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**Children, Families & Adults Service****Finance and Performance Report – May 2017****1. SUMMARY****1.1 Finance**

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

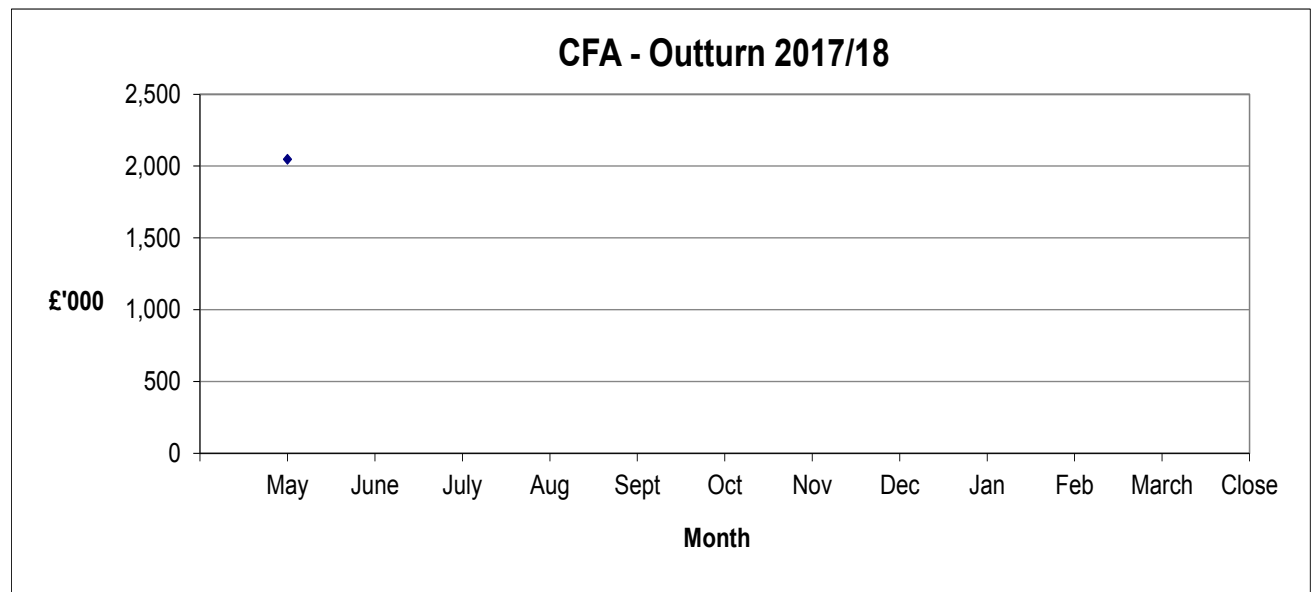
**1.2. Performance and Portfolio Indicators – April 2017 Data (see sections 4&5)**

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

**2. INCOME AND EXPENDITURE****2.1 Overall Position**

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

The service level finance & performance report for May 2017 can be found in [appendix 1](#). Further analysis of the forecast position can be found in [appendix 2](#).



## 2.2 Significant Issues

At the end of May 2017, CFA is forecasting a year end overspend of £2,014k. Significant issues are detailed below:

- In Adult Social Care, the forecast overspend for the Young Adults Team within the Learning Disability Partnership is £200k. The circumstances of the young people as they reach 18 years is monitored closely to confirm the level of funding required to meet their needs and to try to anticipate the sustainability of the arrangements. This includes both the home circumstances and the educational arrangements for the young person. This work has led to the forecast overspend.
- In Adult Social Care, the Carers Service is expecting an underspend of £132k as personal budget allocations are lower than anticipated so far this year.
- In Children & Families Services, Strategic Management have a forecast overspend of £1,087k. This is as a result of historic unfunded pressures with Children & Families Service which have not been able to be addressed through the Children's Change Programme (£1,008k), and additional one-off costs of managing the Children's Change Programme (£79k). The Children's Change Programme (CCP) is however on course to deliver savings of £669k in 2017/18 and has managed £294k of previously unfunded pressures as part of that Programme.
- In Children & Families Services, the Looked After Children Placements budget is forecasting an overspend of £273k. This is as a result of some previously planned savings targets now being considered undeliverable. There is a further underlying pressure on the LAC Placement budget of c.£2.9m currently. The forecast overspend assumes that £2.9m of the corporately held demography and demand budget will be allocated to the LAC Placement budget, subject to GPC approval, to assist with bringing the underlying pressure down to a more manageable level.

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

## **2.3 Additional Income and Grant Budgeted this Period**

(De Minimis reporting limit = £160,000)

A full list of additional grant income anticipated and reflected in this report can be found in [appendix 3](#).

## **2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve) (De Minimis reporting limit = £160,000)**

A list of virements made in the year to date can be found in [appendix 4](#).

## **2.5 Key Activity Data**

The Actual Weekly Costs for all clients shown in section 2.5.1-2 are calculated based on all clients who have received a service, are receiving a service, or we plan will receive a service. Some clients will have ceased receiving a service in previous months, or during this month, or we will have assumed an end date in the future.

## 2.5.1 Key activity data to the end of May for Looked After Children (LAC) is shown below:

	BUDGET				ACTUAL (May)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements May 17	Yearly Average	Actual Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost
Residential - disability	1	£143k	52	2,743.20	1	1.00	£133k	2,544.66	0	-£10k	-198.54
Residential - secure accommodation	0	£k	52	0.00	0	0.00	£k	0.00	0	£k	0.00
Residential schools	16	£1,160k	52	1,408.53	19	18.01	£2,168k	2,267.54	2.01	£1,008k	859.01
Residential homes	22	£3,018k	52	2,656.43	30	30.35	£4,561k	2,978.99	8.35	£1,544k	322.56
Independent Fostering	263	£10,304k	52	784.53	266	259.88	£10,631k	795.15	-3.12	£327k	10.62
Supported Accommodation	15	£1,244k	52	1,247.14	21	16.09	£1,310k	1,532.12	1.09	£66k	284.98
16+	25	£608k	52	467.73	9	5.87	£90k	235.55	-19.13	-£518k	-232.18
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Pressure funded within directorate	-	-£2,045k	-	-	-	-	-£4,189k	-	-	-£2,144k	-
<b>TOTAL</b>	<b>342</b>	<b>£14,431k</b>			<b>346</b>	<b>331.20</b>	<b>£14,704k</b>		<b>-10.8</b>	<b>£273K</b>	
In-house fostering - Basic	212	£2,053k	56	172.89	177	179.79	£1,899k	174.04	-32.21	-£154k	1.15
In-house fostering - Skills	212	£1,884k	52	170.94	177	180.74	£1,650k	176.91	-31.26	-£235k	5.97
Kinship - Basic	40	£439k	56	195.84	44	41.50	£422k	184.57	1.5	-£16k	-11.27
Kinship - Skills	11	£39k	52	68.78	11	11.00	£39k	68.78	0	£k	0.00
In-house residential	5	£556k	52	2,138.07	4	3.78	£556k	2,828.13	-1.22	£k	690.06
Growth*	0	-£297k	-	0.00	0	0.00	£k	0.00	-	£297k	-
<b>TOTAL</b>	<b>257</b>	<b>£4,674k</b>			<b>225</b>	<b>225.07</b>	<b>£4,566k</b>		<b>-31.93</b>	<b>-£107k</b>	
Adoption	376	£3,236k	52	165.51	388	386.83	£3,362k	167.14	10.83	£126k	1.62
Concurrent Adoption	5	£91k	52	350.00	1	1.00	£18k	350.00	-4	-£73k	0.00
Savings Requirement	0	£k	0	0.00	0	0.00	£k	0.00	0	£k	0.00
<b>TOTAL</b>	<b>381</b>	<b>£3,327k</b>			<b>389</b>	<b>387.83</b>	<b>£3,380k</b>		<b>10.83</b>	<b>£53k</b>	
<b>OVERALL TOTAL</b>	<b>980</b>	<b>£22,432k</b>			<b>960</b>	<b>944.10</b>	<b>£22,650k</b>		<b>-31.9</b>	<b>£219k</b>	

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

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

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

	BUDGET			ACTUAL (MAY 17)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements May 17	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	98	£6,165k	£62,895	109	97.12	£6,556k	£67,501	11	-0.88	£390k	£4,606
Hearing Impairment (HI)	3	£100k	£33k	2	2.00	£74k	£37,217	-1	-1.00	-£26k	£3,895
Moderate Learning Difficulty (MLD)	3	£109k	£36k	3	3.00	£95k	£31,720	0	0.00	-£14k	-£4,672
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	-£75k	£0
Physical Disability (PD)	1	£19k	£19k	2	1.34	£38k	£28,687	1	0.34	£19k	£9,717
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	-£41k	£0
Social Emotional and Mental Health (SEMH)	35	£1,490k	£43k	31	32.36	£1,423k	£43,959	-4	-2.64	-£68k	£1,375
Speech, Language and Communication Needs (SLCN)	3	£163k	£54k	2	2.00	£96k	£48,006	-1	-1.00	-£67k	-£6,479
Severe Learning Difficulty (SLD)	2	£180k	£90k	1	1.00	£90k	£90,237	-1	-1.00	-£90k	£0
Specific Learning Difficulty (SPLD)	8	£164k	£20k	4	2.68	£69k	£25,807	-4	-5.32	-£95k	£5,308
Visual Impairment (VI)	2	£64k	£32k	1	1.00	£40k	£39,949	-1	-1.00	-£24k	£7,823
Recoupment	-	-	-	-	-	£191k	-	-	-	£191k	-
<b>TOTAL</b>	<b>157</b>	<b>£8,573k</b>	<b>£54,602</b>	<b>155</b>	<b>142.50</b>	<b>£8,673k</b>	<b>£59,520</b>	<b>-2</b>	<b>-14.50</b>	<b>£100k</b>	<b>£4,918</b>

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

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

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

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

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

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

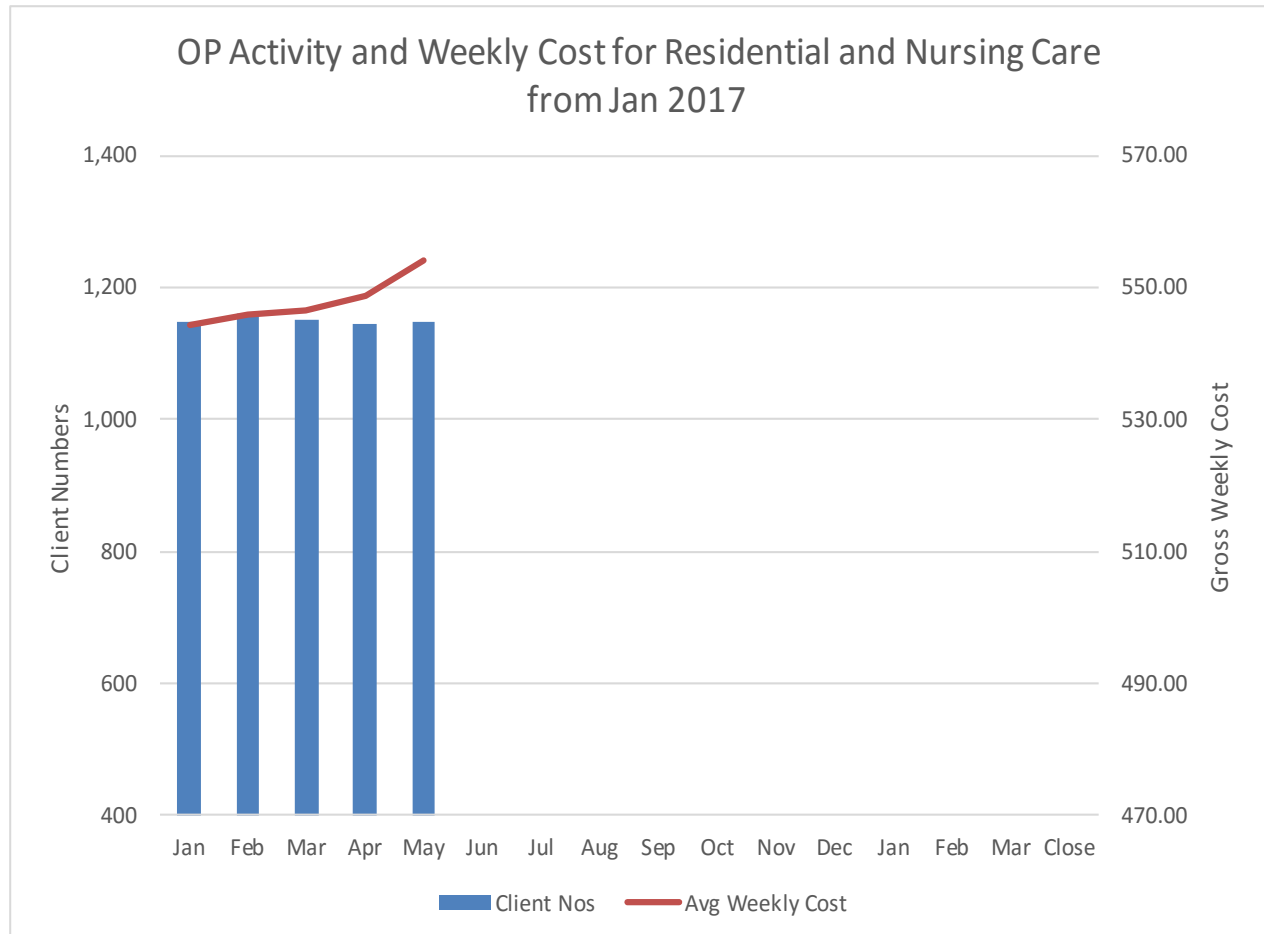
### 2.5.4 Key activity data to the end of May for **Adult Mental Health Services** is shown below:

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

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

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

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



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

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

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

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

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

### 3. **BALANCE SHEET**

#### 3.1 **Reserves**

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

#### 3.2 **Capital Expenditure and Funding**

##### Funding

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



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

### 2017/18 Revised Capital Programme

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

#### Rephrased schemes

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

#### Cost Changes

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

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

#### Overall Capital programme

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

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

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

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

A detailed explanation of the position can be found in [appendix 6](#).

## **4. PERFORMANCE**

The detailed Service performance data can be found in [appendix 7](#) along with comments about current concerns.

The performance measures included in this report are the new set of Key Performance Indicators (KPIs) for 2016/17 agreed by Committees in January. A new development for last year was the inclusion of deprivation indicators. These continue to be included in the new set of KPIs for 2016/17 and are those shown in italics in appendix 7. Please note, following a request at the last CYP Committee that measures in appendix 7 are now ordered by Directorate. We also now include the latest benchmarking information in the performance table.

Seven indicators are currently showing as RED:

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

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

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

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

The number of Looked After Children increased to 685 in April. This includes 66 UASC, around 9.6% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.

Actions being taken include;

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

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

The Cambridgeshire health and social care system is experiencing a monthly average of 2,978 bed-day delays, which is 35% above the current BCF target ceiling of 2,206. In January there were 2,405 bed-day delays, down 57 compared to the previous month.

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

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

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

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

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

In Mar '17 there were 625 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 121 delays per 100,000 of 18+ population. For the same period the national rate was 169 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.

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

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

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

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

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

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

## **5. CFA PORTFOLIO**

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

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

## APPENDIX 1 – CFA Service Level Budgetary Control Report

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

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

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

## APPENDIX 2 – Commentary on Forecast Outturn Position

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

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



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

An overspend of £273k is being forecast. There is an underlying pressure on the LAC Placement budget of c.£3,200k currently, which is net of growth and achievable savings in 17/18. Of this pressure, c.£300k can be attributed to undeliverable composition savings, with the remaining c.£2.9m being directly attributed to an increase in LAC numbers. The forecast overspend assumes that c.£2,900k of the corporately held demography and demand budget will be allocated to the LAC Placement budget, subject to GPC approval, to assist with bringing the underlying pressure down to a more manageable level.

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

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

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

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

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

Actions being taken to address the forecast overspend include:

- A fortnightly panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.

Development of a 'No Wrong Door' model to bring together the residential home, specialist fostering placements, supported lodgings and supported accommodation, with outreach services under one management arrangement. This will enable rapid de-escalation of crisis situations in families preventing admissions to care, and delivery of a holistic, creative team of support for young people with the most complex needs, improving outcomes for young people and preventing use of expensive externally-commissioned services.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>5) Adoption</b>	<b>4,406</b>	<b>922</b>	<b>300</b>	<b>7%</b>

The Adoption budget is forecasting an overspend of £300k.

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

The increase in Adoption orders is a reflection of the good practice in making permanency plans for children outside of the looked after system.

Actions being taken:

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.

<b>6) SEN Placements</b>	<b>8,973</b>	<b>3,048</b>	<b>100</b>	<b>1%</b>
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The SEN Placements budget is forecasting a £100k overspend. This budget continues to see an increase in pressure from a rise in the number of children and young people who are LAC, have an EHCP and have been placed in a 52 week placement. These are cases where the child cannot remain living at home. Where there are concerns about the local schools meeting their educational needs, the SEN Placement budget has to fund the educational element of the 52 week residential placement; often these are schools given the level of learning disability of the young children. 4 additional such cases recently placed further pressure on this budget.

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

Actions being taken:

- SEND Sufficiency plan to be implemented. This sets out what is needed, how and when;
- 3 new special schools to accommodate the rising demand over the next 10 years. One school is opening in September 2017 with two more planned for 2020 and 2021. Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with FE to provide appropriate post 16 course is also being explored in the plan;
- 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.

<b>7) Commissioning Services</b>	<b>4,447</b>	<b>568</b>	<b>100</b>	<b>2%</b>
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The Out of School Tuition budget is forecasting an overspend of £100k due to an increasing number of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative (tuition) packages. A new process has been established to ensure all allocations and packages are reviewed in a timely way and that there is oversight of moves back into full time school. There are delays in securing permanent school places which results in alternative education packages lasting longer.

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

### APPENDIX 3 – Grant Income Analysis

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

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

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

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

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

## APPENDIX 4 – Virements and Budget Reconciliation

### Virements between CFA and other service blocks:

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

## APPENDIX 5 – Reserve Schedule

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

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

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

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

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

## APPENDIX 6 – Capital Expenditure and Funding

### 6.1 Capital Expenditure

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

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



A total scheme variance of -£8,524k has occurred due to changes since the Business Plan was approved in response to adjustments to development timescales and updated school capacity information. The following schemes have had cost variations since the 2017/18 business plan was published;

- Clay Farm Primary; £384k reduction as risk and contingency items not required.
- Fulbourn Primary; £1,215k increase. Further planning has indicated scope of the works has increased with associated costs.
- The Shade, Soham; £113k reduction as risk and contingency items not required.
- Wyton Replacement School; £2,773k increase as the scope of the scheme has increased to 1.5FE rather than 1FE to ensure school can respond to future demand for places.
- Melbourn Primary; £281k increase due to increase project scope including works to an early year's provision.
- Morley Memorial; £443k increase due to revision of milestone which were originally undertaken in 2012.
- Fourfields Primary; £2,300k reduction further analysis of need has identified that this scheme can be removed from the capital programme. This will only impact on future years and not 2017/18
- Wyton New School; £10,000 reduction further developments involving planning have meant the this school can be removed from the capital plan, This will only impact on future years and not 2017/18

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

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

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

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

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

A total scheme variance of £426k has occurred due to changes since the Business Plan was approved. Littleport Secondary and Special School has experienced a £426k increase in costs due to additional specialist equipment being required as part of the capital build.

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

Morley Memorial has experienced additional total scheme costs of £442k due to the revision of the project which was initially costed in 2012. The additional requirements reflect the inflationary price increases and not a change to the scope of the scheme.

#### **Schools Managed Capital**

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

## CFA Capital Variation

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

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


## 6.2 Capital Funding

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

## APPENDIX 7 – Performance at end of April 2017

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% children whose referral to social care occurred within 12 months of a previous referral	Children and Families	18.2%	20.0%	18.1%	Mar-17	↑	G	19.9% (2016)	22.3% (2016)	Performance in re-referrals to children's social care remains below target.
Number of children with a Child Protection Plan per 10,000 population under 18	Children and Families	42.1%	30.0%	43.7%	Apr-17	↓	R	38% (2016)	43.1% (2016)	During April, we saw the numbers of children with a Child Protection plan increase from 560 to 581. Following a review of working processes in FREDt which has ensured that referrals are effectively processed in a timelier manner, we have seen some increases in the number of families undergoing a section 47 assessment, which has then impacted on the numbers of requests for Conference. This increase is likely to be short-lived as any backlog is resolved

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The number of looked after children per 10,000 children	Children and Families	50.7%	40.0%%	51.5	Apr-17		R	42.3% (2016)	60.0% (2016)	<p>The number of Looked After Children increased to 685 in April This includes 66 UASC, around 9.6% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.</p> <p>Actions being taken include:</p> <ul style="list-style-type: none"> <li>• A weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.</li> <li>• A weekly LAC monitoring meeting chaired by the Executive Director of CFA, which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions. It also challenges progress made and promotes new initiatives.</li> </ul> <p>At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.</p>

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

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

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

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
<i>FSM/Non-FSM attainment gap % achieving the national standard in Reading, Writing &amp; Maths at KS2</i>	Learning	30%	21%	27%	2016	↑	R			Provisional data for 2016 shows that there is still a significant gap in the performance of pupils eligible for FSM in the new KS2 tests. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential.
<i>FSM/Non-FSM attainment gap % achieving 5+ A*-C including English &amp; Maths at GCSE</i>	Learning	37%	26%	29%	2016	↑	R		24.8%	All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.
<i>1E - Proportion of adults with learning disabilities in paid employment</i>	Adult Social Care	3.0%	0.5% (Pro-Rata)	0.2%	Apr-17	→	R	5.9% (2014-15)	6.0% (2014-15)	Performance remains very low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependant on the review/assessment performance of LD teams. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)



Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	96.6%	93.0%	98.3%	Apr-17	↑	G	83.0% (2014-15)	82.6% (2014-15)	Performance remains above the target and is improving gradually. Performance is above the national average for 14/15 and will be monitored closely.
RV1 - Proportion of planned reviews completed within the period that were completed on or before their due date. (YTD)	Adult Social Care / Older People & Mental Health	52.0%	50.1%	47.1%	Apr-17	↓	A	N/A (Local Indicator)		Performance at this indicator has fallen. A focus on completing overdue reviews would contribute to a fall in performance.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	56.1%	57.0%	56.5%	Mar-17	↑	A	N/A (Local Indicator)		<p>The service continues to be the main route for people leaving hospital with simple, as opposed to complex care needs. However, we are experiencing a significant challenge around capacity in that a number of staff have recently retired and we are currently undertaking a recruitment campaign to increase staffing numbers. In addition the service is being re-organised to strengthen leadership and to reduce process delays.</p> <p>In addition, people are leaving hospital with higher care needs and often require double up packages of care which again impacts our capacity. We are addressing this issue through a variety of means, including discussions with the NHS about filling intermediate care gaps, to reduce inappropriate referrals and use of capacity in reablement. The Council has also developed the Double Up Team who work with staff to reduce long term care needs and also release re-ablement capacity, and a home care transition service to support transfers into long term domiciliary care.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	345	47 (Pro-Rata)	24	Apr-17	↑	G	611.0 (2014-15)	658.5 (2014-15)	<p>The implementation of Transforming Lives model, combined with a general lack of available residential and nursing beds in the area is resulting in a fall in the number of admissions.</p> <p>N.B. This is a cumulative figure, so will always go up. An upward direction of travel arrow means that if the indicator continues to increase at the same rate, the ceiling target will not be breached.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	Older People & Mental Health	589	429	579	Mar-17	↑	R	N/A (Local Indicator)		<p>The Cambridgeshire health and social care system is experiencing a monthly average of 2,978 bed-day delays, which is 35% above the current BCF target ceiling of 2,206. In January there were 2,405 bed-day delays, down 57 compared to the previous month.</p> <p>Over the course of this year we have seen a rise in the number of admissions to A &amp; E across the county with several of the hospitals reporting Black Alert. The main cause of the recent increase in bed-day delays varies by area but a general lack of capacity in domiciliary and residential care is the prevailing theme. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community. We continue to work in collaboration with health colleagues to build on this work.</p> <p>Between April '16 and March '17 there were 35,732 bed-day delays across the whole of the Cambridgeshire system - representing a 22% increase on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have increased by 16% from 20,365 ( Apr 15 - Mar 16) to 23,621 (Apr 16 - Mar 17), while bed-day delays attributed to Adult Social Care have increased from 7,709 in Apr 15 - Mar 16 to 9,259 in Apr 16 - Mar 17 an increase of 20%.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Older People & Mental Health	153	114	150	Mar-17	↑	R	N/A (Local Indicator)		In Mar '17 there were 625 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 121 delays per 100,000 of 18+ population. For the same period the national rate was 169 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.
<i>1F - Adults in contact with secondary mental health services in employment</i>	Older People & Mental Health	11.6%	12.5%	12.4%	Apr-17	↓	A	9.0% (2015-16) Provisional	6.7% (2015/16) Provisional	Performance at this measure is falling climbing towards toward target. Reductions in the number of people in contact with services are making this indicator more variable while the numbers in employment are changing more gradually.

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

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

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

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