

**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR PERIOD ENDING
30TH SEPTEMBER 2011**

To: **Cabinet**

Date: **25th October 2011**

From: **LGSS: Director of Finance**

*Electoral
division(s):* **All**

Forward Plan ref: **N/A** *Key decision:* **No**

Purpose: **To present financial and performance information to assess progress
in delivering the Council's Integrated Plan.**

Recommendations: **That Cabinet:**

**Analyses resources and performance information and notes the
remedial action currently being taken and considers if any
further remedial action is required.**

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1. PURPOSE

- 1.1 To present financial and performance information to assess progress in delivering the Council's Integrated Plan.

2. OVERVIEW

- 2.1 The following table provides a snapshot of the Authority's performance to date and forecast performance at year end by value, RAG (Red (R), Amber (A), Green (G)) status and direction of travel (DoT). Information on the Balance Sheet Health is updated quarterly (June, September, December and March).

Area	Measure	End of Month Status		Month DoT	Forecast Year-End Status		Year DoT
Revenue Budget	Variance (£m)	+£1.5m	A	↑	+£3.9m	R	↑
Basket Key Performance Indicators	Number at target (%)	38% (5 of 13)	A	n/a	50% (2 of 4)	A	n/a
Capital Programme	Number of projects to budget and time (%)	78% (131 of 167)	A	↓	78% (131 of 167)	A	↓
Balance Sheet Health	Variance of net borrowing activity from plan (£m)	-£38m	G	↓	-£10m	G	↔

- 2.2 The key exceptions included in the summary analysis are:

- Revenue Budget; overall the budget position is showing a forecast year-end overspend of £3.9m (1%). This is an improvement of £8k from last month. This forecast includes the impact of firm and agreed action plans to address overspends. See section 3.2 for details and suggested actions.
- Key Performance Indicators; this month sees the inclusion of the Council's basket of key performance indicators that were agreed by Cabinet on the 27th September. Overall 5 out of the Council's basket of 13 are currently on target. Of these, 4 indicators have year-end forecasts of which 2 are on target. However, please note that further work still needs to be undertaken to precisely define some of the indicators. See section 4 for details and suggested actions.
- Capital Programme; at present 131 out of 167 current projects are forecast to be on time and budget. The projects not to time and budget are as a result of both slippage

and schemes progressing quicker than anticipated. See section 5.2 for details and suggested actions.

- Balance Sheet Health; end of quarter (September) figure shows the variance of actual net borrowing (a positive figure represents additional borrowing than what was planned). This can vary considerably due to the profile of cashflows throughout the year. There were investments of £10m at the end of the quarter (September) resulting in a projected borrowing requirement of £38m. An underspend of -£1m is currently forecast. See section 6.2 for details and suggested actions.

3. REVENUE BUDGET, ISSUES AND ACTIONS

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

Key to abbreviations

ES - Environment Services

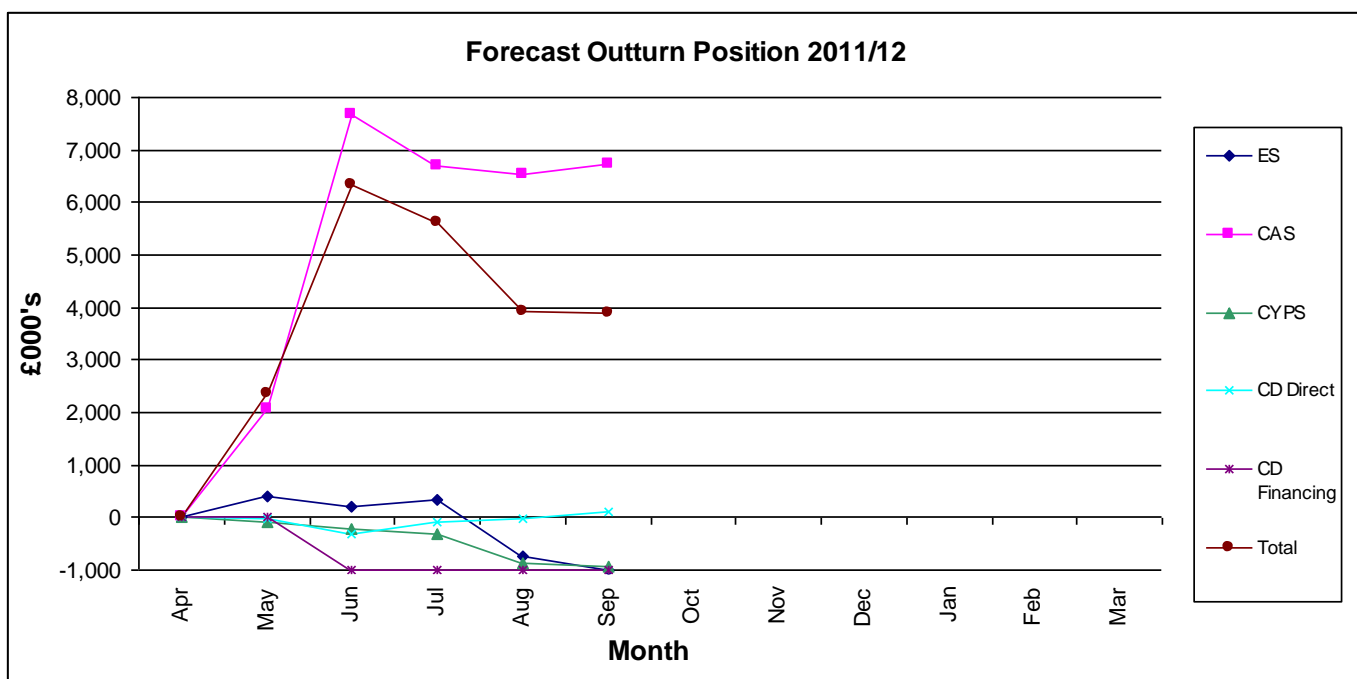
CAS - Community and Adult Services

CYPS - Children and Young People's Services

CD - Corporate Directorates (including LGSS Cambridge Office)

DOT - Direction of travel

Outturn Variance (Aug) £000	Service	Budget for 2011/12 £000	Current Variance £000	Forecast Outturn (Sep) £000	Forecast Outturn (Sep) %	Overall Status	D o T
-729	ES	61,781	-691	-1,000	-1.6%	G	↑
6,519	CAS	168,340	2,326	6,739	4.0%	R	↓
-866	CYPS	109,099	-1,073	-940	-0.9%	G	↑
-10	CD Direct	31,635	-449	107	0.3%	A	↓
-1,000	CD Financing	33,420	200	-1,000	-3.0%	G	↔
3,914	Total Service Spending	404,275	313	3,906	1.0%	R	↑
-16	Financing Items	-4,774	1,182	-16	0.3%	G	↔
3,898	Total Spending 2011/12	399,501	1,495	3,890	1.0%	R	↑



3.2 Key exceptions and emerging issues are identified below.

Service	Key Exceptions	Impacts and Actions
ES	<p>A total Service underspend of -£1m is forecast at year-end. This is an increase in the forecast underspend of -£271k from last month.</p> <p>Waste PFI is currently reporting a material variance at year-end (-£1.1m underspend) – as reported last month.</p> <p>There are no new exceptions to report this month.</p> <p>See the ES Finance and Performance Report for details of individual variances (link provided in section 8.1).</p>	<p>This includes the Waste PFI Contract forecast underspend (-£1.1m) where specific arrangements for any under/over spend exist. Excluding this the underlying forecast outturn position for ES is £100k overspend.</p>
CAS	<p>A total Service overspend of £6.7m is forecast at year-end. This is an increase in the</p>	<p>In early August a group was set up to review the challenges faced by Adult Social Care. The group is tasked to investigate the budget</p>

Service	Key Exceptions	Impacts and Actions
	<p>forecast overspend of £220k from last month.</p> <p>ASC – Director of Strategy & Commissioning is currently reporting a material variance at year-end (-£1.3m underspend) – as reported in July.</p> <p>Supporting People are currently reporting a material variance at year-end (-£500k underspend) – as reported in July.</p> <p>Older People are currently reporting a material variance at year-end (£4.9m overspend) – as reported in June.</p> <p>Learning Disability Services are currently reporting a material variance at year-end (£2.8m overspend) – as reported in May.</p> <p>Libraries are currently reporting a material variance at year-end (£800k overspend) – as reported in July.</p>	<p>challenges in the Service and will report within three months their recommendations. The group's membership is cross-organisational and includes officers from NHS Cambs, Cambridgeshire Community Services (CCS) and CCC.</p> <p>The previously anticipated savings for the service will not be achieved but the review of the future service delivery model for Libraries in Cambridgeshire is underway. Cabinet approved the new plans for Libraries on 27th September: 21st Century Library Service. The Library Trust option is not being pursued and there is ongoing dialogue with the 13 community libraries under review to reflect their views in shaping the new service.</p>

Service	Key Exceptions	Impacts and Actions
	<p>There are no new exceptions to report this month.</p> <p>See the CAS Finance and Performance Report for details of individual variances (link provided in section 8.1).</p>	
CYPS	<p>A total Service underspend of -£940k is forecast at year-end. This is an increase in the forecast underspend of -£74k from last month.</p> <p>Home to School Transport – Mainstream: -£500k underspend forecast at year-end.</p> <p>Learning Directorate is currently reporting a material variance at year-end (-£500k underspend) – as reported last month.</p> <p>See the CYPS Finance and Performance Report for details of individual variances (link provided in section 8.1).</p>	<p>A saving of £500k is expected, which is due to savings secured through negotiations and route reviews.</p> <p>This is due to the early delivery of 2012/13 planned savings.</p>
CD (including LGSS Cambridge Office)	<p>A total underspend of -£893k is forecast at year-end. This is a decrease in the forecast underspend of £117k from last month.</p> <p>County Offices: £405k overspend forecast at year-end.</p>	<p>This is due to ongoing pressures on the County Offices budgets (£255k) and the one-off cost of dilapidation works following closure of the Rustat Road office.</p> <p>Lloyds Bank has given notice that they will be vacating Black Horse House at the end of October 2011. Strategy, Estates and Facilities</p>

Service	Key Exceptions	Impacts and Actions
	<p>Debt Charges is currently reporting a material variance at year-end (-£1m underspend) – as reported in June.</p> <p>See the CD Finance and Performance Report for details of individual variances (link provided in section 8.1).</p>	<p>Management are marketing the space but it is forecast that there will be a loss of £100k income during the current financial year. The position will be monitored and the forecast outturn will be updated if there are any further variations.</p>

Service	Emerging Issues	Impacts and Actions
ES	None	
CAS	None	
CYPS	None	
CD (including LGSS Cambridge Office)	None	

Note: material variances are considered to be in excess of either +/- 0.5% of the Services' overall net budget plus grants or +/- 0.1% of the Council's net budget plus grants (£400k), whichever is the greater.

4. PERFORMANCE TARGETS, ISSUES AND ACTIONS

4.1 A more detailed analysis of performance against key targets is tabled below:

Description	Frequency	What is good?	Unit	Last data entered	Target	Actual	Status	DoT	Predicted year-end status
Economy and employment									
The number of young people starting as apprentices in the county	Quarterly	High	Number	30-Apr-11	1,824	2,268	GREEN	YTD	GREEN
The proportion of 16 - 19 year olds in education, employment or training	Monthly	High	%	31-Aug-11	See note 1	92		New indicator	
The number of people completing courses to directly improve their chances of employment	Monthly	High	Number	The definition of this measure is currently under development					
Local places									
The proportion of streetlights that are currently working	Monthly	High	%	31-Aug-11	97.5	96.7	AMBER	New indicator	AMBER
The proportion of household waste collected in the last 12 months that was sent to landfill	Monthly	Low	%	31-Aug-11	45.7	45.05	GREEN	↑	GREEN
The number of people killed or seriously injured in road traffic accidents in previous 12 months	Monthly	Low	Number	31-Jul-11	333	347	AMBER	↓	AMBER
People and prevention									
The proportion of people who are independent following short-term support to help them be self-sufficient	Monthly	High	%	31-Aug-11	50	58	GREEN	↓	

The proportion of older people still at home after three months following discharge from hospital and support to regain independence	Monthly	High	%	30-Sep-11	81	83.33	GREEN	↓	
The proportion of people using social care services who have chosen how their support is provided	Monthly	High	%	30-Sep-11	80	57	RED	YTD	
The proportion of people living in Cambridgeshire who actively use a library service	Monthly	High	%	The definition of this measure is currently under development					
The number of children admitted to hospital as a result of injury, per 10,000 children	Quarterly	Low	Rate per 10,000 children	30-Jun-11	See note 2	14.7		YTD	
The proportion of looked after children aged between 10 and 16 who are placed in foster care or adopted	Monthly	High	%	31-Aug-11	82	83.1	GREEN	↓	
Repeat incidents of domestic violence in supported cases	Quarterly	Low	%	30-Sep-11	See note 3	35		YTD	

Note 1: A target is being developed for this indicator.

Note 2: Work is underway with partners to set a target and co-ordinate work that contributes to the level of this indicator.

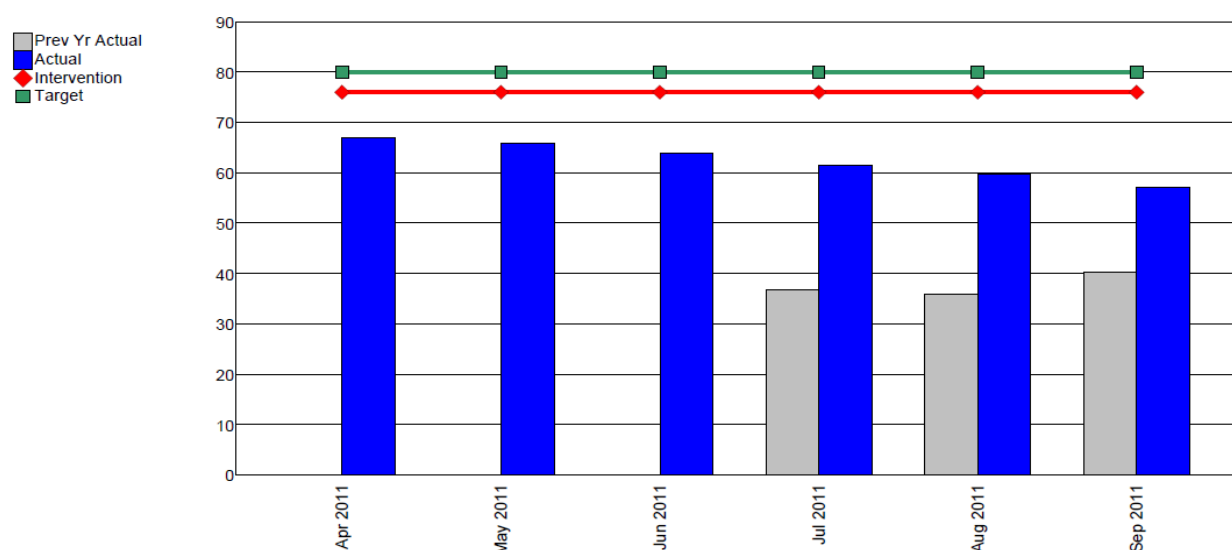
Note 3: Targets for this indicator are set at district level and a target and methodology for calculating direction of travel at county level are currently being developed.

4.2 Further work will be undertaken during October to define these indicators and targets more precisely, and a more complete scorecard will be provided in October's report.

4.3 There is one indicator that is currently RED:

- The proportion of people using social care service who have chosen how their support is provided.

Trend chart showing the proportion of people using social care services who have chosen how their support is provided in 2011-12



Note – 'Intervention' is the point below which the indicator is rated 'Red'

The chart above shows the estimated proportion of social care users who have been through the self-directed support process in 2011/12 (dark blue bars) compared to the proportion in the same period in 2010/11 (light grey bars). This comparison suggests that performance is better than last year.

Although performance looks low compared to our local target of 80%, compared to other authorities Cambridgeshire does extremely well on this indicator. 2010/11 performance finished significantly above the national target of 30%, and initial analysis of the final year end position placed Cambridgeshire in the top 10 nationally.

The performance trend is currently downwards. Whilst the overall number of people receiving self-directed support grows by around 150-200 people per month, the number of clients receiving support tends to grow at a faster rate, meaning performance appears to worsen each month. This is because:

- Not all clients receiving care packages (e.g. those receiving only community-based support) are eligible for self-directed support.
- It takes between 6 -12 weeks before a client discharged from hospital is offered self-directed support. This delay ensures any issues that a client has that can be dealt with by health services are resolved before they are assessed, which brings down the overall value of their social care package. However, it does mean that a number of people appear in the overall number of clients receiving services up to 3 months before they are eligible for self-directed support.

Performance in this area is currently under review as part of the 'deep dive' review into Adult Social Care and an update will be provided to Cabinet next month.

5. CAPITAL PROGRAMME, ISSUES AND ACTIONS

5.1 A more detailed analysis of capital performance by programme for individual schemes of £0.5m or greater is tabled below:

Service	No. of Programmes	No. on Budget	No. on Time	Target end of September	Actual end of September
ES	58	53	58	53 schemes to budget and time.	53 schemes to budget and time.
CAS	22	22	6	6 schemes to budget and time.	6 schemes to budget and time.
CYPS	60	50	59	49 schemes to budget and time.	49 schemes to budget and time.
CD	27	26	24	23 schemes to budget and time.	23 schemes to budget and time.

5.2 Key exceptions and emerging issues are identified below:

Service	Key Exceptions	Impacts and Actions
ES	<p>An underspend of -£2.2m is currently being forecast for ES' capital programme in 11/12.</p> <p>Integrated Transport is currently reporting a material variance at year-end (-£704k underspend) – as reported last month.</p> <p>Infrastructure Management & Operations is currently reporting a material variance at year-end (-£1.5m underspend) – as reported in May.</p> <p>There are no new exceptions to report this month.</p> <p>See the ES Finance and Performance Report for details of individual variances (link provided in section 8.1).</p>	
CAS	An underspend of -£1.2m is	

	<p>currently being forecast for CAS' capital programme in 11/12.</p> <p>Transformation Initiatives is currently reporting a material variance at year-end (-£1.2m underspend) – as reported in May.</p> <p>There are no new exceptions to report this month.</p> <p>See the CAS Finance and Performance Report for details of individual variances (link provided in section 8.1).</p>	
CYPS	<p>An overspend of £506k is currently being forecast for CYPS' capital programme in 11/12.</p> <p>Primary Schools – Demographic Pressures: £1.1m overspend forecast at year-end.</p> <p>Primary School – Adaptions: £1.6m overspend forecast at year-end.</p> <p>Primary Schools – New Communities is currently reporting a material variance at year-end (-£2.4m underspend) – as reported last month.</p>	<p>Reflects the majority of schemes progressing more quickly than anticipated, rather than an overall increase in scheme costs.</p> <p>This partly reflects two schemes progressing more quickly than anticipated. However, £934k relates to the unbudgeted purchase of the Shirley Primary School “blue site” lease, which was approved by Cabinet in July. The expectation is that the full costs of this will be met from the capital programme.</p>

	See the CYPS Finance and Performance Report for details of individual variances (link provided in section 8.1).	
CD (including LGSS Cambridge Office)	<p>An underspend of -£1.4m is currently being forecast for CD's capital programme in 11/12.</p> <p>BUPA Fenland Project: £1.75m overspend forecast at year-end.</p> <p>BUPA CoWA Project: -£2.3m underspend forecast at year-end.</p> <p>See the CD Finance and Performance Report for details of individual variances (link provided in section 8.1).</p>	<p>This is due to costs being incurred earlier than was profiled in the original business case, rather than an overall increase in scheme costs.</p> <p>Reflects the phased payments laid out in the Heads of Terms with the College of West Anglia.</p>

Service	Emerging Issues	Impacts and Actions
ES	None	
CAS	None	
CYPS	None	
CD	None	

6. BALANCE SHEET, ISSUES AND ACTIONS (reported quarterly)

6.1 A more detailed analysis of balance sheet health issues is tabled below:

Measure	Target end of September	Actual end of September
Net borrowing activity from plan, £m	£352m	£314m
Level of debt outstanding (owed to the council) – 4-6 months, £m	£0.4m	£0.9m
Level of debt outstanding (owed to the council) – >6 months, £m	£1.0m	£0.8m
Invoices paid by due date (or sooner), %	95%	98.7%

6.2 Key exceptions and emerging issues are identified below:

Key exceptions	Impacts and actions
Variance of net borrowing activity from plan	Interest rates are projected to remain at 0.5% until 2013 as recent economic indicators have deteriorated. This will have a favourable effect as short-term borrowing undertaken will be cheaper than budgeted. The Debt Charges budget is currently forecast to underspend by £1m at year-end as a result of this and lower than expected interest rates on long-term borrowing.

Emerging issues	Impacts and actions
None	

7. EXTERNAL AND CONTEXTUAL ISSUES

7.1 The Government is reviewing the current funding system for local authorities as part of the Local Government Resource Review (LGRR), as reported in June. A Project Group was set up to co-ordinate and to write a joint response with Northamptonshire County Council.

Comments and input from colleagues and partners on the response are currently being sought. A paper outlining the key elements of the LGRR and Cambridgeshire County Council's response to it is due to go to Cabinet on the 25th October.

7.2 An initial assessment of these issues is set out below.

External and Contextual Issues; key issues, impact and suggested actions

Key issues	Impacts and actions
Local Government Resources Review	Risks/issues that arise with the proposed system, with suggested actions, are as reported in June.

8. FURTHER INFORMATION

- 8.1 Members requiring further information on issues raised in this report may wish to access the reporting and drill down facilities in CORVU (for performance issues) and the Oracle e-Business Suite for finance issues, or follow the links below:

CYPS Finance and Performance Report	http://www.cambridgeshire.gov.uk/council/finance/spending/monthly/Children+and+Young+Peoples+Services.htm
CAS Finance and Performance Report	http://www.cambridgeshire.gov.uk/council/finance/spending/monthly/Community+and+Adult+Services.htm
ES Finance and Performance Report	http://www.cambridgeshire.gov.uk/council/finance/spending/monthly/Environment+Services.htm
CD Finance and Performance Report	http://www.cambridgeshire.gov.uk/council/finance/spending/monthly/Corporate+Directorates.htm

9. IMPLICATIONS

Resources and Performance:

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

Statutory, Legal and Risk:

- 9.2 There are no significant statutory, legal and risk implications.

Equality and Diversity:

- 9.3 There are no significant equality and diversity implications.

Engagement and Consultation:

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

SOURCE DOCUMENTS:

ES Budgetary Control Report (September) CAS Budgetary Control Report (September) CYPS Budgetary Control Report (September) CD Budgetary Control Report (September) Performance Management Report & Corporate Scorecard (September) Capital Monitoring Report (September) Aged Debt per Directorate – as at 30 th September 2011	Room 301, Shire Hall, Cambridge
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