Agenda Item No. 13

INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING 30TH SEPTEMBER 2017

To:	**Audit & Accounts Committee**		
Date:	**21st November 2017**		
From:	**Chief Finance Officer**		
Electoral division(s):	**All**		
Forward Plan ref:	**N/A**	*Key decision:*	**N/A**

Purpose: **To present financial and performance information to assess progress in delivering the Council's Business Plan. The report is headed up as a draft report in case the final version due to go to the General Purposes Committee later in the month (28th November) changes from this version.**

Recommendations: **The Committee is asked to note the following recommendations to General Purposes Committee on 28th November 2017:**

a) Analyse resources and performance information and note any remedial action currently being taken and consider if any further remedial action is required.

b) Approve the changes to capital funding requirements as set out in Section 7.7.

c) Approve an additional £66k of prudential borrowing in future years for the Ely Archives project, as set out in section 7.8.

d) Approve the allocation of the £316,518 School Improvement Grant to People and Communities so it can be used for its intended purpose, as set out in section 8.1.

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1. PURPOSE

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

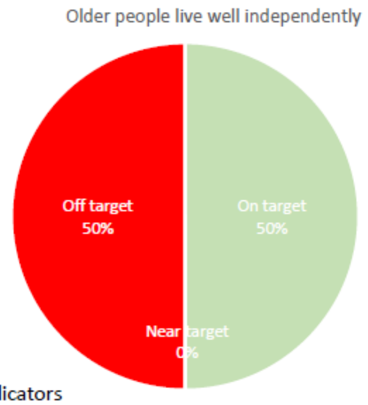
2. OVERVIEW

2.1 The following summary provides a snapshot of the Authority’s performance against its indicators around outcomes, its forecast financial position at year-end and its key activity data for care budgets.

Data available as at: 30 September 2017

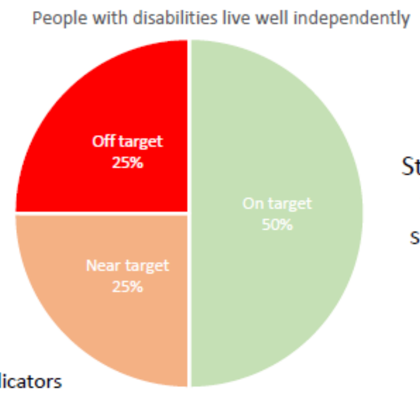
Outcomes

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



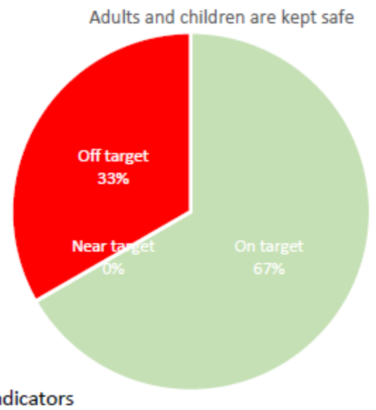
Stayed the same

4 indicators



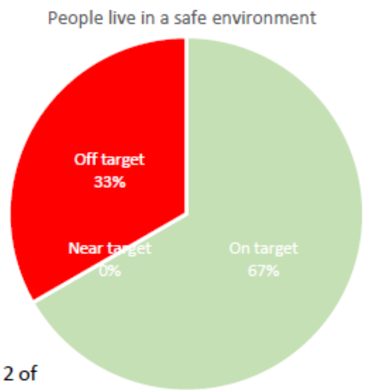
Stayed the same

4 indicators



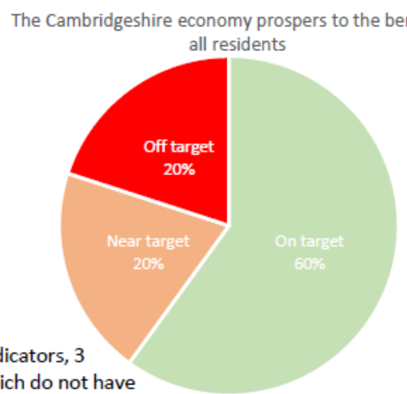
Stayed the same

6 indicators



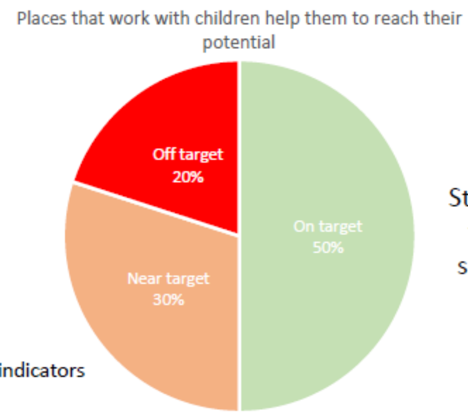
Stayed the same

5 indicators, 2 of which do not have targets



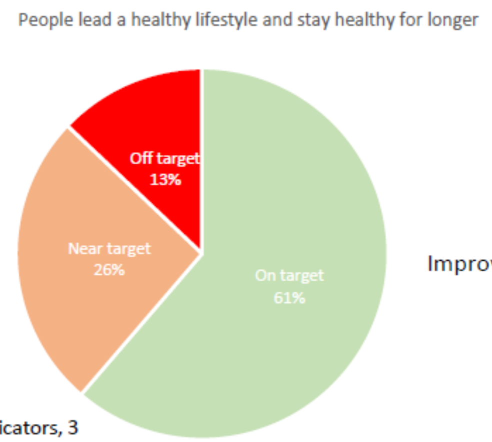
Change in indicators

13 indicators, 3 of which do not have targets



Stayed the same

10 indicators



Improving

34 indicators, 3 of which do not have target

Our Transformation Programme is on track	Sustain a high performing, talented, engaged and resilient workforce
24 Early ideas ↑ 113 Business cases in development ↑ 24 Projects being implemented ↓ Transformation Fund: 14 projects rated Green 4 rated Amber (reflecting some need to re-phase savings) 3 rated Red (risk of non-delivery of savings or benefits)	As of the end of August 2017 we had lost 7.40 days on average per staff member to sickness during the last 12 months.

Revenue budget forecast		Capital programme forecast
+£4.8m (1.4%) variance at end of year RED	This is the same position as last month.	£0 (0%) variance at end of year GREEN

Residual risk score	**Green**	**Amber**	**Red**
Number of risks	***0***	***8***	***1***

Number of service users supported by key care budgets

Older people aged 65+ receiving long term services

	Sep-17	**Trend since Apr-17**
Nursing	329	↑
Residential	724	↑
Community	2072	↔

Adults aged 18+ open to disability services receiving long term services

	Sep-17	**Trend since Apr-17**
Nursing	26	↔
Residential	313	↑
Community	1908	↔

Children open to social care

	Sep-17	**Trend since Apr-17**
Looked after children	695	↑
Child protection	547	↓
Children in need	2271	↑

Public Engagement

	Sep-17	**Trend since Aug-17**
Contact Centre Engagement	16,245 Phone Calls	↑
	4,178 Other	↓
Website Engagement (cambridgeshire.gov.uk)	151,488 Users	↑
	235,537 Sessions	↑

The number of service users is a key indicator of the demand for care budgets in social care. Information about the contacts with the public across web and phone channels is a key indicator of both service delivery and transformation.

Please note, all direction of travel arrows included reflect a numerical increase rather than a reflection of change in performance or outcome.

2.2 The key issues included in the summary analysis are:

- The overall revenue budget position is showing a forecast year-end pressure of +£4.8m (+1.4%), an increase of £38k on the forecast pressure reported in August; there have been increases in People and Communities (P&C), offset by improvements in the forecast for Economy Transport and Environment (ETE), Public Health and the forecast costs of treasury management (delaying costs of borrowing by using internally available cash). See section 3 for details.

- The Capital Programme is forecasting a balanced budget at year end. This includes use of £6.9m (25%) of the capital programme variations budget. See section 6 for details.

3. REVENUE BUDGET

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

Key to abbreviations

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

Original Budget as per Business Plan £000	Service	Current Budget for 2017/18 £000	Forecast Variance (August) £000	Forecast Variance (September) £000	Forecast Variance (September) %	Overall Status	DoT
38,682	ETE	40,192	50	-290	-0.7%	Green	↑
237,311	People & Communities	237,575	3,739	4,388	1.8%	Red	↓
200	Public Health	386	0	-96	-24.9%	Green	↑
15,542	Corporate Services	6,015	336	336	5.6%	Amber	↔
6,500	LGSS Managed	13,560	34	233	1.7%	Amber	↓
2,702	Commercial & Investment	1,564	269	245	15.7%	Amber	↑
22,803	CS Financing	22,803	750	400	1.8%	Amber	↑
323,740	**Service Net Spending**	**322,095**	**5,178**	**5,216**	**1.6%**	**Red**	↓
24,377	Funding Items	23,305	-405	-405	-1.7%	Green	↔
348,117	**Total Net Spending**	**345,400**	**4,773**	**4,811**	**1.4%**	**Red**	↓
	Memorandum items:						
7,746	LGSS Operational	9,473	70	90	1.0%	Amber	↓
212,873	Schools	212,873					
568,736	**Total Spending 2017/18**	**567,746**					

1 The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan for each respective Service.

2 For budget virements between Services throughout the year, please see Appendix 1.

3 The budget of £387k stated for Public Health is its cash limit. In addition to this, Public Health has a budget of £26.0m from ring-fenced public health grant, which makes up its gross budget.

4 The 'Funding Items' budget (previously been referred to as 'Financing Items') comprises the £23m Combined Authority Levy and the £384k Flood Authority Levy. The forecast outturn on this line reflects any variance in the amount received from corporate grants and business rates from what was budgeted; a negative outturn indicates a favourable variance, i.e. more income received than budgeted.

3.1.1 Although the position continues to be challenging, with looked after numbers in particular reaching a high level (following the national trend), savings of £28.3m are on track against a target for 2017-18 of £33.4m, with additional 'funnel' savings that exceed business planning targets.

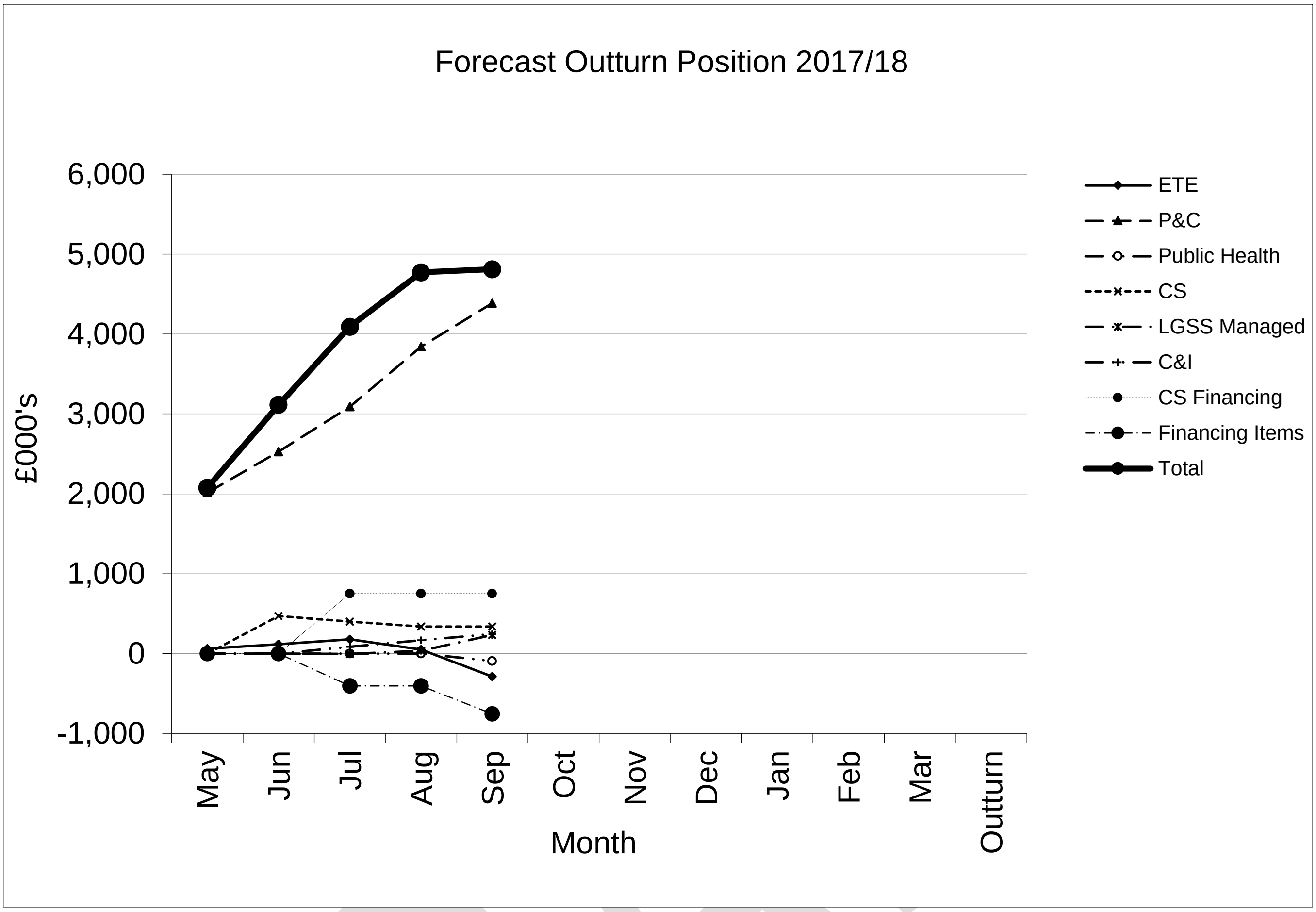
3.1.2 Across the Council, the strategic management team is directing a proactive response through financial management and transformation activity to address the predicted deficit.

The response to the pressures arising includes:

- increasing savings achievable from contractual efficiencies, as part of the rolling procurement review capability, now established and overseen by the Commercial Board.
- bringing forward savings, efficiencies and income maximisation identified for future years where this is possible on a department-by-department basis
- maximising grant income and retention with appropriate application to current pressures
- review of earmarked and held funds and releasing these where no longer required
- benefitting from opportunities for reduced cost or additional income through collaboration across partners.

The table below lists initiatives of this kind that have been costed to date:

Directorate	*Proactive financial management and transformation measures*	£000
P&C	In year opportunities for contractual efficiencies, commercial review programme	-373
	Review of grant funding and application to demand pressures & priorities	-717
	Review of vacancy level forecasts, reflecting local recruitment challenges within year	-350
	Review of funds held for demand peaks and applied to demand pressures	-132
	Savings activity brought forward from future years	-433
ETE	Contract monitoring and enforcement activity to recover funds due to CCC	-624
	One off added income levels from traffic orders, highways services & development	-537
	Savings activity brought forward from future years	-400
Corporate	Balance sheet review of earmarked reserves & lower borrowing impact	-971
	Maximising income through local government collaboration (incl business rates growth)	-555



3.1.3 The Council has enhanced its financial reporting processes in recent months as the level of budgetary challenge has continued to increase. The outlook for demand services remains a risk as services prepare for the winter months - service management teams are planning responses that nonetheless improve the financial position in that context.

The Council has significant budget flexibility to respond to these risks and uncertainties. In addition to the measures already identified and listed in section 3.1.2, SMT has identified significant one-off mitigation in the following areas which will be released in a planned way to respond to and smooth resource needs in the remainder of the financial year, while delivering an improved outturn, compared to the pressures currently reported.

Grant and funding review	There is significant potential to re-prioritise grant funded activity, especially in response to Adults Services pressures as these emerge in winter at a local level, in collaboration with the NHS. This is part of a planned approach across at least the next 2 years.
Balance sheet & financial provision review	There are opportunities to review and release funds previously held for specific risks or uncertainties that can be re-directed in the current context. This forms a regular and routine part of financial and management activity.
Commercial income	As the remit of the Commercial and Investment Committee widens, we view that there are opportunities for an improved position reported by traded and shared services in the remainder of the year.
Workforce	Vacancy and recruitment review activity will continue to forecast financial impacts and deploy existing workforce to key priorities.

3.2 Key exceptions this month are identified below.

3.2.1 **Economy, Transport and Environment:** -£0.290m (-0.7%) underspend is forecast at year-end.

	£m	%
• **Street Lighting** – a -£384k underspend is forecast for year-end. This is due to the higher number of deductions for performance failures than expected which were made in line with the PFI contract which relate to adjustments due under the contract Payment Mechanism regarding performance. Deductions are made for a number of reasons including the lighting performance; cleaning; scheduled change of lamps, painting, inspection and testing; also deductions for the number of faults which have exceeded the maximum response period as set out in the contract.	-0.384	(-4%)

- For full and previously reported details see the ETE Finance & Performance Report.

3.2.2 **People & Communities:** +£4.388m (+1.8%) pressure is forecast at year-end.

Due to the material overspend in Children's Services, the full narrative regarding those variances, provided to the CYP Committee is available in Appendix 3 to this report.

	£m	%
• **Learning Disability Partnership** – a +£945K pressure is forecast, which is an increase of £317k on the pressure previously reported in August. This is mainly due to reduced slippage on staffing costs following transformation of the service that has seen vacant posts deleted and the management structure streamlined. Staffing cover for vacancies and other absences are being reviewed to ensure efficiency in line with Care Quality Commission standards. The Learning Disability Partnership is expected to deliver a further £2.8m of savings for the remainder of the year.	+0.945	(+3%)
• **Strategic Management – Children & Safeguarding** – a £686k pressure is forecast. This is an improvement of £401k on the position previously reported in May. This is largely due to a positive revision of the vacancy savings forecast and the pressure on the business support budget being managed in year by holding posts vacant.	+0.686	(+28%)
• **SEN Placements** – a £500k pressure is forecast. There has been an increase since the beginning of this academic year in the number of children and young people placed in 52 week residential placements. This budget pays for the educational element of those placements and is funded from the Dedicated Schools Grant (DSG). It is the aim that any pressures on DSG	+0.500	(+6%)

funded services will be managed from within the overall available DSG for 2017/18.

- **Looked After Children Transport** – a £250k pressure is forecast. Due to the overall increase in Looked after Children, this has meant more children are requiring Home to School Transport, with an average of 20 additional children being transported each month compared to this point in 16/17. In addition, the distances travelled to school have also increased with volunteer drivers covering an additional 37,500 miles compared to the same point last year. +0.250 (+22%)

- **Financing DSG** – a -£662k variance is forecast for year end, which is a movement of -£390k on the position previously reported in August. This represents the amount that will be drawn down from the DSG reserve in excess of what was budgeted to cover pressures in DSG-funded areas. These pressures are: SEN Placements (£500k); Commissioning Services (£100k); Early Years Specialist Support (£44k); SEND Specialist Services (£48k); offset slightly with savings within Early Help District Delivery Service (-£30k). -0.662 (-2%)

- For full and previously reported details see the P&C Finance & Performance Report.

3.2.3 **Public Health:** a -£0.096m (-24.9%) underspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the PH Finance & Performance Report.

3.2.4 **Corporate Services:** +£0.336m (+5.3%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the CS & LGSS Finance & Performance Report.

3.2.5 **LGSS Managed:** +£0.233m (+1.7%) pressure is forecast.

£m **%**

- **IT Managed** – a pressure of £418k is forecast, which is mainly due to the revenue impact of the Corporate Software Infrastructure re-procurement. The requirement to switch to a subscription charging basis will result in a revenue cost in 2017/18, as previously agreed by GPC. In the past, the Council would have purchased a three year agreement with capital funding, and a capital budget of £500k was set in 2017/18 to buy out the licences at the end of the contract, which will not be required. +0.418 (+18%)

- For full and previously reported details see the CS & LGSS Finance & Performance Report.

3.2.6 **CS Financing:** +£0.400m (1.8%) pressure is forecast at year-end.

	£m	%
• **Minimum Revenue Provision** – an underspend of £350k is forecast. The Council is required to repay an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision - MRP). Following analysis of capital schemes completed in 2016/17 and how they were funded, the MRP payment for 2017/18 has been amended. The Council was able to use funding it was holding as the accountable body for other organisations to fund £53m of capital expenditure, rather than using Prudential Borrowing. This has delayed the MRP payment for these schemes until we take out Prudential Borrowing to repay the funding used.	-0.350	(-3%)

- For full and previously reported details see the CS & LGSS Finance & Performance Report.

3.2.7 **Commercial & Investment**: +£0.245m (+15.7%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the C&I Finance & Performance Report.

3.2.8 **LGSS Operational:** +£0.090m (+1.0%) pressure is forecast. Pressures in LGSS Operational are set against LGSS reserves at year-end, rather than using the General Fund. There are no exceptions to report this month; for full and previously reported details see the CS & LGSS Finance & Performance Report.

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

4. SAVINGS TRACKER

4.1 The "Savings Tracker" report – a tool for summarising delivery of savings – is made available at Committee on a quarterly basis. The Savings Tracker as at mid-October is included as Appendix 4 to this report.

4.2 Within the tracker the forecast is shown against the original saving approved as part of the 2017-18 Business Planning process. Currently, the Council is on track to deliver £27.6m of savings against its original plan. Green rated savings total £21.7m exceeding the target for these initiatives.

It is also important to note the relationship with the reported positon within this report. As pressures arise in-year, further mitigation and/or additional savings will be required to deliver a balanced positon.

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

GREEN			AMBER			RED			Total Original	Total Variance
Number of Savings	Total Original Savings £000	Total Variance £000	Number of Savings	Total Original Savings £000	Total Variance £000	Number of Savings	Total Original Savings £000	Total Variance £000		
	£0	£0		£0	£0		£0	£0	£0	£0
79	-21,261	-445	2	-302	47	32	-11,801	6,149	-33,364	5,751

The stretched targets for existing savings and additional savings identified within the funnel are supporting delivery of a further £2,348k in addition to the amounts shown above. For several proposals, due to delays or difficulties in recruiting, the delivery of savings may slip into the latter part of the year and in some cases into 2018/19.

5. KEY ACTIVITY DATA

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

6. PERFORMANCE AND RISK

6.1 The work to review all indicators and report exceptions against these is still ongoing; once all Service Committees have reviewed their indicators, exceptions will be reported to GPC.

6.2 The master file of performance indicators is available here, while the latest Corporate Risk Register can be found here.

7. CAPITAL PROGRAMME

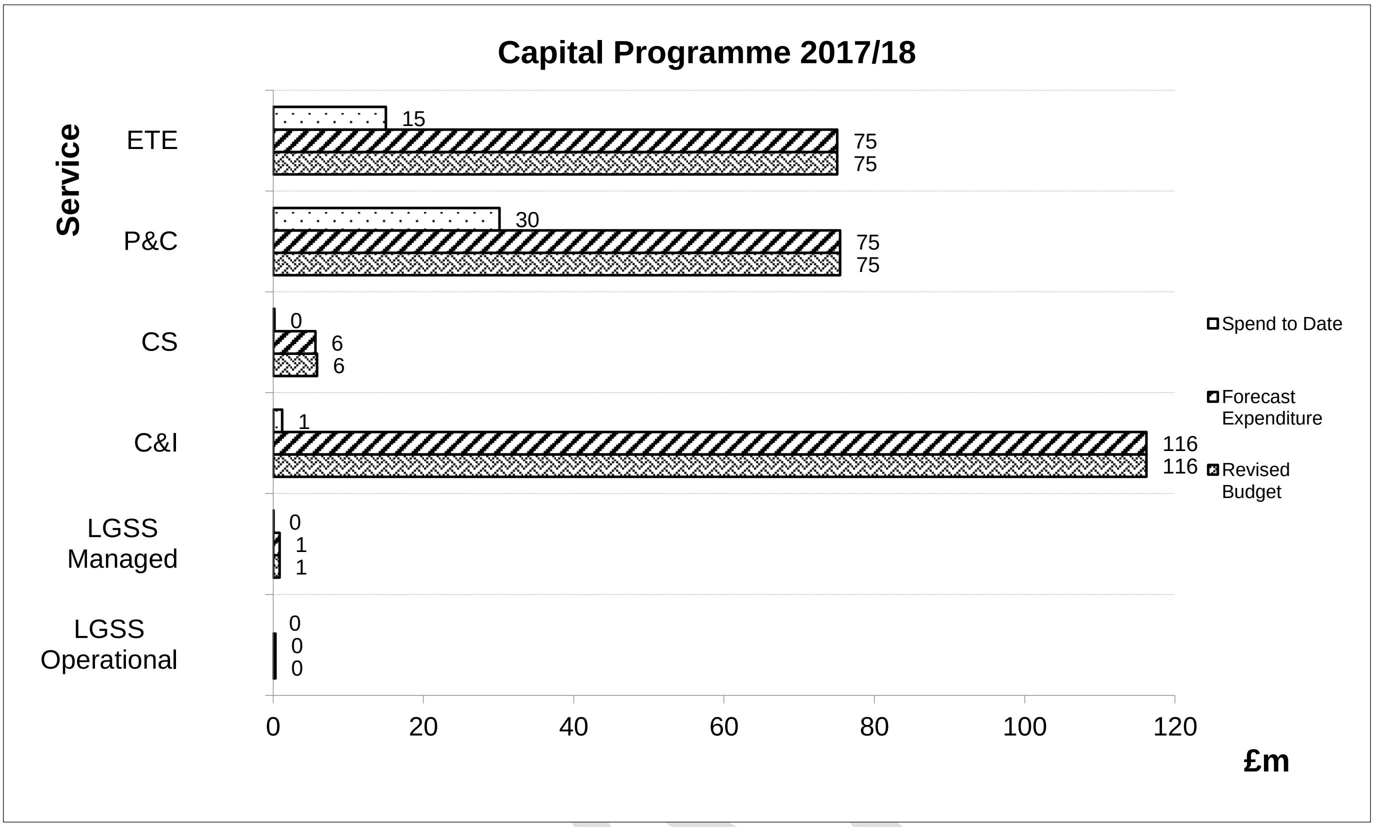
7.1 A summary of capital financial performance by service is shown below:

2017/18						TOTAL SCHEME	
Original 2017/18 Budget as per Business Plan £000	Service	Revised Budget for 2017/18 £000	Forecast Variance - Outturn (August) £000	Forecast Variance - Outturn (Sept) £000	Forecast Variance - Outturn (Sept) %	Total Scheme Revised Budget (Sept) £000	Total Scheme Forecast Variance (Sept) £000
66,263	ETE	75,760	-	-	0.0%	432,267	161
77,408	P&C	75,442	-0	0	0.0%	575,941	14,261
5,489	CS & Transformation	5,612	-237	-567	-10.1%	11,743	-
160	LGSS Managed	851	-	-	0.0%	9,755	-495
116,476	C&I	116,208	-	-	0.0%	218,059	-290
100	LGSS Operational	488	-	-	0.0%	1,595	-
-	Outturn adjustment	-	237	567	-	-	-
265,896	**Total Spending**	**274,361**	**0**	**0**	**-10.1%**	**1,249,360**	**13,637**

Notes:

1. The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted. A breakdown of the use of the capital programme variations budget by service is shown in section 6.2.

2. The reported ETE capital figures do not include City Deal, which has a budget for 2017/18 of £11.1m and is currently forecasting a balanced budget at year-end



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

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

2017/18					
Service	**Capital Programme Variations Budget £000**	**Forecast Variance - Outturn (Sept) £000**	**Capital Programme Variations Budget Used £000**	**Capital Programme Variations Budget Used %**	**Revised Forecast Variance - Outturn (Sept) £000**
ETE	-15,234	-3,816	3,816	25.05%	0
P&C	-10,305	-759	759	7.36%	0
CS & Transformation	-279	-846	279	100.00%	-567
LGSS Managed	-643	-568	568	88.34%	0
C&I	-1,000	-905	905	90.50%	0
LGSS Operational	-20	0	0	0.00%	0
Outturn adjustment	-	-	567	-	567
Total Spending	**-27,481**	**-6,894**	**6,894**	**25.09%**	**0**

7.3 Although slippage on Corporate Services and Transformation schemes have exceeded the capital programme variations budget allocated to them, it is not currently thought that slippage across the whole programme will exceed the total capital programme variations budget. However, it is not known where any balancing variances will occur, so an adjustment has been made to the outturn.

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

7.4.1 **Economy, Transport and Environment:** a balanced budget is forecast at year-end.

	£m	%
• **Cycling Schemes** – an in-year underspend of £3.0m is forecast across cycling schemes and is caused by delayed spend on the below schemes: o Abbey Chesterton Bridge: £1.9m of spend was planned for 2017/18, but is now expected to be £0.3m. This is due to a delay in planning permission being granted, which has led to the construction start date slipping from late 2017 to March 2018. o Cambridge Cycling Infrastructure: £1.6m of spend was planned for 2017/18, but is now expected to be £0.2m due to public consultation and scheme development work being extended on some of the larger schemes. This scheme is funded by S106 and therefore the funding is not time-limited.	-3.0	(-59%)
• **ETE Capital Variation** – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £3.8m underspend is balanced by use of the capital variation budget, this is an increase of £2.9m on the use of variations budget reported last month and relates to the underspend on cycling schemes.	+3.8	(+25%)

- For full and previously reported details see the ETE Finance & Performance Report.

7.4.2 **People & Communities:** a balanced budget is forecast at year-end.

	£m	%
• **Basic Need – Primary** – an in-year underspend of -£1.8m is forecast, which is an increase of -£0.3m on the underspend previously reported in July. This is mainly due to slippage on the Histon Additional Places scheme, which is now due to start in January 2018 rather than December 2017 because of delays in the planning application being approved. Wintringham Park has also incurred £52k slippage due to design work not progressing as anticipated.	-1.8	(-5%)

- For full and previously reported details see the P&C Finance & Performance Report.

7.4.3 **Corporate Services:** a -£0.6m (-10.1%) in-year underspend is forecast after the capital programme variations budget has been utilised in full.

	£m	%
• **Mosaic** – an in-year underspend of £0.3m is forecast. The costs of the scheme have been scrutinised and this analysis has resulted in an increase in projected revenue spend, and a decrease in capital. The capital scheme budget was predicted to underspend by £680k in 2017/18. Of this underspend, £350k represents a reduction in the expected final cost of the project, leading to a predicted underspend against the total scheme budget. However, it has been determined that £350k of Mosaic revenue costs can be classified as transformation work and are therefore eligible to be charged to capital and funded from capital receipts in 2017/18 under the government directive for the flexible use of capital receipts. This adjustment will remove a pressure on the Mosaic revenue budget, bringing revenue costs within budget and lead to an overall balanced budget for the capital scheme. The remaining £330k of the £680k underspend represents slippage due to delays in implementation whilst the scheme was reviewed, and this funding will be required for planned spending in 2018/19.	-0.3	(-14%)

- For full and previously reported details see the CS & LGSS Finance & Performance Report.

7.4.4 **LGSS Managed:** a balanced budget is forecast at year-end.

	£m	%
• **Microsoft Enterprise Agreement** – an underspend of £0.5m is forecast, as the Council is changing to a subscription charging basis for the Corporate Software Infrastructure re-procurement as approved by GPC, which will be funded from revenue, as opposed to the previous arrangement of purchasing a three year agreement, which was capitalised.	-0.5	(-100%)
• **LGSS Managed Capital Variation** – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £0.5m underspend is balanced by use of the capital variation budget.	+0.5	(+87%)

- For full and previously reported details see the CS & LGSS Finance & Performance Report.

7.4.5 **Commercial & Investment**: a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the C&I Finance & Performance Report.

7.4.6 **LGSS Operational:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the CS & LGSS Finance & Performance Report.

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

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

7.5.2 **People & Communities:** a +£14.3m (+3%) total scheme overspend is forecast.

	£m	%
• **Basic Need – Primary** – a total scheme underspend of -£8.4m. This is a movement of +£1.4m on the position previously reported in August, which is due to changes in the scope of the Gamlingay Primary School scheme as the scheme is further developed.	-8.4	(-3%)
• **Basic Need – Secondary** – there has been a +£22.3m increase in total scheme costs since the 2017/18 Business Plan was agreed, for which funding has not yet been allocated by Members. This is £0.7m higher than the last reported position in July. This is made up of the following increases: ○ A further £0.3m increase in the scheme cost for Littleport Secondary and Special School due to additional land purchase costs. ○ £0.4m increase in the cost of the Cambourne Village College scheme for the construction of a performance hall. Funding will be received from the District and Parish Councils to offset this increase.	+22.3	(+10)
• **Basic Need – Early Years** – a total scheme overspend of £0.2m is forecast, which is a reduction of £0.4m on the overspend previously reported in May. The future years' budget for the scheme has been reduced by £400k as this element has been added in future years to the Morley Memorial project to undertake the building of Early Years annex as part of this scheme (see Adaptations below).	0.2	(4%)
• **Adaptations** – a total scheme overspend of £0.9m is forecast, which is an increase of £0.5m on the position reported in May. This is due to an increase in the total scheme cost for Morley Memorial School and relates to the Early Years aspect; £400k has been transferred from the future years' budget allocation for Basic Need – Early Years to undertake an Early Years annex as part of the scheme.	+0.9	(+27%)

- For full and previously reported details see the P&C Finance & Performance Report.

7.5.3 **Corporate Services:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the CS & LGSS Finance & Performance Report.

7.5.4 **LGSS Managed:** a -£0.5m (-5%) total scheme underspend is forecast.

	£m	%
• **Microsoft Enterprise Agreement** – as explained in Section 6.4, the Council is now funding its Corporate Software Infrastructure from revenue budget, so the in-year underspend reported above will also result in a total scheme underspend.	-0.5	(-26%)

- For full and previously reported details see the CS & LGSS Finance & Performance Report.

7.5.5 **Commercial & Investment**: a -£0.3m (-0%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details see the C&I Finance & Performance Report.

7.5.6 **LGSS Operational:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the CS & LGSS Finance & Performance Report.

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

Funding Source	B'ness Plan Budget £m	Rolled Forward Funding1 £m	Revised Phasing £m	Additional/ Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	20.5	0.5	8.0	8.4	**37.3**	37.3	-
Basic Need Grant	32.7	-	-	-	**32.7**	32.7	-
Capital Maintenance Grant	4.0	-	0.4	-	**4.5**	4.5	-
Devolved Formula Capital	1.1	0.8	-0.1	-0.0	**1.8**	1.8	-
Specific Grants	23.1	0.5	-7.6	-	**16.1**	16.1	-
S106 Contributions & Community Infrastructure Levy	22.0	1.6	-4.4	0.8	**20.0**	20.0	-

Capital Receipts	83.9	-	-	-	**83.9**	83.9	-
Other Contributions	15.1	0.4	-4.6	1.8	**12.6**	12.6	-
Revenue Contributions	-	-	-	-	**-**	-	-
Prudential Borrowing	63.5	9.6	-10.4	2.8	**65.5**	65.5	0.0
TOTAL	**265.9**	**13.4**	**-18.7**	**13.7**	**274.4**	**274.4**	**0.0**

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

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

Funding	**Service**	**Amount (£m)**	**Reason for Change**
Addition/Reduction in Funding – Department for Transport (DfT) Grant	ETE	£0.8	An additional £0.8m of S106 funding has been received for cycling schemes. The break-down of this is as follows: £475k from the Wing development for Chesterton-Abbey Bridge; £150k for St Neots cycle bridge; £148k for delivering the transport strategy aims schemes. **General Purposes Committee is asked to note this additional funding.**

7.8 In addition to the above funding changes for 2017/18, additional funding of £66k is required for the Ely Archives scheme in future years. This additional funding requires GPC approval now so the project team know on what basis the scheme can progress.

The agreed total budget for this scheme is £5.18m. In July 2017 it was identified that the scheme may overspend by £427k. Due diligence checks to find savings through alternative suppliers or design, revision of the risk register and further value engineering to the scheme have reduced the cost so it is now predicted that there would be a £44k underspend. This includes the removal of a dedicated nitrate negative store from the scope of the scheme.

The project team would like to change the scope of the scheme to include improvements to the car park to make it fit for purpose as a pay and display facility, which would require an additional £87,200 funding, and further landscaping as a result of the proposal to relocate the Registration service to the building, which would require an additional £20,000 funding. This results in a projected total spend of £5.246m, an overspend of £66k on the agreed budget.

For further details of the above, please see the report that was presented to Commercial and Investment Committee.

General Purposes Committee is asked to approve additional Prudential Borrowing of £66,000 in future years to allow for the additional works to the car park and landscaping.

7.9 The 2017/18 capital receipts forecast is currently £1.5m more than originally budgeted. This reflects additional monies received, including a £3m receipt in respect of land at Bassenhally (Phase 2). Any further changes to this position will be reported throughout the year. Any surplus in capital receipts will be used to reduce the level of prudential borrowing needed to fund the capital programme.

8. FUNDING CHANGES

8.1 Where there has been a material change in 2017/18 grant allocations to that budgeted in the Business Plan (BP) i.e. +/- £160k, this will require SMT discussion in order to gain a clear and preferred view of how this additional/shortfall in funding should be treated. The agreed approach for each grant will then be presented to the General Purposes Committee (GPC) for approval.

<u>School Improvement Grant</u>

The School Improvement Monitoring and Brokering Grant is an un-ringfenced grant from the Education Skills and Funding Agency (EFA) that has been allocated to Local Authorities to allow them to continue to monitor performance of maintained schools, broker school improvement provision, and intervene as appropriate.

Allocations are based on the number of maintained schools in each Local Authority as at 1st September 2017; Cambridgeshire County Council's allocation of the £50m grant is £316,518, which has not been budgeted for.

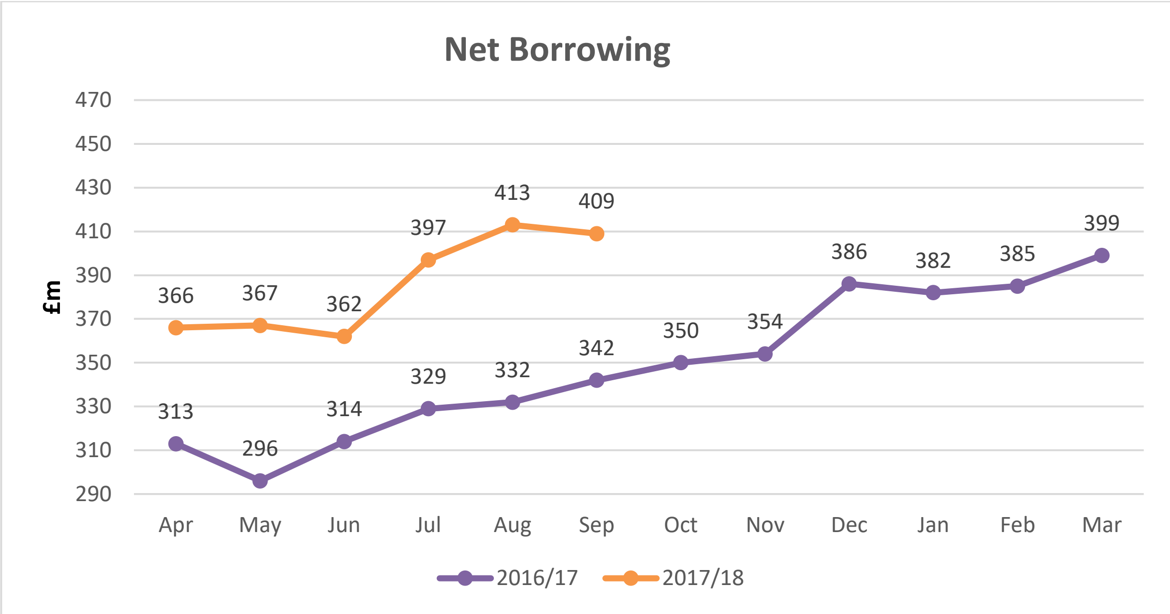
General Purposes Committee is asked to approve the allocation of this grant to People and Communities so it can be used for its intended purpose.

9. BALANCE SHEET

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

Measure		**Year End Target**	**Actual as at the end of September**
Level of debt outstanding (owed to the council) 91-360 days, £m	Adult Social Care	£1.9m	£2.5m
	Sundry	£0.1m	£0.2m
Level of debt outstanding (owed to the council) 361 days +, £m	Adult Social Care	£4.8m	£6.9m
	Sundry	£1.8m	£2.6m
Invoices paid by due date (or sooner)		97.6%	99.6%

9.2 The graph below shows net borrowing (investments less borrowings) on a month by month basis and compares the position with the previous financial year. The levels of investments at the end of September 2017 were £23m (excluding 3rd party loans) and gross borrowing was £431.94m.



9.3 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the year. It identifies the expected levels of borrowing and investments based upon the Council's financial position and forecast capital programme. When the 2017-18 TMSS was set in February 2017, it was anticipated that net borrowing would reach £466m at the end of this financial year. Net borrowing at the beginning of this financial year as at 1st April 2017 was £399m, this reduced to £366m at the end of April 2017 thus starting at a lower base than originally set out in the TMSS (£466m). This is to be reviewed as the year progresses and more information is gathered to establish the full year final position.

9.4 From a strategic perspective, the Council is currently reviewing options as to the timing of any potential borrowing and also the alternative approaches around further utilising cash balances and undertaking shorter term borrowing which could potentially generate savings subject to an assessment of the interest rate risks involved.

9.5 Although there is link between the capital programme, net borrowing and the revenue budget, the Debt Charges budget is impacted by the timing of long term borrowing decisions. These decisions are made in the context of other factors including, interest rate forecasts, forecast levels of cash reserves and the borrowing requirement for the Council over the life of the Business Plan and beyond.

9.6 The Council's cash flow profile varies considerably during the year as payrolls and payment to suppliers are made, and grants and income are received. Cash flow at the beginning of the year is typically stronger than at the end of the year as many grants are received in advance

9.7 Further detail around the Treasury Management activities can be found in the latest Treasury Management Report.

9.8 A schedule of the Council's reserves and provisions can be found in appendix 2.

10. ALIGNMENT WITH CORPORATE PRIORITIES

10.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

10.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

10.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

11. SIGNIFICANT IMPLICATIONS

11.1 Resource Implications

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

11.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

11.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

11.4 Equality and Diversity Implications

There are no significant implications within this category.

11.5 Engagement and Consultation Implications

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

11.6 Localism and Local Member Involvement

There are no significant implications within this category.

11.7 **Public Health Implications**

There are no significant implications within this category.

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

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

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

	P&C	Public Health	ETE	CS Financing	Corporate Services	LGSS Managed	C&I	LGSS Op	Financing Items
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Opening Cash Limits as per Business Plan	237,311	200	38,682	22,803	15,542	6,500	2,702	7,746	24,377
Post BP adjustments	-292		-18		-69	521		-142	
Apprenticeship Levy	335	8	61		-456	6	5	40	
City Deal budgets not reported in CCC budget					-1,027				
Transfer Digital Strategy budget to CS - CCR	-1,286		-68		1,354				
Transfer Strengthening Communities budget to CS - CCR1			-689		689				
Property demerger from LGSS and rationalisation of property services			58			-7		-51	
Organisational structure review	-293				293				
Transfer budget for Court of Protection team to CS	-52							52	
Transfer surplus NHB funding from City Deal					-256				256
Transfer budget from reablement for In Touch maintenance	-10				10				
Allocation of inflation to Waste budget			200						-200
Drug and Alcohol Treatment service transfer to PH	-178	178							
Workforce development budget transferred to LGSS	-1,361							1,361	
Budget transfer per CCR	-43				43				
Property commissioning transfer budget to P&C	-11							11	
Dial a Ride budget to Total Transport	12		-12						
LAC demography	2,913				-2,913				
Waste demography			170		-170				
Transfer of savings LGSS to C&I							-349	349	
Welfare benefits budget to Financial Assessments and Adult Early Help	80				-142			62	
Combined Authority levy adjustment			1,327						-1,327
Budget transfer to Transformation Team					39			-39	
ETE use of earmarked reserves			287						-287
Catering and Cleaning services transfer to C&I	449						-449		
Business support transfer to applications development	-54							54	
Use of earmarked reserves for passenger transport			118						-118
Grants budget to P&C	130				-130				
Supporting Community Services budget transfers	139		76		-215				
Adult Learning & Skills transfer to P&C	180		-180						
Current budget	**237,968**	**386**	**40,012**	**22,803**	**12,592**	**7,020**	**1,909**	**9,444**	**22,701**
Rounding	-2	0	0	0	0	2	0	0	0

APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2017	2017-18 Movements in 2017-18	2017-18 Balance at 30 Sept 17	Forecast Balance 31 March 2018	Notes
	£000s	£000s	£000s	£000s	
General Reserves					
- County Fund Balance	15,808	1,546	17,353	12,543	
- Services					
1 P&C	540	-540	0	0	Service reserve balances transferred to General Fund after review
2 ETE	2,229	-2,229	0	0	
3 CS	-64	64	0	0	
4 LGSS Operational	609	-29	580	0	
subtotal	20,162	-1,188	17,933	12,543	
Earmarked					
- Specific Reserves					
5 Insurance	3,269	0	3,269	3,269	
subtotal	3,269	0	3,269	3,269	
- Equipment Reserves					
6 P&C	133	0	133	83	
7 ETE	218	0	218	218	
8 CS	57	0	57	57	
9 C&I	726	0	726	0	
subtotal	1,134	0	1,134	358	
Other Earmarked Funds					
10 P&C	1,223	-422	801	366	
11 PH	2,960	0	2,960	2,302	
12 ETE	5,989	263	6,252	4,883	Includes liquidated damages in respect of the Guided Busway - current balance £1.5m.
13 CS	2,656	-4	2,652	2,181	
14 LGSS Managed	146	0	146	146	
15 C&I	442	27	469	558	
16 Transformation Fund	19,525	4,474	23,999	15,675	Savings realised through change in MRP policy
17 Innovation Fund	1,000	0	1,000	956	
subtotal	33,941	4,338	38,279	27,067	
SUB TOTAL	**58,505**	**3,150**	**60,615**	**43,236**	
Capital Reserves					
- Services					
18 P&C	1,827	31,161	32,988	0	
19 ETE	7,274	35,315	42,589	5,200	
20 LGSS Managed	72	-3	69	69	
21 C&I	0	3,076	3,076	0	
22 Corporate	29,782	2,627	32,408	12,397	Section 106 and Community Infrastructure Levy balances.
subtotal	38,955	72,176	111,130	17,666	
GRAND TOTAL	**96,808**	**75,326**	**171,745**	**60,903**	

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

Fund Description		Balance at 31 March 2017	2017-18		Forecast Balance 31 March 2018	Notes
			Movements in 2017-18	Balance at 30 September 17		
		£000s	£000s	£000s	£000s	
- Short Term Provisions						
1	ETE	669	0	669	0	
2	P&C	200	0	200	0	
3	CS	64	0	64	64	
4	LGSS Managed	3,056	-911	2,145	2,089	
5	C&I	24	0	24	24	
	subtotal	4,013	-911	3,102	2,177	
- Long Term Provisions						
6	LGSS Managed	3,613	-3,613	0	0	
	subtotal	3,613	-3,613	0	0	
GRAND TOTAL		**7,626**	**-4,524**	**3,102**	**2,177**	

APPENDIX 3 - Narrative from the report to Children and Young People Committee about budget pressures

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
9) SEN Placements	**8,973**	**5,531**	**500**	**6%**

The SEN Placements budget is reporting a £500k pressure. This is an increase of £400k from last month due to 14 additional young people who are accessing 52 week education placements since the beginning of this academic year. A small number of these young people are in very high cost placements due to the complexity of their need.

Overall there are rising numbers of children and young people who are LAC, have an EHCP and have been placed in a 52 week placement. These are cases where the child cannot remain living at home. Where there are concerns about the local schools meeting their educational needs, the SEN Placement budget has to fund the educational element of the 52 week residential placement; often these are residential schools given the level of learning disability of the young children, which are generally more expensive. Four additional such cases recently placed further pressure on this budget.

The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).

<u>Actions being taken</u>:

- SEND Sufficiency plan to be implemented. This sets out what is needed, how and when;
- Three new special schools to accommodate the rising demand over the next 10 years. One school is opening in September 2017 with two more planned for 2020 and 2021. Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with further education providers to provide appropriate post 16 course is also being explored in the plan;
- Deliver SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education;
- Work on coordination of reviews for ISEPs to look at returning in to county; and
- A full review of all High Needs spend is required due to the ongoing pressures and proposed changes to national funding arrangements.

10) LAC Transport	**1,126**	**626**	**250**	**22%**

There is a £250k pressure forecast against the LAC Transport budget. The overall increase in Looked after Children has meant that more children are requiring Home to School Transport, with an average of 20 additional children being transported each month compared to this point in 16/17, with a corresponding increase in cost. As well as higher LAC numbers, the distances travelled to school have also increased with volunteer drivers covering an additional 37,500 miles compared to the same point last year.

The relevant Heads of Service will be meeting in the near future to review the current position and agree an action and implementation plan and timetable with the aim of bringing future spending in line with the available budget.

11) Strategic Management – Children & Safeguarding	**2,492**	**2,380**	**686**	**28%**

The Children and Safeguarding Director budget is forecasting pressure of £686k. This is a reduction of £200k on the August 2017 position due to a positive revision to the vacancy savings forecast.

The Children's Change Programme (CCP) is on course to deliver savings of £669k in 2017/18 to be achieved by integrating children's social work and children's early help services in to a district-based delivery model. However, historical unfunded pressures of £886k still remain. These consist of £706k around the use of agency staffing and unfunded posts of £180k.The Business Support service pressure of £245k is now being managed in year and managed out entirely by 2018/19. Agency need has been reduced based on a 15% usage expectation in 2017/18 but use of agency staff remains necessary to manage current caseloads. All local authorities have agency social workers, many with a much higher % and therefore a budget to accommodate this need is necessary.

The service is also expected to exceed its vacancy saving target by £200k.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%

Strategic Management – Children & Safeguarding continued;

Actions being taken:
A business support review is underway to ensure we use that resource in the most effective manner in the new structure. All the budget pressures continue to be monitored and reviewed at the workforce work stream project meetings, by Senior Management Team and at the P&C Delivery Board with any residual pressures being managed as part of the 2018/19 Business Planning round.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn £'000	%
12) Looked After Children Placements	**17,344**	**8,075**	**1,750**	**10%**

A pressure of £1.75m is being forecast, which is an increase of £0.23m from the reported position at the end of August. Of this increase, £0.1m relates to a reduction in the forecast LAC savings (which will now be delivered in 18/19, later than planned), with the remaining amount being due to a combination of changes in placement fees (higher prices) and/or new placements (more placements). It is positive that the snapshot number of external placements has reduced as children have returned home or moved to in-house provision.

Overall LAC numbers at the end of September 2017, including placements with in-house foster carers, residential homes and kinship, are 697, 10 more than August 2017. This includes 68 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of September are 348, a decrease of 20 from the 368 reported at the end of August. However the composition of placement types and costs indicates that a small but significant number of children are in receipt of very intensive and costly packages of support which has increased since last month. The Access to Resources team and working with providers to ensure that support and cost matches need for all children.

External Placements Client Group	Budgeted Packages*	31 Aug 2017 Packages	30 Sep 2017 Packages	Variance from Budget
Residential Disability – Children	1	1	1	0
Child Homes – Secure Accommodation	0	0	0	0
Child Homes – Educational	16	20	16	0
Child Homes – General	22	36	36	+14
Independent Fostering	263	277	260	-3
Supported Accommodation	15	28	28	+13
Supported Living 16+	25	6	7	-18
TOTAL	**342**	**368**	**348**	**+6**

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

Actions being taken to address the forecast pressure include:

- Weekly panel that all requests for placements have to go to and review of high-cost placements on a regular basis. Access to Resources and operational managers to ensure that the plans for children remain focussed and that resources are offering the best value for money. This is chaired by the Assistant Director.
- Purchase placements reviews – scrutiny by placement officers and service/district managers to review emergency placements, changes of placements and return home from care planning to ensure that children are in the right placement for the right amount of time.
- All new admissions to care have to be agreed at Assistant Director or Service Director level.

<table>
<tr><th rowspan="2">Service</th><th>Current Budget for 2017/18</th><th>Actual</th><th colspan="2">Forecast Variance Outturn</th></tr>
<tr><th>£'000</th><th>£'000</th><th>£'000</th><th>%</th></tr>
<tr><td colspan="5">Looked After Children Placements continued;

Development of a 'No Wrong Door' model to bring together the residential home, specialist fostering placements, supported lodgings and supported accommodation, with outreach services under one management arrangement. This will enable rapid de-escalation of crisis situations in families preventing admissions to care, and delivery of an all-inclusive team of support for young people with the most complex needs, improving outcomes for young people and preventing use of expensive externally-commissioned services.</td></tr>
<tr><td>13) Adoption</td><td>4,406</td><td>2,300</td><td>450</td><td>10%</td></tr>
<tr><td colspan="5">The Allowances budget is forecasting a pressure of £450k.

Our contract with Coram Cambridgeshire Adoption (CCA) provides for 38 adoptive placements pa. In 2017/18 we are forecasting an additional requirement of 20 adoptive placements. There is a need to purchase inter agency placements to manage this requirement and ensure our children receive the best possible outcomes. The forecast assumes £270k to manage our inter agency requirement and a further £30k to increase our marketing strategy in order to identify more suitable adoptive households.

The adoption/Special Guardianship Order (SGO) allowances pressure of £150k is based on the continuation of historical adoption/SGO allowances and a lower than expected reduction from reviews of packages or delays in completing reviews of packages. The increase in Adoption orders is a reflection of the good practice in making permanency plans for children outside of the looked after system and results in reduced costs in the placement budgets.

<u>Actions being taken</u>:
Ongoing dialogue continues with CCA to look at more cost effective medium term options to recruit more adoptive families to meet the needs of our children. Rigorous oversight of individual children's cases is undertaken before Inter Agency placement is agreed.

A programme of reviews of allowances continues which is resulting in some reduction of packages, which is currently off-setting any growth by way of new allowances.</td></tr>
<tr><td>14) Legal Proceedings</td><td>1,540</td><td>978</td><td>550</td><td>36%</td></tr>
<tr><td colspan="5">The Legal Proceedings budget is forecasting a £550k pressure. This is an increase of £100k on the August 2017 position due to a revision of the forecast based on spend to date.

Numbers of care applications increased by 52% from 2014/15 (105) to 2016/17 (160), mirroring the national trend. Whilst we now have less ongoing sets of care proceedings (and less new applications being issued in Court) legacy cases and associated costs are still working through the system. Aside from those areas which we are working on to reduce costs i.e. advice/use of appropriate level of Counsel, the volume of cases remaining within the system indicates an estimated £550k of costs in 2017/18. This assumes overrun costs through delay in cases can be managed down as well as requests for advice being better managed.

<u>Actions being taken:</u>
Work is ongoing to better manage our controllable costs by use of a legal tracker but this was only implemented in June 2017 so the impact is yet to be felt. The tracker should enable us to better track the cases through the system and avoid additional costs due to delay. We have invested in two practice development posts to improve practice in the service and will also seek to work closer with LGSS Law with a view to maximising value for money.</td></tr>
</table>

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
15) Children's Disability Service	**6,527**	**3,294**	**168**	**3%**

The Children's Disability Service is forecasting a pressure of £168k.

The Community Support Services budget has seen an increase both in the number of support hours, a high cost individual case (£35k) and in the number of joint funded health packages (also including some with high allocations of hours). Contributions to Adult Services (£45k) have increased and the service is also carrying a £50k pressure from 2016/17.

Actions being taken:
We will be reviewing the costs of current packages and in particular support levels for our young people.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
16) Safeguarding Hunts and Fenland	**4,994**	**2,510**	**122**	**2%**

The Hunts and Fenland Safeguarding service is reporting an over spend of £122k. This is an increase of £47k on last month.

Pressures within the Safeguarding Units have now been quantified and a £101k pressure forecast. This is mainly due to the volume of cases within the Unit model and the need to provide accommodation whilst placements are being identified and the limited capacity of the Contact team to take on contact support.

Interpreter costs (+£46k) continue to remain high as a result of the volume of cases that are in the system and a higher than expected number of requests due to No Recourse to Public Finds- NRPF (+£25k) has also added to the pressure.

The above pressures are offset by a £50k underspend in the Head of Service budget.

Actions being taken:
We have undertaken analysis on our use of interpreters which has led to the use of another Local Authority's in house provision. We are also proposing recruitment of bilingual practitioners and an internal pool of workers to interpret and translate as a way of addressing this. We are liaising with the Home Office to manage our NRPF cases as well as reviewing support arrangements for these families whilst in our care.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
17) Executive Director	**211**	**162**	**219**	**103%**

It is not likely that the £219k Business Support saving will not be achieved in 17/18 through efficiencies identified within the business support functions. As such, there is a pressure of £219k being reported. However, work is ongoing to identify strategies to realise this saving.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
18) Financing DSG	**-39,991**	**-19,995**	**-662**	**-2%**

Within P&C, spend of £40.0m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £662k is made up from SEN Placements (£500k); Commissioning Services (£100k); Early Years Specialist Support (£44k); SEND Specialist Services (£48k); offset slightly with savings within Early Help District Delivery Service (-£30k). For this financial year will be met by DSG reserve carry forwards.