It is our highest ever number. This is 132 higher than in 2015, and 219 higher than in 2013 when numbers first started to rise from what now appears to have been artificially low figures.

We know this is the same for our colleagues nationally, statistically and regionally in terms of capacity and demand on services, and whilst the Children's Change Programme and work with Partners in Practice will hopefully impact on how cases are managed in the longer term, we know in the short term this high workload and increase will not stop.

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

The number of Looked After Children increased to 631 in September. This includes 66 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.

- **Percentage of Y12 in Learning**

As usual at this time of year, performance falls while data is gathered about the situation of young people in new academic year. Performance will increase across the Autumn.

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

The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has increased again as a school moved from Requires Improvement to Good. 17 out of 30 Secondary schools with Inspection results are now judged as good or outstanding, covering about 17,000 pupils.

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

The Cambridgeshire health and social care system is experiencing a monthly average of 2,927 bed-day delays, which is 33% above the current BCF target ceiling of 2,206. In August there were 2,735 bed-day delays, down 247 compared to the previous month.

However, 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. 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. We continue to work in collaboration with health colleagues to build on this work.

Between September '15 and August '16 there were 30,760 bed-day delays across the whole of the Cambridgeshire system - representing an 11% decrease on the preceding 12 months.

Across this period NHS bed-day delays have decreased by 10% from 24,619 (Sep 14 - Aug 15) to 22,051 (Sep 15 - Aug 16), while bed-day delays attributed to Adult Social Care have decreased from 8,002 in Sep 14 - Aug 15 to 7,628 in Sep 15 - Aug 16 an decrease of 5%.

- **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**

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

2016 performance at GCSE for this measure is not yet available.

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 (Sep) £'000	Service		Current Budget for 2016/17 £'000	Expected to end of Oct £'000	Actual to end of Oct £'000	Current Variance £'000 %		Forecast Variance Outturn (Oct) £'000 %	
Adult Social Care Directorate									
188		Strategic Management – ASC	1,151	-165	-227	-62	37%	97	8%
0		Procurement	609	354	354	1	0%	11	2%
0		ASC Strategy & Transformation	2,153	1,222	1,124	-98	-8%	1	0%
-165	1	ASC Practice & Safeguarding	1,568	813	637	-177	-22%	-235	-15%
Learning Disability Services									
-922	2	LD Head of Services	1,587	-1,286	-1,960	-674	52%	-1,093	-69%
298	3	LD Young Adults	2,106	1,255	1,285	30	2%	411	20%
927	4	City, South and East Localities	30,179	17,811	18,192	381	2%	895	3%
1,226	5	Hunts & Fenland Localities	20,203	11,169	11,808	639	6%	1,351	7%
247	6	In House Provider Services	5,237	3,246	3,384	138	4%	212	4%
Physical Disability Services									
-77		PD Head of Services	1,154	672	799	127	19%	-85	-7%
-274	7	Physical Disabilities	12,399	7,366	7,407	41	1%	-250	-2%
-14		Autism and Adult Support	847	527	326	-201	-38%	-18	-2%
-300	8	Carers Services	2,100	1,266	1,084	-183	-14%	-350	-17%
1,142	Director of Adult Social Care Directorate Total		81,295	44,250	44,211	-39	0%	945	1%
Older People & Mental Health Directorate									
-167	9	Strategic Management - OP&MH	1,493	6,082	5,960	-123	-2%	-152	-10%
-16	10	Central Commissioning	11,183	7,718	7,785	67	1%	186	2%
-90	11	OP - City & South Locality	13,115	7,789	8,161	372	5%	-197	-1%
-83	12	OP - East Cambs Locality	6,078	3,532	3,513	-20	-1%	-98	-2%
-567	13	OP - Fenland Locality	8,666	5,075	4,824	-251	-5%	-598	-7%
-760	14	OP - Hunts Locality	11,173	6,649	6,319	-330	-5%	-763	-7%
100	15	Discharge Planning Teams	2,064	1,202	1,160	-42	-4%	100	5%
-260	16	Shorter Term Support and Maximising Independence	8,317	4,903	4,287	-616	-13%	-240	-3%
8		Sensory Services	425	270	290	20	7%	8	2%
0		Integrated Community Equipment Service	779	1,491	1,463	-28	-2%	0	0%
Mental Health									
-40		Mental Health Central	693	385	374	-12	-3%	-40	-6%
-642	17	Adult Mental Health Localities	6,626	3,893	2,873	-1,020	-26%	-690	-10%
-482	18	Older People Mental Health	8,211	4,529	4,994	465	10%	-433	-5%
-150	19	Voluntary Organisations	4,258	2,668	2,646	-22	-1%	-150	-4%
-3,156	Older People & Adult Mental Health Directorate Total		83,081	56,186	54,648	-1,538	-3%	-3,066	-4%

Forecast Variance Outturn (Sep) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of Oct £'000	Actual to end of Oct £'000	Current Variance		Forecast Variance Outturn (Oct)	
					£'000	%	£'000	%
Children's Social Care Directorate								
509	20 Strategic Management - Children's Social Care	5,656	3,161	3,375	213	7%	580	10%
200	21 Adoption Allowances	3,076	1,950	2,056	105	5%	200	7%
200	22 Legal Proceedings	1,540	555	647	92	17%	200	13%
251	23 Safeguarding & Standards	1,776	722	885	162	22%	251	14%
473	24 CSC Units Hunts and Fenland	3,923	2,267	2,601	334	15%	473	12%
0	Children Looked After	13,068	8,346	8,369	23	0%	0	0%
379	25 CSC Units East & South Cambs and Cambridge	3,654	2,112	2,374	261	12%	379	10%
0	Disabled Services	6,548	3,954	3,994	41	1%	0	0%
3,000	26 Looked After Children Placements	12,622	6,366	7,706	1,340	21%	3,000	24%
5,012	Children's Social Care Directorate Total	51,862	29,434	32,006	2,572	9%	5,083	10%
Strategy & Commissioning Directorate								
-84	Strategic Management – Strategy & Commissioning	460	330	197	-133	-40%	-84	-18%
0	Information Management & Information Technology	1,766	1,106	1,099	-7	-1%	0	0%
-21	Strategy, Performance & Partnerships	2,972	307	312	5	2%	-21	-1%
-163	27 Local Assistance Scheme	484	325	207	-118	-36%	-163	-34%
Commissioning Enhanced Services								
200	28 Special Educational Needs Placements	8,563	5,497	5,941	444	8%	500	6%
0	29 Commissioning Services	5,274	3,228	3,274	46	1%	191	4%
0	Early Years Specialist Support	1,323	477	427	-50	-10%	0	0%
0	30 Home to School Transport – Special	7,973	3,490	3,382	-108	-3%	-180	-2%
0	LAC Transport	1,107	554	582	29	5%	0	0%
Executive Director								
0	Executive Director	443	379	398	19	5%	0	0%
-200	31 Central Financing	-3,428	-3,068	-3,053	15	0%	-200	-6%
-268	Strategy & Commissioning Directorate Total	26,937	12,625	12,767	141	1%	43	0%
Children's Enhanced & Preventative Directorate								
-40	Strategic Management – Enhanced & Preventative	1,033	905	866	-39	-4%	-40	-4%
0	Children's Centre Strategy	520	352	347	-5	-1%	0	0%
0	Support to Parents	3,521	1,827	1,815	-12	-1%	0	0%
-16	SEND Specialist Services	5,364	3,254	3,213	-41	-1%	-16	0%
0	Safer Communities Partnership	7,057	3,677	3,673	-4	0%	0	0%
Youth Support Services								
0	Youth Offending Service	3,094	1,087	1,057	-30	-3%	0	0%
0	Central Integrated Youth Support Services	560	285	287	3	1%	0	0%
Locality Teams								
-12	East Cambs & Fenland Localities	3,314	1,853	1,838	-16	-1%	-11	0%
-12	South Cambs & City Localities	3,665	2,007	1,949	-57	-3%	-12	0%
-12	Huntingdonshire Localities	2,417	1,339	1,313	-26	-2%	-15	-1%
-92	Children's Enhanced & Preventative Directorate Total	30,544	16,586	16,360	-226	-1%	-95	0%

Forecast Variance Outturn (Sep) £'000	Service		Current Budget for 2016/17 £'000	Expected to end of Oct £'000	Actual to end of Oct £'000	Current Variance £'000 %		Forecast Variance Outturn (Oct) £'000 %	
Learning Directorate									
0	32	Strategic Management - Learning	813	589	652	63	11%	100	12%
0		Early Years Service	1,351	531	489	-42	-8%	0	0%
0		Schools Intervention Service	1,248	640	623	-17	-3%	0	0%
-196	33	Schools Partnership Service	983	351	168	-183	-52%	-196	-20%
96		Children's' Innovation & Development Service	91	-607	-342	265	-44%	97	107%
0		Integrated Workforce Development Service	1,376	608	663	55	9%	0	0%
0		Catering & Cleaning Services	-400	-30	-88	-57	-191%	0	0%
0		Teachers' Pensions & Redundancy	2,936	1,794	1,759	-35	-2%	0	0%
Infrastructure									
0		0-19 Organisation & Planning	1,774	864	826	-38	-4%	0	0%
0		Early Years Policy, Funding & Operations	86	14	-33	-46	-341%	0	0%
0		Education Capital	172	238	193	-45	-19%	0	0%
0	34	Home to School/College Transport – Mainstream	9,779	4,077	3,991	-86	-2%	-200	-2%
-100	Learning Directorate Total		20,209	9,069	8,902	-167	-2%	-199	-1%
2,538	Total		293,929	168,150	168,894	744	0%	2,712	1%
Grant Funding									
-200	35	Financing DSG	-23,326	-13,198	-13,607	-408	-3%	-700	-3%
0		Non Baselined Grants	-28,287	-18,172	-18,172	0	0%	0	0%
-200	Grant Funding Total		-51,613	-31,371	-31,779	-408	-1%	-700	-1%
2,338	Net Total		242,316	136,780	137,115	335	0%	2,012	1%

APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
1) ASC Practice & Safeguarding	1,568	-177	-22%	-235	-15%
The MCA/DoLS budget is forecast to underspend by -£235k principally due to a shortage of available Best Interest Assessors, and the resulting lower level of activity to date. This is an increase of -£70k compared to September. There continue to be delays in being able to secure appropriate staff to manage the increased demand for processing MCA/DOLS cases, as all local authorities seek to respond to changes in case law and recruit from a limited pool of best interest assessors and other suitable practitioners, and the six month training period for new BIAs. A number of additional BIAs have been recruited recently, and so it is still expected that the underspend will be lower than that in 2015/16.					
2) LD Head of Services	1,587	-674	52%	-1,093	-69%
<u>Overall LDP position</u> At the end of October the Learning Disability Partnership as a whole is forecast to overspend by £2,253k in 2016/17. This is unchanged compared to the end of September. The County Council's risk share of 79% is reported as £1,775k. As part of its savings plan for 2016/17, the LDP is currently engaged in reassessing every service user and in negotiating the costs of placements with providers. Average cost-reduction per client is much lower than planned, reflecting the constraints of meeting needs for this client group in line with the legislative framework. Non-delivery to date of this saving is a key reason for the overspend. Additionally, as previously reported, significant pressures also continue from: • out-of-county in-patient placements due to restricted local availability • cost increases following a take-over of a large scale care provider. The service has taken measures to mitigate the overspend. As previously reported this is principally: • exceeding targeted restrictions on price uplifts • underspending on staff costs where vacancies cannot be filled <u>Actions being taken</u> • Work on service-user reassessments and provider negotiations will be continuing as part of the LDP savings plan, with a dedicated team undertaking this activity from mid-November 2016. • Expectations have been significantly remodelled and updated based on experience to date over the past six months and fed into the Business Plan • Further support and challenge is being utilised by the LDP to enhance practice, appropriately address risk and improve savings delivery • There are ongoing negotiations with the NHS regarding contract arrangements for in-patient provision to ensure that some of these costs can be offset against the block contract.					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
LD Head of Services, continued:					
<u>Changes since last month</u>					
Whilst the overall forecast has remained the same, changes in October consisted of: - Care spending commitments have increased since last month: £205k - Improvements in In-House Provider Services (see below): -£35k - Downwards revision in expected savings from reviews for remainder of financial year: +£50k A reduction on the Head of Services policy line following a revision of forecast expenditure on clinical staff employed by the NHS: -£220k					
3) LD Young Adults	2,106	30	2%	411	20%
The forecasted pressure for the Young Adults team has increased by £113k as a result of changing service-user need (£69k) and placement breakdown (£44k).					
4) Learning Disability – City, South and East Localities	30,179	381	2%	895	3%
There has been an overall decrease from the previous month's forecast of -£4k, mainly due to changes in cost of care: City & South – Commitments for service users have increased by +£5k East – Costs have reduced by -£37k mainly because of reduced costs from placement breakdowns. The remainder of the change in the South (+£28k) relates to the reduction in forecast savings to be made 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	20,203	639	6%	1,351	7%
There has been an overall increase from the previous month's forecast of £147k due mainly to changing care costs: • Hunts – Forecast costs have reduced by -£248k as a result of changing service-user need resulting in reduced and ended packages of care. • Fenland – Costs have increased by £373k mainly due to the transfer of a service-user with a high-cost care package, as well as increasing service-user need. The remainder of the change in the North (£22k) relates to the reduction in forecast savings to be made in the remainder of the year.					
6) In House Provider Services	5,237	138	4%	212	4%
In House Provider Services is expected to be £212k overspent at year-end, a change of -£35k from last month. The reduction in overspend is primarily due to revised projections of staff costs.					
7) Physical Disabilities	12,399	41	1%	-250	-2%
The underspend in the Physical Disability Service is predicted to be -£250k which is a decrease in the underspend of £25k compared to September. The change in forecast of £25k in October is due to: • £80k of demographic pressures from new care packages and increased need • -£55k to reflect a higher estimate of direct-payments clawed-back as unused In order to deliver savings in 2016/17, the Disabilities Service is engaged in reassessing all service-users and reviewing full- or joint-funding arrangements with the Clinical Commissioning Group. Actual cost-reductions from reassessments have been in-line with expectations, and likewise additional CCG funding is included within the forecast for the remainder of the year (though this must be reviewed and approved by the CCG on a case-by-case basis).					
8) Carers Services	2,100	-183	-14%	-350	-17%
The number of carer assessments carried out and personal budgets awarded to date continues to be much lower than anticipated, and so an underspend of -£350k is being forecast on the basis that the current trend continue throughout the remainder of the year. This is an increase of -£50k compared to September. This figure continues to be closely monitored on an ongoing basis, and work is being undertaken to ensure that more carer assessments and personal budget awards are carried out.					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
9) Strategic Management – OP&MH	1,493	-123	-2%	-152	-10%
An underspend of £152k is now being reported for Strategic Management – OP&MH; this is a small decrease of £15k from last month's figure. The change in forecast is due to an increase in costs for services to respond to responsibilities for social care needs to prisoners, which is expecting to underspend by £72k in the current year. Previously reported minor underspends and pressures still apply.					
10) Central Commissioning	11,183	67	1%	186	2%
Central Commissioning is forecasting an overspend of £186k, which is an adverse change of £202k from the figure reported last month. Retendering of the older peoples service block beds contracts was completed earlier this year, and initial modelling indicated that the service would be delivered to budget. Following commencement of the new contracts in August, we have seen a faster rate of bed utilisation than expected, and this has created a pressure of £205k within the Central Commissioning budget. However, it should be noted that this is offset by an equal increase in the forecast underspend position across the older peoples locality teams, which have benefited from lower levels of spot purchased care as a result of block utilisation, so far. Other previously reported underspends and pressures remain unchanged.					
11) OP - City & South Locality	13,115	372	5%	-197	-1%
This month City and South are reporting a year-end underspend of £197k; this is an improvement of £108k since last month. The underlying cost of care forecast is showing a current position of £36k underspend based on existing commitments. This is a reduction of £196k from last month. The main causes of this are: - Utilising the new block beds, City and South have placed 18 clients into blocks this month, which is paid for centrally. This has caused a reduction of three spot placements within the locality, this saving is predominantly effecting residential spend with a pressure still showing against nursing placements. - A significant reduction on domiciliary care this month, much of this is due to hospital admissions and so there is a risk that costs will come through at a later point or that service users will come out of hospital with a care placement. Further savings are expected from utilising block placements in order to reduce spot costs, it is expected that this could save another £130k this year. There is also an expectation that a further amount will be saved due to Continuing Healthcare funding for cases this year.					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
12) OP - East Cambs Locality	6,078	-20	-1%	-98	-2%
This month East Cambs is forecasting a year end underspend of £98k, this is a favourable change of £15k this month. The underlying cost of care forecast is showing a current position of £14k overspend based on current commitments; this month there was an increase in commitment of £1k: - Although there was no net increase of the number of block beds being utilised by East Cambs this month it is still expected that they could utilise a place a month for the rest of the year to make an additional £32k saving. - Reviews successfully reduced the cost of domiciliary care this month by £33k and so it is expected that a further £40k can be saved by the end of the year. East also forecasts that further cases should received continuing healthcare funding.					
13) OP - Fenland Locality	8,666	-251	-5%	-598	-7%
This month Fenland are reporting a year-end underspend of £598k; this is an improvement of £31k since last month. The underlying cost of care position is showing a £380k underspend based on existing commitments. This is a reduction of £133k from last month. The main causes of this are: - Utilising the new block beds, Fenland have converted 12 long term beds to block, which is paid for centrally – see note 10 above. - A reduction on domiciliary care this month and an increased level of clawbacks causing a further reduction in cost of care. Further savings are expected from utilising block placements in order to reduce spot costs, it is expected that this could save another £68k this year. There is also an expectation that a further £199k savings will be made through other workstreams to reduce the impact of the pressure caused by cases where clients have depleting financial assets.					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
14) OP - Hunts Locality	11,173	-330	-5%	-763	-7%
The forecast underspend for Hunts OP Locality team this month is £763k, a favourable change of £3k since last month. The underlying cost of care position is a £582k underspend based on existing commitments. This is a reduction of £3k on last month due mainly to: • An increase of £24k in the cost of care commitments, predominantly extra nursing home places. • An increase of £27k in the client contribution commitment. The savings forecast on the use of block beds rather than spot has decreased this month from £140k to £100k because of the number of placements made this month. This is mitigated by further savings expected from continuing healthcare cases this year.					
15) Discharge Planning Teams	2,064	-42	-4%	100	5%
There has been significant long term sickness within the Management Team necessitating the employment of two Locum Senior Social Workers to maintain the performance of the Discharge Planning Team. It is anticipated that these costs will be incurred until January. Locum social work capacity has been required in response to: • Extended absence within the management team • Referrals into social care from Peterborough Hospital have increased by 40% over the past three months, in order to avoid delays and potential reimbursement changes Monitoring continues weekly in terms of numbers of assessments completed and Delayed Transfer of Care within both Peterborough and Hinchingbrooke Hospital. Locum use will be reduced as soon as demand allows.					
16) Shorter term Support and Maximising Independence	8,317	-616	-13%	-240	-3%
An underspend of £240k is forecast against Shorter Term Support and Maximising Independence, a small decrease of £20k from the figure reported last month. The change in forecast is due to the net effect of locum costs in Reablement to cover for long term sickness (£30k) and a small underspend of £10k in the Double-up (therapist) Team. The following previous reported underspends still apply: • Vacancy hours within the Reablement Service have remained high throughout the year to date; recent successful recruitment drives will increase staffing levels in the latter part of the year, but it is still expected there will be a significant underspend by year-end. The majority of the underspend will contribute to the directorate vacancy savings target, but £100k offsets the pressure in the Discharge Planning Teams. • The Early Help Team and Reablement have other underspends totalling £120k as previously reported, as well as £40k sale of stock amount within Assistive Technology					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
17) Adult Mental Health Localities	6,626	-1,020	-26%	-690	-10%
Adult Mental Health Localities is forecasting an underspend of £690k, an increase of £48k from the figure reported last month. The underlying cost of care commitment reduced by £48k, due to reductions to nursing packages. With significant progress being made to reduce cost of care, it is expected that savings will exceed Business Planning targets and an underspend of £348k has been included in the forecast to reflect this. The previously reported underspend from price negotiations still applies, as does an expectation of additional funding for placements made through Section 41 of the Mental Health Act. Discussions with the NHS on this matter are ongoing.					
18) Older People Mental Health	8,211	465	10%	-433	-5%
Older People Mental Health is forecasting an underspend of £433k, a decrease of £48k from the figure reported last month. The underlying cost of care commitment increased by £100k this month, reflecting an increase in nursing care packages and a reduction in expected client contributions, which was partially offset by a reduction in home care costs. Nevertheless, cost of care has reduced significantly since the start of the year and it is expected that further savings will be achieved before year-end. Therefore an underspend of £313k has been included in the forecast to reflect this. As with adult mental health, the previously reported underspends from price negotiation and an expectation of section 41 funding remain within the forecast.					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
19) Voluntary Organisations	4,258	-22	-1%	-150	-4%
An underspend of £150k is forecast in mental health Voluntary Organisations. Funding has been earmarked for a new 24 hour supported living project but staff retirement and unsuccessful attempt to recruit has led to a delay in the start of the project and full year costs will not be forthcoming as a consequence.					
20) Strategic Management - Children's Social Care	5,656	213	7%	580	10%
The Children's Social Care (CSC) Director budget is forecasting an over spend of £580k. The First Response Emergency Duty Team is forecasting a £99k 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 have 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. A further £296k of planned agency budget savings is not able to be met due to the continued need for use of agency staff across Children's Social Care due to increasing caseloads with an additional £185k associated with managing the Children's Change Programme. <u>Actions being taken:</u> We continue to make concerted efforts to minimise the dependency on agency despite high levels of demand. The implementation of our recruitment and retention strategy for social work staff is designed to decrease the reliance on agency staffing. However, it does remain a challenge to attract appropriately experienced social workers to this front line practice.					
21) Adoption Allowances	3,076	105	5%	200	7%
The Adoption Allowances budget is currently forecasting an over spend of £200k. The forecast review of Special Guardianship Orders (SGO) is taking longer to implement than planned and as a result we are unable to account for full year savings. It is anticipated that this work will now complete in January 2017 with an estimated £150k of the £350k savings target being met this year. <u>Actions being taken:</u> A strategic review of adoption allowances is planned which, with the full year effect of the SGO reviews, should return the budget to balance in 2017/18.					
22) Legal Proceedings	1,540	92	17%	200	13%
The legal proceedings budget is forecasting an overspend of £200k. The number of care proceedings increased from 108 in 2014/15 to 139 in 2015/16 and demonstrates a gradual but significant increase in activity which is in line with national trends, based on figures provided by CAFCASS. This is recognised by the Family Division as a national issue. There has been no additional investment to meet the increasing need to take action to safeguard children and demand on the legal budget is expected to exceed 2015/16 figures. <u>Actions being taken:</u> Implementation of the Children's Change Programme (CCP) will seek to improve performance and by targeting the right families at the right time is expected to reduce our exposure to legal costs.					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
23) Safeguarding & Standards	1,776	162	22%	251	14%
The Safeguarding and Standards (SAS) budget is forecasting an over spend of £251k. 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 now stand at 471 CP and 621 LAC. Independent Reviewing Officer caseloads are defined by statutory legislation so extra staff are required to manage that obligation. <u>Actions being taken:</u> We have already analysed, and are now implementing new procedures on better use of staff time to free up capacity. Despite this workloads remain stretched and we are exploring other avenues to secure resource to better manage the current caseloads.					
24) CSC Units Hunts and Fenland	3,923	334	15%	473	12%
The CSC Units Hunts and Fenland budget is forecasting an over spend of £473k due to the use of agency staffing. 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. 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. <u>Actions being taken:</u> We continue to make concerted efforts to minimise the dependency on agency despite high levels of demand. The implementation of our recruitment and retention strategy for social work staff should decrease the reliance on agency staffing. However, one option under consideration is to recruit peripatetic social workers over establishment. This would be more cost effective than using agency staff. The establishment budget would have to be re-balanced to meet this cost. Further work is also underway as part of the CCP to review the Unit Model design and how best to manage the Child's journey.					
25) CSC Units East & South Cambs and Cambridge	3,654	261	12%	379	10%
The CSC Units East & South Cambs and Cambridge budget is forecasting an over spend of £379k due to the use of agency staffing. See CSC Hunts and Fenland (note 24) for narrative.					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
26) Looked After Children Placements	12,622	1,340	21%	3,000	24%

The forecast overspend has remained at £3m this month. This is due to a combination of the underlying pressure from 2015/16 (£1.4m), as a result of having more LAC in care than budgeted, and the number of children in care and in placements not reducing as originally budgeted, and continuing to rise. Some of the optimism around the LAC savings for both the current year and future years has been given a deep dive review. The outcome of this work revealed that there is inadequate budget to service the number of LAC in the care system currently and the anticipated LAC numbers going forward. This has therefore been reflected within the forecast outturn, for the impact on the delivery of in-year savings. The impact to future year savings is being dealt with as part of the current Business Planning process.

The recent cohort of children becoming LAC have included children requiring high cost placements due to their complex needs. It should, however, be noted that a significant amount of work has been undertaken focussing on procurement savings. To date, c£1.4m of savings have successfully been delivered around this work, against an annual savings target of £1.5m.

Overall LAC numbers at the end of October 2016, including placements with in-house foster carers, residential homes and kinship, are 625, 5 less than September 2016. This includes 63 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of October are 316.

External Placements Client Group	Budgeted Packages	30 Sep 2016 Packages	31 Oct 2016 Packages	Variance from Budget
Residential Disability – Children	3	2	2	-1
Child Homes – Secure Accommodation	0	0	0	-
Child Homes – Educational	8	12	12	+4
Child Homes – General	23	25	24	+1
Supported Accommodation	19	23	19	-
Supported living 16+	6	27	22	+16
Independent Fostering	180	238	237	+57
TOTAL	239	327	316	+77

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

Actions being taken to address the forecast overspend include:

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

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
27) Local Assistance Scheme	484	-118	-36%	-163	-34%
In May 2016, Adults Committee considered spending plans for the scheme at the “core funding” level of £321k. As previously reported, this means the contingency budget of £163k is no longer required.					
28) SEN Placements	8,563	444	8%	500	6%
The Special Educational Needs (SEN) Placements budget is forecasting a £500k overspend in 16/17, which is an increase of £300k this month following further review and scrutiny of the commitment record. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG) and, as such, this overspend will be met from DSG carry-forward to be applied in-year. This is a similar level to this time last year and highlights the increasing cost for placements. Whilst inflation has been kept very low the cost of new places increases. The number of maintained Statement/EHCP numbers is fairly consistent, but the level of need is escalating. This means that the cost of placements is higher. <u>Actions going forward:-</u> • Actions in the Placements Strategy are aimed at returning children to within County borders and reducing Education Placement costs. • 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. • Business case presented to health commissioners to improve the input of school nursing in area special schools to support increasingly complex medical/health needs. • Deliver SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education. • Schools Forum have requested further information on all pressures within the High Needs Block to be presented at their December meeting for scrutiny. Subject to approval there is likely to be a transfer of funding required within the DSG to address the pressures in future years.					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
29) Commissioning Services	5,274	46	1%	191	4%
The Out of School Tuition budget is forecasting to overspend by £200k. There are a 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. 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. This is partially offset with a saving of £9k for retender of the Supporting People contract.					
30) Home to School Transport – Special	7,973	-108	-3%	-180	-2%
The Home to School Special transport budget is forecasting an underspend of £180k. 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.					
31) Central Financing	-3,428	15	0%	-200	-6%
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.					
32) Strategic Management – Learning	813	63	11%	100	12%
Learning are currently forecasting a £100k under-recovery against the vacancy savings target against an overall target of 316k. As many parts of Learning generate income, when an income generating post falls vacant, some of the salary saving is used to offset the reduction in income. Furthermore, due to previous restructures, there is a limited pool of Learning staff from which vacancy savings can be made and therefore this is a challenging target.					
33) Schools Partnership Service	983	-183	-52%	-196	-20%
There is a £196k underspend forecast in the Schools Partnership Service. This is due to a review of Education Support for Looked After Children (ESLAC) funding which has meant it has been possible to substitute grant funding in-year to create an underspend against the base budget.					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
34) Home to School Transport – Mainstream	9,779	-86	-2%	-200	-2%
The mainstream home to school/college forecast outturn is an underspend of £200k. This position has been achieved as a result of: • 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. • The re-tendering of contracts under the Council's Dynamic Purchasing System. • 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. • 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. • 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.					
35) Financing DSG	-23,326	-408	3%	-700	-3%
Within CFA, spend of £23.3m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £700k is made up from Education Placements (£500k) and Commissioning Services (£200k) and for this financial year will be met by DSG reserve carry forwards.					

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	318
Unaccompanied Asylum Seekers	Home Office	1,500
Youth Offending Good Practice Grant	Youth Justice Board	528
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	2,173
Children's Social Care Innovation Grant (MST innovation grant)	DfE	456
MST Standard & CAN	DoH	201
Music Education HUB	Arts Council	782
Non-material grants (+/- £160k)	Various	323
Total Non Baselined Grants 2016/17		28,287

Financing DSG	Education Funding Agency	23,326
Total Grant Funding 2016/17		51,613

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	1,571
Strategy & Commissioning	1,557
Enhanced & Preventative Services	9,661
Learning	1,034
TOTAL	28,287

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.
Schools Partnership Service	Sept	6	Correction to Centralised mobile telephones.
Current Budget 2016/17		242,316	

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.
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)
- 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		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 Oct 16		
	£'000	£'000	£'000	£'000	
General Reserve					
CFA carry-forward	1,623	-1,062	561	-1,451	Forecast overspend of £2,012k applied against reserves.
subtotal	1,623	-1,062	561	-1,451	
Equipment Reserves					
ICT Equipment Replacement Reserve	604	0	604	0	Service plan to replace major infrastructure in 2016/17
IT for Looked After Children	178	-80	98	98	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
subtotal	782	-80	702	98	
Other Earmarked Reserves					
Adult Social Care					
Capacity in ASC procurement & contracts	225	-63	162	162	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	-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	
Older People & Mental Health					
Continuing Healthcare project	118	-59	59	59	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	-44	0	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)

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 Oct 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. Staff in post.
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
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	-274	16/17 is a "long year" with no Easter and so has extra travel days. The equalisation reserve acts as a cushion to the fluctuations in travel days.
Time Credits	74	-74	0	0	Funding for 2 year Time Credits programme from 2015/16 to 2016/17 for the development of connected and supportive communities.
Reduce the cost of home to school transport (Independent travel training)	60	-60	0	0	Draw down of funds to pay for independent travel training
Prevent children and young people becoming Looked After	57	-57	0	0	£32k to extend the SPACE programme pilot to enable a full year of direct work to be evaluated for impact and £25k Re-tendering of Supporting People contracts (ART)
Disabled Facilities	127	0	127	64	Funding for grants for disabled children for adaptations to family homes.

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movement s in 2016/17	Balance at 31 Oct 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	-40	-20	0	£20k will be used in 16/17 to cover the salaries of 6 remaining post holders who will leave by redundancy on 11th May 2016 as a result of Phase II Early Help Review
Changing the cycle (SPACE/repeat referrals)	67	-67	0	0	Project working with mothers who have children taken in to care - to ensure that the remaining personal or family needs or issues are resolved before the mother becomes pregnant again. Funding for this project ends March '17.
Multi-Systemic Therapy (MST) Standard	182	0	182	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	-146	36	36	Required to fund CIN post spanning financial years
Reduce the risk of deterioration in school inspection outcomes	60	-60	0	0	Draw down of funding to pay for fixed term Vulnerable Groups post
ESLAC Support for children on edge of care	50	-14	36	36	Funding for 2 year post re CIN

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 Oct 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	78	This will fund 2-3 staff across 2016/17 focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	184	-184	0	0	Repairs & refurbish to council properties: £5k Linton; £25k March; £20k Norwich Rd; £10k Russell St; Alterations: £50k Havilland Way Support the implementation of the in-house fostering action plan: £74k
Re-deployment of CFA Continuing and New Earmarked Reserves	-953	953	0	0	New 16/17 CFA Earmarked Reserves (£1.451m) funded from those 15/16 earmarked reserves no longer required (£0.498m) and CFA carry forward (£0.953m), following approval from Committee.
subtotal	4,097	-2,070	2,027	995	
TOTAL REVENUE RESERVE	6,502	-3,212	3,290	-358	
<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	2,100	2,100	0	The Basic Need allocation received in 2016/17 is fully committed against the approved capital plan.
Capital Maintenance	0	3,139	3,139	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	8,718	11,146	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 (Oct)	Forecast Spend - Outturn (Oct)	Forecast Variance - Outturn (Oct)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	Schools						
41,711	Basic Need - Primary	42,782	15,365	38,567	-4,215	224,944	27,577
39,689	Basic Need - Secondary	41,162	15,479	42,031	869	213,851	2,563
321	Basic Need - Early Years	613	54	613	0	2,203	0
770	Adaptations	654	261	561	-93	6,541	0
2,935	Specialist Provision	3,225	2,349	3,225	0	5,060	-175
3,250	Condition & Maintenance	3,250	2,782	3,250	0	25,750	0
204	Building Schools for the Future	348	118	348	0	9,118	0
1,114	Schools Managed Capital	1,926	0	1,926	0	9,798	-190
0	Universal Infant Free School Meals	10	3	10	0	0	0
300	Site Acquisition and Development	300	332	300	0	650	0
1,500	Temporary Accommodation	1,500	1,207	1,500	0	14,000	0
0	Youth Service	127	0	127	0	0	0
295	Children Support Services	295	100	395	100	2,530	0
3,717	Adult Social Care	5,311	5	5,311	0	25,777	1,299
1,350	CFA IT Infrastructure	1,700	189	1,200	-500	3,000	0
0	CFA Capital Variation	-10,282	0	-6,443	3,839	0	0
97,156	Total CFA Capital Spending	92,921	38,245	92,921	0	543,222	31,074

Basic Need - Primary £27,577k increased total scheme cost.

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

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

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

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

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

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

September has seen a further additional total scheme cost increase of £15.5m since the Business Plan was approved by full Council. These changes relate to future years, other than Grove Primary and have been addressed through the 2017/18 Business Plan.

Schemes experiencing increases include;

- Sawtry Infant; £880k increase due to more detailed costings.
- St Ives, Eastfield / Westfield / Wheatfields; £4.0m increased cost due to additional building work required as school are not planning to amalgamate to an all through primary.
- Histon - Additional Places; £10.0m increased cost as the scope of the project has significantly increased to include additional places at both Infant and Junior age ranges.
- Grove Primary School; £310k increased costs due to increased scheme costs associated with asbestos removal.
- Burwell Primary; £322k increased costs due to revised cost plans and more detailed planning being undertaken.

In October 2016 the following schemes have seen total scheme underspends materialise;

- Ermine Primary, Alconbury; £200k reduction due works on site completing and the final accounts being agreed without expending items on the risk register.
- Clay Farm, Cambridge; £159k reduced costs. The contractor's Milestone 4 report has reduced costs for the project,
- Fulbourn, Cambridge £115k reduced cost due to less external works than expected and no consequential improvements required by Building control,

Basic Need - Primary £4,215k slippage.

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

These include Westwood Primary (£105k), Hatton Park (£690k) St Ives, Eastfield / Westfield / Wheatfields (£200k) and Wyton Primary (£200k), Histon additional places (£350k) and Westwood Primary, phase 2 (£100k). 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 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, (£148k) slippage to scheme being deferred, the scheme is linked to housing development which is not progressing. Minimal spend expected in 2016/17 to complete design and planning stages.

Sawtry Infants, (£700k), 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). Lower than expected tender from contractors at this stage of the planning.

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

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

Bearcroft Primary School; (£1,890k), Project has slipped from start on site 15.08.16 to 24.10.16. The nursery provision will now be constructed later in the build programme and the completion date has slipped to 31st October 2017.

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

Fawcett Primary; (£403k). The required access road will not be completed until next year and contingencies not required.

Ermine Primary, Alconbury; (£147k) Works on site completing and the final accounts being agreed without expending items on the risk register.

Basic Need – Secondary £2,563k increased total scheme cost.

A total scheme variance of £2,563k has occurred due to changes since the Business Plan was approved. Cambridge City 3FE Additional places; £2.5m increased cost to incorporated fire damage works at St Bede's site, for which additional funding will be received from Insurance payments.

Basic Need – Secondary £869k accelerated spend.

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 has resulted from a joint bid to the EFA for additional £4m funding which has enabled the school to progress advanced works ahead of the main capital scheme.

There has been accelerated spend on Cambridge City 3FE Additional places of £1,600k on St Bede's program. This has arisen due to works commencing earlier than anticipated to accommodate the fire damage sustained at the school. This work will be offset from additional funding from the insurers.

Planning and design work has commenced for Alconbury Secondary & Special School as the SEN provision is required by September 2019.

Adaptations £93k slippage.

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

Schools Managed Capital

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

Children Support Services £100k spend

In October £100k spends has occurred as part of the Drug and alcohol Awareness Teams capital programme to establish a recovery centre in Cambridge. The service had secured public Health England grant to fund the project, this grant has been reflected within the Capital funding table.

CFA IT Infrastructure £500k slippage

The latest cost schedules from the Information Management service indicate that there is £500k slippage on the project due to lower than anticipated milestone payments being incurred in 2016/17.

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 (Oct) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Oct) £000
CFA	-10,282	-6,443	3,839	37.3%	-
Total Spending	-10,282	-6,443	3,839	37.3%	-

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 (Oct) £'000	Forecast Funding Variance - Outturn (Oct) £'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
0	DAAT Capital Grant	0	100	100
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 October an additional £100k DAAT Capital grant has been included to offset expenditure incurred by the service for specific capital project.

APPENDIX 7 – Performance at end of September 2016

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% children whose referral to social care occurred within 12 months of a previous referral	Childrens Social Care	20.5%	20.0%	20.6%	Sep-16	↓	A	22.2% (2015)	24.0% (2015)	Performance in re-referrals to children's social care has worsened slightly during September and remains slightly above target though in line with our stat neighbours and below national levels.
Number of children with a Child Protection Plan per 10,000 population under 18	Childrens Social Care	36.1	30.0	37.4	Sep-16	↓	R	35.2% (2015)	42.9% (2015)	As predicted numbers of children subject to a CP plan have continued to rise, and we ended the month with 497. It is our highest ever number. This is 132 higher than in 2015, and 219 higher than in 2013 when numbers first started to rise from what now appears to have been artificially low figures. We know this is the same for our colleagues nationally, statistically and regionally in terms of capacity and demand on services, and whilst the Children's Change Programme and work with Partners in Practice will hopefully impact on how cases are managed in the longer term, we know in the short term this high workload and increase will not stop.

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	47.0	40.0	47.4	Sep-16	↓	R	41.6% (2015)	60.0% (2015)	The number of Looked After Children increased to 631 in September This includes 66 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.: 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.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
No / % of families who have not required statutory services within six months of having a Think Family involvement	Enhanced & Preventative									New measure 2016/17. Target will be set and indicator reported on when 6 months data is available
% year 12 in learning	Enhanced & Preventative	93.4%	96.5%	79.6%	Sep 16	↓	R	94.0% (2015)	94.8% (2015)	As usual at this time of year, performance falls while data is gathered about the situation of young people in new academic year. Performance will increase across the Autumn.
% 16-19 year olds not in Education, Employment or training (NEET)	Enhanced & Preventative	3.5%	3.3%	2.2%	Sep 16	↑	G	3.5% (2015)	4.2% (2015)	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.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The proportion pupils attending Cambridgeshire Nursery schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Sep-16	➡	G			
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	82.0%	82.0%	82.5%	Sep-16	⬆	G	88.4% (2016)	88.5% (2016)	Performance is now above target.
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	56.9%	75.0%	62.5%	Sep-16	⬆	R	85.2% (2016)	80.3% (2016)	The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has increased again as a school moved from Requires Improvement to Good. 17 out of 30 Secondary schools with Inspection results are now judged as good or outstanding, covering about 17,000 pupils. (Source:Watchsted)
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	94.8%	100.0%	94.8%	Sep-16	➡	A			8 out of 9 Special schools are judged as Good or outstanding covering 920 (94.8%) pupils.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
<i>Proportion of income deprived 2 year olds receiving free childcare</i>	Learning	80.0%	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 the national standard in Reading, Writing & Maths at KS2</i>	Learning		21	30	2016		R	Not yet published		Provisional data for 2016 shows that there is still a significant gap in the performance of pupils eligible for FSM in the new KS2 tests. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential.
<i>FSM/Non-FSM attainment gap % achieving 5+ A*-C including English & Maths at GCSE</i>	Learning	31.3	26	37.8	2015	↓	R			All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
1E - Proportion of adults with learning disabilities in paid employment	Adult Social Care	1.3%	6.0%	1.3%	Sep-16	➡	R	5.9% (14-15)	6.0% (14-15)	Performance remains very low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependant on the review/assessment performance of LD teams.
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	95.1%	93.0%	95.2%	Sep-16	⬆	G	83.0% (14-15)	82.6% (14-15)	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.
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	51.5%	50.1%	52.6%	Sep-16	⬆	G	N/A (Local Indicator)		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 be contributing to this increased performance.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	54.3%	57.0%	54.8%	Sep-16	↑	A	N/A (Local Indicator)		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. 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.

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	115	283	141	Sep-16	↓	G	611.0 (14-15)	658.5 (14-15)	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. N.B. This is a cumulative figure, and the first time it has been collected this year so there is no comparable previous period.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	Older People & Mental Health	579	429	569	Aug-16	↑	R		The Cambridgeshire health and social care system is experiencing a monthly average of 2,927 bed-day delays, which is 33% above the current BCF target ceiling of 2,206. In August there were 2,735 bed-day delays, down 247 compared to the previous month. However, 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. 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. We continue to work in collaboration with health colleagues to build on this work. Between September '15 and August '16 there were 30,760 bed-day delays across the whole of the Cambridgeshire system - representing an 11% decrease on the preceding 12 months. Across this period NHS bed-day delays have decreased by 10% from 24,619 (Sep 14 - Aug 15) to 22,051 (Sep 15 - Aug 16), while bed-day delays attributed to Adult Social Care have decreased from 8,002 in Sep 14 - Aug 15 to 7,628 in Sep 15 - Aug 16 an decrease of 5%.

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
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Older People & Mental Health	124	114	121	Aug-16	↑	A			The County Council's positive progress on reducing lost bed days in Acute and Community Hospitals has continued. In Aug '16 there were 556 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 108 delays per 100,000 of 18+ population. For the same period the national rate was 145 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	11.0%	12.5%	11.8%	Sep-16	↑	A	9.0% (15-16) Provisional	6.7% (15/16) Provisional	Performance at this measure is improving and within 10% of target. However, this is a reflection of a decrease in the number of people in contact with services rather than a change in the number in employment.

APPENDIX 8 – CFA Portfolio at end of September 2016

Programme/Project and Lead Director	Brief description and any key issues	RAG
Transforming Lives Claire Bruin / Jane Heath	Status has been downgraded to amber and alongside the review of the project plan, milestones are being revised. The evaluation continues and a report was presented to the Adults Committee meeting in September. Work is continuing to ensure that there is a mechanism for collecting information throughout the year. The Quality Assurance Framework has been rolled out to CPFT. Work is underway to gain evidence based assurance from all service leads that progress is being made to embed changes in work practice. All service leads are asked to evaluate progress and clarify next steps by the end of October 2016; this will include dates for implementation and will be reflected in the programme plan.	AMBER
Building Community Resilience Programme: Sarah Ferguson/ Faye Betts	This programme will respond to the council's focus on strengthening our support to communities and families. The strategy has been approved by the General Purposes Committee. The development of an Innovation Fund is a key priority and this was presented to GPC on 20th September along with the proposed Delivery Plan. The Delivery Plan includes a number of elements that will contribute to overall savings for the Council in addition to savings expected to be delivered through the Innovation Fund. These include the following: • Rationalising property and staffing in local areas in order to provide a network of community hubs, bringing together our face-to-face information and advice provision, providing local access to early help and preventative activities for all ages, improving opportunities for local staff to network, and brokering support from local community providers. • Developing work with parish councils, district councils, and with Cambridge City Council to build local conversations about joint public sector service planning. No Key Issues	GREEN
Community Hubs: Christine May/Helen Mendis	The planned implementation of hubs will shift from April 2017 to September/October 2017 due to the following reasons; interdependencies with this agenda and the transformation of Children's Services, longer engagement needed with all key stakeholders to ensure they are part of the co-design of hubs, Parish precept setting timescales will mean that this opportunity will be missed if we consult in January 2017. In addition we will be in a much stronger position next year when there is greater clarity regarding senior leadership. An Ideas Paper is currently being finalised, which will be used to inform the extended period of engagement which is due to run from October 2016-April 2017.	AMBER

Programme/Project and Lead Director	Brief description and any key issues	RAG
0-19 Commissioning: Meredith Teasdale/Clare Rose	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. Key Issue: It was agreed at the July JCU that the 0-19 work now needs to be considered within the context of the Sustainability Transformation Programme (STP) which is looking at future health services planning and Vanguard which will largely be looking at emergency NHS care as well as children's mental health services etc. The 0-19 work is therefore now part of a much bigger process. This project is therefore on hold whilst we await confirmation on how this will be integrated with the STP. 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
Children's Centres: Sarah Ferguson/Jo Sollars/Clare Rose	Children's Centres are being considered within the potential future service offer for 0-19 child health and wellbeing services as outlined above.	AMBER
Mosaic: Meredith Teasdale	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. No key issues.	AMBER

Programme/Project and Lead Director	Brief description and any key issues	RAG
Accelerating Achievement: Keith Grimwade/Tammy Liu	Although the achievement of most vulnerable groups of children and young people is improving, progress is slow and the gap between vulnerable groups and other children and young people remains unacceptably wide. The Accelerating Achievement Strategy has been incorporated into the School Improvement Strategy and an action plan to support this is in the final stages of development, together with new monitoring arrangements. The Strategy is being presented to Members in October. There is no impact on current financial savings as this is a transformational project No key issues.	AMBER
LAC Placements Strategy: Meredith Teasdale/Mary-Ann Stevenson	The work around Looked After Children will be subsumed into the transformational Children's Change Programme but the revised LAC Savings Action Plan currently provides a mechanism for monitoring activity, spend and savings in the short term and these will be reported at the October LAC Commissioning Board. Key Issues: The LAC Placement Budget is likely to overspend at the end of the year as a result of being unable to contain demand. A paper identifying pressures in the placements budget and associated savings proposals will be presented to CYP Committee on 11 Oct.	AMBER

**Children & Young People Committee
Revenue Budgets**

Children's Social Care Directorate

Strategic Management - Children's
Social Care
Adoption Allowances
Legal Proceedings
Safeguarding & Standards
CSC Units Hunts and Fenland
Children Looked After
CSC Units East & South Cambs
and Cambridge
Disabled Services
Looked After Children

**Strategy & Commissioning
Directorate**

Commissioning Enhanced Services
Special Educational Needs
Placements
Commissioning Services
Early Years Specialist Support
Home to School Transport – Special

Executive Director
Executive Director
Central Financing

**Children's Enhanced & Preventative
Directorate**

Strategic Management – Enhanced
& Preventative
Children's Centre Strategy
Support to Parents
SEND Specialist Services

Youth Support Services
Youth Offending Service
Central Integrated Youth Support
Services

Locality Teams
East Cambs & Fenland Localities
South Cambs & City Localities
Huntingdonshire Localities

Learning Directorate

Strategic Management - Learning
Early Years Service
Schools Intervention Service
Schools Partnership Service
Children's' Innovation &
Development Service
Integrated Workforce Development
Service
Catering & Cleaning Services
Teachers' Pensions & Redundancy

Infrastructure

0-19 Organisation & Planning
Early Years Policy, Funding &
Operations
Education Capital
Home to School/College Transport –
Mainstream

CFA Cross – Service Budgets**Strategy & Commissioning****Directorate**

Strategic Management – Strategy &
Commissioning
Information Management &
Information Technology
Strategy, Performance & Partnerships

Grant Funding

Financing DSG
Non Baselined Grants

CHILDREN AND YOUNG COMMITTEE PEOPLE AGENDA PLAN, APPOINTMENTS TO INTERNAL ADVISORY GROUPS AND OUTSIDE BODIES AND TRAINING PLAN

To: Children and Young People Committee

Meeting Date: 6 December 2016

From: Democratic Services

Electoral division(s): All

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

Purpose: To review the agenda plan for the Children and Young People Committee, to review appointments to Internal Advisory Groups and Panels and Partnership Liaison and Advisory Groups and to review the Committee Training Plan.

Recommendation: It is recommended that the Children and Young People Committee:

1. Note the Committee Agenda Plan at Appendix A Appendix A.
2. Review its representation on the Internal Advisory Groups and Panels and Partnership Liaison and Advisory Groups at Annex B and:
 - Confirm the appointment of Councillor Peter Downes as the representative on the Virtual School Management Board.
3. Review the Committee Training Plan at Appendix C.

<i>Officer contact:</i>	
Name:	Richenda Greenhill
Post:	Democratic Services Officer
Email:	Richenda.Greenhill@cambridgeshire.gov.uk
Tel:	01223 699171

1. AGENDA PLAN

- 1.1. The Children and Young People Committee Agenda Plan is attached at Appendix A. Members are invited to review and comment on the Plan.

2. APPOINTMENTS TO INTERNAL ADVISORY GROUPS AND PANELS AND PARTNERSHIP LIAISON AND ADVISORY GROUPS

- 2.1 Details of the Committee's representation on Internal Advisory Groups and Panels and Partnership Liaison and Advisory Groups are attached at Appendix B.

Virtual School Management Board

- 2.2. The Virtual School Management Board is designed to act as 'governing body' to the Head of Virtual School with the Member representative acting as a link to the Corporate Parenting Partnership Board. There is one representative appointed to the Board and meetings are arranged as required.
- 2.3 Cllr Downes has been covering this appointment since Cllr Kenney stepped down due to ill health. The Committee is invited to confirm Cllr Downes' appointment as the Member representative on the Virtual School Management Board.

3. COMMITTEE TRAINING PLAN

- 3.1 Members are invited to review and comment on the Committee Training Plan attached at Appendix C.

4. ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

4.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

4.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

6. SIGNIFICANT IMPLICATIONS

- 6.1 There are no significant implications within these categories:

- Resource Implications
- Statutory, Risk and Legal Implications
- Equality and Diversity Implications
- Engagement and Consultation Implications
- Localism and Local Member Involvement

- Public Health Implications

Source Documents	Location
None	<i>N/A</i>

CHILDREN AND YOUNG PEOPLE POLICY AND SERVICE COMMITTEE AGENDA PLAN

Published: 1 November 2016
Updated: 25.11.16

Agenda Item 8: Appendix A

Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

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

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

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

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
06/12/16	Minutes and Action Log	Democratic Services	Not applicable	19/10/16	24/11/16	25/11/16
	Business Planning	W Ogle-Welbourn	Not applicable			
	Free School Proposals	H Belchamber	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
17/01/17	Minutes and Action Log	Democratic Services	Not applicable	30/11/16	04/01/17	06/01/17

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	Fenland Secondary School Review – Phase 2 consultation	C Buckingham	2017/014			
	CREATE Project	K Grimwade	2017/017			
	Free School Proposals	H Belchamber	Not applicable			
	Review of Secondary Provision in Cambridge	H Belchamber/ R Lewis	Not applicable			
	Histon & Impington Primary School Review Stage 2 consultation outcomes	H Belchamber	Not applicable			
	Business Planning	W Ogle-Welbourn	Not applicable			
	Educational Performance Annual Review	K Grimwade	Not applicable			
	Extended Entitlement to an additional 15 hours free childcare for eligible 3 and 4 year olds nationally from September 2017	H Belchamber	Not applicable			
	Schools Funding	M Wade	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
[14/02/17] Provisional Meeting				10/01/17	01/02/17	06/02/17

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
14/03/17	Minutes and Action Log	Democratic Services	Not applicable	07/02/17	01/03/17	06/03/17
	Looked After Children (LAC) Strategy Progress Report	M Teasdale	Not applicable			
	Free School Proposals	H Belchamber	Not applicable			
	Risk Register	W Ogle-Welbourn	Not applicable			
	The LA's Role in Education	K Grimwade	Not applicable			
	Transformation Proposals for Foster Care Service	W Ogle-Welbourn	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
<i>[11/04/17] Provisional Meeting</i>	Minutes and Action Log			28/02/17	29/03/17	03/04/17
	Cambridgeshire Catering and Cleaning Services: Future Options +	K Grimwade/ R Imhoof	2017/010			
	Free School Proposals	H Belchamber	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	R Greenhill	Not applicable			
06/06/17	Minutes and Action Log	Democratic Services	Not applicable	27/04/17	23/05/17	26/05/17

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	Free School Proposals	H Belchamber	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			

To be programmed: New Primary School for NIAB Site/Darwin Green: Approval of Sponsor (H Belchamber/R Lewis) (date to be confirmed); Cambridgeshire; Establishment of New Primary School at Wintringham Park, St Neots (C Buckingham)

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

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

Forward plan reference	Intended date of decision	Matter in respect of which the decision is to be made	Decision maker	List of documents to be submitted to the decision maker	Reason for the meeting to be held in private
2017/010	11 April 2017	Cambridgeshire Catering and Cleaning Services: Future Options	Children and Young People Policy and Service Committee	Report by the Director of Learning	The decision is an exempt item within the meaning of paragraph 3 of Schedule 12A of the Local Government Act 1972 as it refers to information relating to the financial or business affairs of any particular person (including the authority holding that information).

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

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

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

For further information, please contact Quentin Baker on 01223 727961 or Quentin.Baker@cambridgeshire.gov.uk

APPOINTMENTS TO INTERNAL ADVISORY GROUPS AND PANELS

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
Adoption Panel The function of the Adoption Panel is to make quality and appropriate recommendations, and to review recommendations proposed by the Adoption Service. This is in relation to whether the child should be placed for adoption; whether a prospective adopter(s) is suitable to adopt a child; and whether the child should be placed for adoption with a particular prospective adopter.	11	2	Councillor P Brown (Con)	Barbro Loader Adoption Partnership Manager Barbro.Loader@cambridgeshire.gov.uk
Cambridgeshire Culture Steering Group The role of the group is to give direction to the implementation of Cambridgeshire Culture, agree the use of the Cambridgeshire Culture Fund, ensure the maintenance and development of the County Art Collection and oversee the loan scheme to school and the work of the three Cambridgeshire Culture Area Groups.	3	3	1. Councillor D Harty (Con) 2. Councillor N Kavanagh (Lab) 3. Councillor P Downes (LD)	Keith Grimwade Service Director - Learning 01223 507165 Keith.Grimwade@cambridgeshire.gov.uk

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
Cambridgeshire Schools Forum The Cambridgeshire Schools Forum exists to facilitate the involvement of schools and settings in the distribution of relevant funding within the local authority area	6	3 Observer Status	1. Councillor P Downes (LD) 2. Councillor D Harty (Con) 3. Councillor J Whitehead (Lab)	Richenda Greenhill Democratic Services Officer 01223 699171 Richenda.Greenhill@cambridgeshire.gov.uk
Children, Families and Adults Management Information Systems Mosaic Implementation Members' Reference Group		1	1. Councillor B Chapman (Indep) 2. Councillor P Clapp (UKIP) 3. Councillor David Brown (Con) 4. Councillor I Manning (LD) 5. Councillor M Tew (UKIP) 6. Councillor P Topping (Con) 7. Councillor G Wilson (LD)	Chris Rundell Head of Information Management 01223 699010 Chris.rundell@cambridgeshire.gov.uk

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
Corporate Parenting Partnership Board The Corporate Parenting Partnership Board looks after the interests of all children and young people who are looked after. As corporate parents, the Council will strive to ensure we provide our Looked After children with safe and supportive care which promotes their talents, skills and potential and encourages them to be the best that they can be	4	6	1. Councillor D Brown (Con) 2. Councillor D Divine (UKIP) 3. Councillor P Downes (LD) 4. Councillor Z Moghadas (Lab) 6. Councillor J Whitehead (Lab)	Cheryl Phillips Business Support Assistant and LAC Health Liaison 01223 703236 Cheryl.Phillips@cambridgeshire.gov.uk
Fostering Panel Recommends approval and review of foster carers and long term / permanent matches between specific children, looked after children and foster carers.	2 all-day panel meetings a month	2	1. Councillor P Topping* (Con) 2. Councillor S Bywater* (Con) (*Subject to completing the Panel's own application process)	Carol Revie Policy & Practice Standards Manager Cambridgeshire County Council Fostering Service 01480 376310 Carol.Revie@cambridgeshire.gov.uk

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
New Street Ragged School Trust Management of the Cambridge Learning Bus, which visits Cambridge City schools to provide additional learning experiences for primary aged children.	2	1	1.Councillor L Nethsingha (LD) 2. Councillor J Whitehead (Lab)	Keith Grimwade Service Director – Learning 01223 507165 Keith.Grimwade@cambridgeshire.gov.uk
Next Steps Board To oversee continued improvement in social care.		2	1. Councillor D Brown (Con) 2. Councillor J Whitehead (Lab)	Clare Rose Project Manager 01223 703889 Clare.rose@cambridgeshire.gov.uk
Places Planning Project Board An internal meeting bringing together all services involved with school and setting place planning.	6	1	Councillor D Harty (Con)	Keith Grimwade Service Director – Learning 01223 507165 Keith.Grimwade@cambridgeshire.gov.uk

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
Children's Health Joint Commissioning Board Health and Local Authority Commissioners work together to improve the quality of provision of services delivered to children and families and comment on the performance of health contracts which affect children and young people in Cambridgeshire.	6	2	1. Councillor Sir P Brown (Con) 2. Councillor L Nethsingha (LD)	Meredith Teasdale Service Director: Strategy and Commissioning 01223 714568 Meredith.teasdale@cambridgeshire.gov.uk
Standing Advisory Council for Religious Education (SACRE) To advise on matters relating to collective worship in community schools and on religious education.	As required	3	1. Councillor E Cearn s (LD) 2. Councillor T Orgee (Con) 3. Councillor P Sales (Lab)	Keith Grimwade Service Director – Learning 01223 507165 Keith.Grimwade@cambridgeshire.gov.uk
Virtual School Management Board The Virtual School Management Board will act as “governing body” to the Head of Virtual School which will allow the Member representative to link directly to the Corporate Parenting Partnership Board.	As required	1	Councillor P Downes (LD)	Keith Grimwade Service Director – Learning 01223 507165 Keith.Grimwade@cambridgeshire.gov.uk

CAMBRIDGESHIRE COUNTY COUNCIL APPOINTMENTS TO PARTNERSHIP LIAISON AND ADVISORY GROUPS

Cambridge University Technical College A specialist science college for 14-19 year olds providing a curriculum closely aligned to the local and national labour markets in Biomedical and Environmental Science and Technology		1	Cllr T Orgee (Con)	Miss A Constantine Chair of Governors UTC Cambridge Robinson Way CAMBRIDGE CB2 0SZ Tel: 01223 969004 Email: aconstantine@camre.ac.uk
Cambridgeshire Children's Trust Executive Partnership The Cambridgeshire Children's Trust Executive Partnership is a partnership which oversees the work of the Area Partnerships, the work that it co-ordinates and provides synergy between work areas.	2	1	Councillor J Whitehead (Lab) (Sub: Councillor D Brown (Con))	Richenda Greenhill Democratic Services Officer 01223 699171 Richenda.Greenhill@cambridgeshire.gov.uk

Agenda Item 8: Appendix C

Children and Young People (CYP) Committee Training Plan 2016/17

Details of recent and planned training for the CYP Committee are set below. Members' preference has been to organise training and visits within existing Reserve Committee dates where possible.

Date	Timings	Topic	Presenter	Location	Audience
JULY (7 July)	12-12:45	Data and Performance session	<i>Martin Wade</i>	KV Room	All CYP Committee
JULY	All day / Visit	Visits to: - Locality Teams - Residential Unit - Social Care Unit	<i>Various</i>	Various	New CYP Committee Members
JULY	Afternoon	CYP Business Planning Member Seminar	<i>Adrian Loades</i>	KV Room	All CYP Committee
AUGUST (16 August) - <i>Reserve</i>	Afternoon / Visit	Visit to Children Centres	<i>Jo Sollars</i>	TBA	All CYP Members invited
OCTOBER (3 Oct)	Morning	LA Strategic Role in Education workshop	<i>Keith Grimwade</i>	KV Room	All CYP Members invited
OCTOBER (4 Oct)	Afternoon	CYP Business Planning member seminar	<i>Charlotte Black / Theresa Leavy</i>	KV Room	
October – January – All reserve meetings are being used for business planning					
FEB (14 Feb) - <i>Reserve</i>	Training session / Visit	- Overview of Children's Social Care Services (Safeguarding, LADO, SCR's, LSCB etc) - Social Care Units / Locality Teams	Theresa Leavy	Tbc (KV Room)	All CYP Members

Possible Topics for Future Training Sessions:

- Role of the Council in Corporate Parenting
- An overview of CYP Traded Services
- Leaving Care
- Understanding performance
- LA's role in Education and school improvement
- Introduction to CFA (Who we are and what we do)
- Place Planning 0-19; commissioning new schools, admissions and Transport
- Special Education Needs - strategy, role and operational delivery
- Together for Families overview and enhanced understanding of the range of services
- Multi-agency Safeguarding Hub Visit