

From: Tom Kelly and Martin Wade  
 Tel.: 01223 703599, 01223 699733  
 Date: 9<sup>th</sup> February 2017

## **Children, Families & Adults Service**

### **Finance and Performance Report – January 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 – Dec'16 & Jan'17 Data (see sections 4&5)**

<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
Dec Performance (No. of indicators)	7	5	9	21
Jan Portfolio (No. of indicators)	0	5	3	8

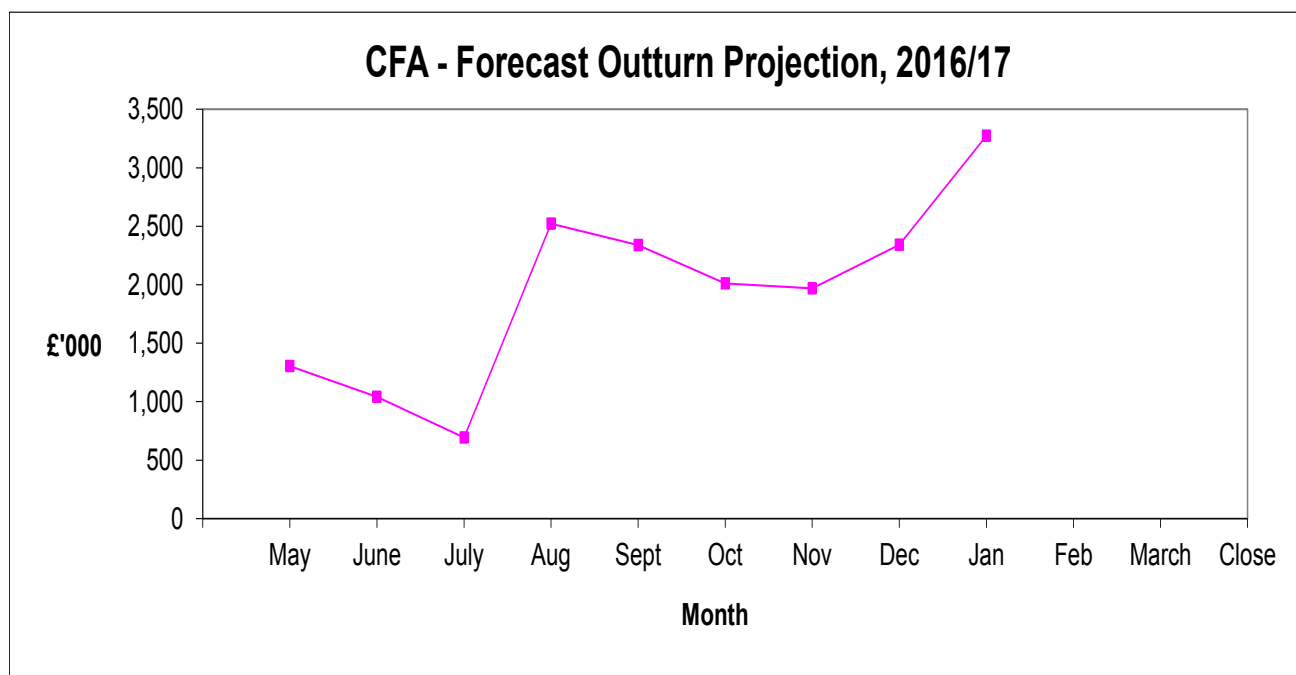
## **2. INCOME AND EXPENDITURE**

### **2.1 Overall Position**

<b>Forecast Variance Outturn (Dec) £000</b>	<b>Directorate</b>	<b>Original Budget 2016/17 £000</b>	<b>Current Budget 2016/17 £000</b>	<b>Current Variance £000</b>	<b>Forecast Variance Outturn (Jan) £000</b>	<b>Forecast Variance - Outturn (Jan) %</b>
44	Adult Social Care	81,325	81,491	142	112	0.1%
-3,046	Older People & Mental Health	82,450	82,976	-1,984	-2,574	-3.1%
6,303	Children's Social Care	50,217	51,699	4,689	6,483	12.5%
404	Strategy & Commissioning	28,696	25,584	198	479	1.9%
-212	Children's Enhanced and Preventative	31,678	31,477	-160	-218	-0.7%
-204	Learning	19,865	20,200	-64	-63	-0.3%
<b>3,290</b>	<b>Total Expenditure</b>	<b>294,231</b>	<b>293,427</b>	<b>2,821</b>	<b>4,221</b>	<b>1.4%</b>
-949	Grant Funding	-51,668	-51,782	-790	-948	-1.8%
<b>2,341</b>	<b>Total</b>	<b>242,563</b>	<b>241,645</b>	<b>2,031</b>	<b>3,273</b>	<b>1.4%</b>

The service level finance & performance report for January 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 January 2017, CFA is forecasting a year end overspend of £3,273k. Significant issues are detailed below:

- In Adult Social Care, the forecast overspend on the Learning Disability Partnership has increased by £229k. Reflecting client need and numbers predominantly, the Young Adults & Fenland teams report costs related to new service users, and the East Cambs locality has made a short-term inpatient placement.
- Both the Adult Social Care and Older People & Mental Health directorates report increasing underspends from staff vacancies following the quarterly assessment of payroll expenditure (-£353k). There is continuous recruitment activity progressing strategically each month however appointments made from this point are unlikely to impact before April.
- In Older People and Mental Health, the City and South Locality forecast underspend has decreased by £174k. The locality has seen an increased commitment for nursing care and has reduced its estimate of savings achievable in the remainder of the year.
- In Older People and Mental Health, the Fenland Locality now reports a forecast overspend, an adverse change of £227k since last month. In January, the district committed to rising numbers of higher cost placements. Ended packages at care homes were fully replaced, at increased prices, by new clients on-top of citizens needing further support where previous provision at home or

in settings without nursing care is no longer sufficient. A downwards adjustment on likely savings for the rest of this season has also been needed given this context.

- In Older People and Mental Health, the Huntingdonshire Locality forecast underspend has decreased by £194k, all forms of care are showing an increased commitment this month, except domiciliary support, and savings expectations by year-end have also been revised.
- In Children's Social Care, the Looked After Children's reported forecast overspend has increased by £100k due to increased numbers of Looked After Children (LAC) with complex needs who require purchased placements until the end of the year.
- In Learning, the Catering and Cleaning Service is reporting a shortfall on the budgeted contribution of £269k, up £149k since December. The additional pressure is a result of the redundancy costs associated with the closure of the B4 Distribution Centre and the mothballing of the C3 Cook Freeze Centre following the end of the contract with Northamptonshire County Council.

### **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](#).

The reserves funding agreed (as outlined in Appendix 5) for Child Sexual Exploitation (CSE) work has not been utilised during 2016/17. CFA are **requesting a virement**, requiring the approval of General Purposes Committee, to make available the £250k from the earmarked reserve during 2017-18. Plans are in place to spend next financial year, subject to GPC approval.

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

	BUDGET				ACTUAL (Jan)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Jan 16/17	Yearly Average	Actual Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost
Residential - disability	3	£306k	52	1,960.18	1	2.24	£260k	2,733.71	-0.76	-£45k	773.53
Residential - secure accommodation	0	£k	52	0.00	0	0.00	£k	0.00	0	£k	0.00
Residential schools	8	£675k	52	1,622.80	17	14.45	£1,121k	1,537.19	6.45	£445k	-85.61
Residential homes	23	£3,138k	52	2,623.52	27	25.52	£3,869k	2,930.33	2.52	£731k	306.81
Independent Fostering	180	£7,173k	52	766.31	250	233.00	£9,559k	790.53	53	£2,387k	24.22
Supported Accommodation	19	£1,135k	52	1,149.07	16	19.14	£1,357k	1,231.52	0.14	£222k	82.45
16+	6	£85k	52	272.60	21	18.98	£452k	483.51	12.98	£367k	210.91
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£257k	-	-	-£257k	-
<b>TOTAL</b>	<b>239</b>	<b>£12,512k</b>			<b>332</b>	<b>313.33</b>	<b>£16,362k</b>		<b>74.33</b>	<b>£3,850k</b>	
In-house fostering	187	£3,674k	55	357.74	179	165.58	£3,260k	352.13	-21.14	-£414k	-5.61
Kinship	35	£375k	55	193.23	37	42.49	£516k	192.90	7.2	£141k	-0.33
In-house residential	14	£1,586k	52	2,259.72	8	8.79	£1,476k	3,230.07	-4.71	-£110k	970.35
Concurrent Adoption	6	£100k	52	349.86	2	4.52	£91k	350.00	-0.98	-£9k	0.14
Growth/Replacement	0	£k	-	0.00	0	0.00	£k	0.00	-	£176k	-
<b>TOTAL</b>	<b>241</b>	<b>£5,735k</b>			<b>226</b>	<b>221.38</b>	<b>£5,343k</b>		<b>-19.63</b>	<b>-£216k</b>	
Adoption	325	£3,000k	52	177.52	376	360.42	£3,323k	165.36	35.42	£323k	-12.16
Savings Requirement	0	£k	0	0.00	0	0.00	£k	0.00	0	£k	0.00
<b>TOTAL</b>	<b>325</b>	<b>£3,000k</b>			<b>376</b>	<b>360.42</b>	<b>£3,323k</b>		<b>35.42</b>	<b>£323k</b>	
<b>OVERALL TOTAL</b>	<b>805</b>	<b>£21,247k</b>			<b>934</b>	<b>895.13</b>	<b>£25,028k</b>		<b>90.12</b>	<b>£3,957k</b>	

NOTE: In house fostering and Kinship fund 55 weeks as carers receive two additional weeks payment during the Summer holidays and one additional week payment at Christmas

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

	BUDGET			ACTUAL (JAN 17)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Jan 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)	92	£5,831k	£63,377	109	105.11	£6,709k	£63,830	17	13.11	£879k	£454
Hearing Impairment (HI)	4	£110k	£27k	2	2.34	£76k	£32,552	-2	-1.66	-£33k	£5,145
Moderate Learning Difficulty (MLD)	3	£112k	£37k	3	2.92	£106k	£36,391	0	-0.08	-£6k	-£1,052
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	-£75k	£0
Physical Disability (PD)	1	£17k	£17k	2	1.76	£33k	£18,969	1	0.76	£17k	£2,105
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	-£41k	£0
Social Emotional and Mental Health (SEMH)	35	£1,432k	£41k	31	38.58	£1,617k	£41,907	-4	3.58	£185k	£996
Speech, Language and Communication Needs (SLCN)	3	£170k	£57k	2	2.26	£123k	£54,485	-1	-0.74	-£47k	-£2,199
Severe Learning Difficulty (SLD)	2	£163k	£82k	1	1.00	£90k	£90,237	-1	-1.00	-£73k	£8,705
Specific Learning Difficulty (SPLD)	10	£179k	£18k	4	5.02	£103k	£20,500	-6	-4.98	-£76k	£2,637
Visual Impairment (VI)	2	£55k	£27k	1	1.34	£43k	£32,126	-1	-0.66	-£12k	£4,650
Recoupment	-	-	-	-	-	-£16k	-	-	-	-£16k	-
<b>TOTAL</b>	<b>154</b>	<b>£8,185k</b>	<b>£53,148</b>	<b>155</b>	<b>160.33</b>	<b>£8,885k</b>	<b>£55,518</b>	<b>1</b>	<b>6.33</b>	<b>£700k</b>	<b>£2,370</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 January for **Adult Social Care** Services is shown below:

		BUDGET			ACTUAL (Jan 17)		Forecast	
Service Type		Budgeted No. of Service Users 2016/17	Budgeted Average Unit Cost (per week) £	Annual Budget £000	No. of Service Users at End of Jan 17	Current Average Unit Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Adult Disability Services	Residential	42	1,000	2,185	32	1,043	1,745	-440
	Nursing	25	734	954	19	967	960	6
	Community	687	304	10,846	639	327	10,779	-67
<b>Total expenditure</b>		<b>754</b>		<b>13,985</b>	<b>690</b>		<b>13,484</b>	<b>-501</b>
<b>Income</b>				-1,941			-1,765	176
<b>Further savings assumed within forecast</b>								-158
<b>Net Total</b>				<b>12,044</b>			<b>11,719</b>	<b>-483</b>

Learning Disability Services	Residential	275	1,349	19,284	280	1,340	20,201	917
	Nursing	16	1,939	1,613	14	2,184	1,528	-85
	Community	1,297	611	41,219	1,278	640	43,444	2,049
<b>Learning Disability Service Total</b>		<b>1,588</b>		<b>62,116</b>	<b>1,572</b>		<b>65,173</b>	<b>2,881</b>
<b>Income</b>				-2,348			-2,242	106
<b>Further savings assumed within forecast as shown in Appendix 1</b>								-120
<b>Net Total</b>								<b>2,867</b>

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

		BUDGET			ACTUAL (Jan 17)		FORECAST	
Service Type		Budgeted No. of Clients 2016/17	Budgeted Average Unit Cost (per week)	Annual Budget	Snapshot of No. of Clients at End of Jan 17	Current Average Unit Cost (per week)	Forecast Actual	Forecast Variance
Adult Mental Health	Community based support	24	£115	£143k	26	£91	£115k	-£28k
	Home & Community support	211	£93	£1,023k	211	£84	£901k	-£122k
	Nursing Placement	19	£507	£502k	16	£730	£370k	-£132k
	Residential Placement	66	£691	£2,379k	64	£806	£2,203k	-£176k
	Supported Accommodation	138	£93	£671k	144	£101	£677k	£6k
	Direct Payments	21	£198	£217k	23	£228	£207k	-£10k
	Income			-£383k			-£284k	£99k
<b>Adult Mental Health Total</b>		<b>479</b>		<b>£4,552k</b>	<b>484</b>		<b>£4,189k</b>	<b>-£363k</b>
<b>Further savings assumed within forecast as shown in Appendix 1</b>								<b>-£299k</b>

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

OP Total	BUDGET			ACTUAL (Jan 17)		Forecast	
Service Type	Expected No. of Service Users 2016/17	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	Current Average Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Residential	530	£456	£12,610k	451	£460	£12,556k	-£53k
Residential Dementia	368	£527	£10,111k	357	£520	£10,068k	-£43k
Nursing	306	£585	£9,845k	285	£674	£10,656k	£811k
Nursing Dementia	20	£639	£702k	56	£719	£760k	£58k
Respite			£932k			£674k	-£258k
Community based							
~ Direct payments	277	£210	£3,028k	228	£256	£3,057k	£30k
~ Day Care			£1,577k			£1,610k	£33k
~ Other Care			£5,851k			£5,691k	-£161k
~ Homecare arranged	1,745	per hour £15.97	£15,267k	1,545	per hour £15.99	£13,813k	-£1,454k
~ Homecare Block			£3,161k			£3,161k	£k
Total Expenditure	3,246		£63,083k	2,922		£62,046k	-£1,037k
Residential Income			-£8,611k			-£8,580k	£31k
Community Income			-£8,308k			-£7,559k	£749k
Total Income			-£16,918k			-£16,139k	£779k
Further Savings Assumed Within Forecast as shown within Appendix 1							-£56k

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

OPMH Total	BUDGET			ACTUAL (Jan 17)		Forecast	
Service Type	Expected No. of Service Users 2016/17	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	Current Average Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Residential	33	£585	£1,082k	29	£625	£1,256k	£174k
Residential Dementia	27	£467	£707k	29	£531	£821k	£113k
Nursing	32	£695	£1,225k	25	£792	£1,128k	-£97k
Nursing Dementia	140	£658	£5,077k	112	£728	£4,674k	-£403k
Respite			£34k			£10k	-£23k
Community based							
~ Direct payments	17	£200	£177k	17	£196	£181k	£4k
~ Day Care			£5k			£2k	-£3k
~ Other Care			£80k			£78k	-£2k
~ Homecare arranged	69	per hour £17.34	£549k	48	per hour £15.67	£567k	£19k
Total Expenditure	318		£8,937k	260		£8,717k	-£219k
Residential Income			-£1,140k			-£1,172k	-£32k
Community Income			-£352k			-£292k	£61k
Total Income			-£1,492k			-£1,464k	£29k
Further Savings Assumed Within Forecast as shown in Appendix 1							-£246k

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

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

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

### **3. BALANCE SHEET**

#### **3.1 Reserves**

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

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

##### 2016/17 Funding

In January 17 there has been a reduction of £700k for Cambourne Secondary School Section 106 contribution due to a revised forecast scheme spend that has been advised by contractors.

##### 2016/17 In Year Pressures/Slippage

As at the end of January the capital programme forecast underspend continues to be zero, despite slippage on schemes totaling £1,375k during the course of the month. The reason being that the level of slippage has not exceeded the Capital Variation adjustment made in May of £10,282k. A forecast outturn will only be reported should slippage exceed this level. The significant changes in schemes are detailed below;

- Hatton Park Primary, Longstanton; £400k accelerated spend. Works progressing ahead of original contractor schedule.
- Littleport Secondary & Special; -£1,000k slippage as contractor has provided an updated forecast which reflects the impact of the identified a 6 week delay due to design changes, completion on site will now be January 2018.
- Cambourne Secondary School; -£700k slippage. Original cash flow has been amended by the contractors and provides revised estimated of works to be completed by the end of March 17.

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

### **4. PERFORMANCE**

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

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

measures in appendix 7 are now ordered by Directorate. 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 December, we saw the numbers of children with a Child Protection plan increase from 480 to 528.

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 646 in December. This includes 65 UASC, around 10.1% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment:

Actions being taken include:

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

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

- **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 3,029 bed-day delays, which is 37% above the current BCF target ceiling of 2,206. In November there were 3,267 bed-day delays, up 90 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 December '15 and November '16 there were 34,275 bed-day delays across the whole of the Cambridgeshire system - representing a 14% increase on the preceding 12 months.



Across this period NHS bed-day delays have increased by 12% from 21,412 (Dec 14 - Nov 15) to 23,920 (Dec 15 - Nov 16), while bed-day delays attributed to Adult Social Care have increased from 7,116 in Dec 14 - Nov 15 to 8,803 in Dec 15 - Nov 16 an increase of 24%.

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

In Nov '16 there were 991 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 145 delays per 100,000 of 18+ population. For the same period the national rate was 143 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.

- **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 (Dec) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of Jan £'000	Actual to end of Jan £'000	Current Variance £'000   %		Forecast Variance Outturn (Jan) £'000   %	
Adult Social Care Directorate								
61	1 Strategic Management – ASC	1,280	876	851	-25	-3%	-107	-8%
11	Procurement	579	477	499	22	5%	11	2%
-125	2 ASC Strategy & Transformation	2,098	1,542	1,374	-168	-11%	-140	-7%
-253	3 ASC Practice & Safeguarding	1,814	1,510	1,316	-194	-13%	-229	-13%
Learning Disability Services								
-1,284	4 LD Head of Services	1,417	212	-805	-1,017	-480%	-1,378	-97%
513	5 LD Young Adults	2,106	1,804	2,066	262	15%	625	30%
717	6 City, South and East Localities	30,221	25,367	26,306	939	4%	870	3%
1,405	7 Hunts & Fenland Localities	20,326	17,064	18,306	1,242	7%	1,474	7%
-5	In House Provider Services	5,237	4,509	4,501	-9	0%	-17	0%
Physical Disability Services								
-66	PD Head of Services	1,135	1,009	987	-22	-2%	-63	-6%
-366	8 Physical Disabilities	12,381	10,430	10,194	-236	-2%	-317	-3%
-116	9 Autism and Adult Support	800	676	441	-235	-35%	-164	-20%
-450	10 Carers Services	2,097	1,905	1,487	-418	-22%	-454	-22%
44	Director of Adult Social Care Directorate Total	81,491	67,380	67,522	142	0%	112	0%
Older People & Mental Health Directorate								
-367	11 Strategic Management - OP&MH	1,722	2,593	2,147	-446	-17%	-532	-31%
191	12 Central Commissioning	11,154	10,140	10,190	50	0%	123	1%
-255	13 OP - City & South Locality	13,075	11,417	11,311	-106	-1%	-81	-1%
3	OP - East Cambs Locality	6,078	4,966	4,997	31	1%	82	1%
-156	14 OP - Fenland Locality	8,666	6,686	6,797	110	2%	71	1%
-796	15 OP - Hunts Locality	11,138	9,346	8,811	-535	-6%	-602	-5%
80	Discharge Planning Teams	2,064	1,651	1,665	14	1%	36	2%
-246	16 Shorter Term Support and Maximising Independence	8,273	6,404	6,135	-269	-4%	-223	-3%
6	Sensory Services	415	343	343	-0	0%	6	1%
-86	Integrated Community Equipment Service	779	-923	-1,023	-100	11%	-38	-5%
Mental Health								
-40	Mental Health Central	693	551	552	1	0%	-57	-8%
-717	17 Adult Mental Health Localities	6,526	4,940	4,379	-560	-11%	-685	-10%
-513	18 Older People Mental Health	8,211	6,854	6,722	-133	-2%	-519	-6%
-150	19 Voluntary Organisations	4,182	3,719	3,678	-41	-1%	-154	-4%
-3,046	Older People & Adult Mental Health Directorate Total	82,976	68,686	66,703	-1,984	-3%	-2,574	-3%

Forecast Variance Outturn (Dec) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of Jan £'000	Actual to end of Jan £'000	Current Variance		Forecast Variance Outturn (Jan)	
					£'000	%	£'000	%
Children's Social Care Directorate								
553	20 Strategic Management - Children's Social Care	5,672	4,535	4,941	406	9%	534	9%
300	21 Adoption Allowances	3,076	2,595	2,860	265	10%	325	11%
300	22 Legal Proceedings	1,540	1,155	1,383	228	20%	300	19%
274	23 Safeguarding & Standards	1,767	1,154	1,420	266	23%	335	19%
677	24 CSC Units Hunts and Fenland	3,923	3,262	3,805	542	17%	706	18%
0	Children Looked After	13,007	11,808	11,902	94	1%	0	0%
380	25 CSC Units East & South Cambs and Cambridge	3,654	3,041	3,294	253	8%	363	10%
70	Disabled Services	6,548	6,039	6,100	61	1%	70	1%
3,750	26 Looked After Children Placements	12,512	9,384	11,958	2,574	27%	3,850	31%
6,303	Children's Social Care Directorate Total	51,699	42,973	47,663	4,689	11%	6,483	13%
Strategy & Commissioning Directorate								
71	Strategic Management – Strategy & Commissioning	280	477	388	-88	-18%	71	25%
-10	Information Management & Information Technology	1,600	1,323	1,327	4	0%	-10	-1%
-21	Strategy, Performance & Partnerships	2,492	1,325	1,346	21	2%	-21	-1%
-179	27 Local Assistance Scheme	484	420	273	-146	-35%	-179	-37%
Commissioning Enhanced Services								
700	28 Special Educational Needs Placements	8,563	8,356	8,861	504	6%	700	8%
241	29 Commissioning Services	4,527	3,810	3,909	99	3%	266	6%
0	Early Years Specialist Support	1,323	808	796	-12	-2%	-50	-4%
-180	30 Home to School Transport – Special	7,973	5,590	5,544	-46	-1%	-180	-2%
80	31 LAC Transport	1,107	830	935	104	13%	140	13%
Executive Director								
0	Executive Director	443	495	461	-33	-7%	0	0%
-299	32 Central Financing	-3,208	-3,124	-3,332	-209	-7%	-259	-8%
404	Strategy & Commissioning Directorate Total	25,584	20,310	20,508	198	1%	479	2%
Children's Enhanced & Preventative Directorate								
-40	Strategic Management – Enhanced & Preventative	1,234	1,280	1,233	-47	-4%	-40	-3%
0	Children's Centre Strategy	509	437	421	-16	-4%	0	0%
-5	Support to Parents	3,530	2,502	2,476	-26	-1%	-5	0%
-16	SEND Specialist Services	6,207	5,608	5,669	62	1%	-16	0%
26	Safer Communities Partnership	7,057	6,469	6,526	57	1%	26	0%
Youth Support Services								
-93	Youth Offending Service	3,154	1,800	1,693	-107	-6%	-99	-3%
-27	Central Integrated Youth Support Services	542	414	426	12	3%	-27	-5%
Locality Teams								
-8	East Cambs & Fenland Localities	3,248	2,688	2,671	-17	-1%	-8	0%
-14	South Cambs & City Localities	3,598	3,010	2,967	-43	-1%	-17	0%
-36	Huntingdonshire Localities	2,397	2,011	1,976	-35	-2%	-33	-1%
-212	Children's Enhanced & Preventative Directorate Total	31,477	26,219	26,058	-160	-1%	-218	-1%

Forecast Variance Outturn (Dec) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of Jan £'000	Actual to end of Jan £'000	Current Variance		Forecast Variance Outturn (Jan)		
					£'000	%	£'000	%	
Learning Directorate									
140	33 Strategic Management - Learning	896	814	931	116	14%	119	13%	
-5	Early Years Service	1,331	907	831	-76	-8%	-18	-1%	
0	Schools Intervention Service	1,227	983	1,025	43	4%	0	0%	
-326	34 Schools Partnership Service	983	777	582	-195	-25%	-326	-33%	
82	Children's' Innovation & Development Service	36	-550	-233	317	-58%	97	269%	
30	Integrated Workforce Development Service	1,403	923	938	15	2%	30	2%	
98	35 Catering & Cleaning Services	-400	-132	88	220	166%	269	67%	
0	Teachers' Pensions & Redundancy	2,936	2,947	2,919	-28	-1%	0	0%	
Infrastructure									
3	0-19 Organisation & Planning	1,769	1,328	1,124	-204	-15%	-7	0%	
0	Early Years Policy, Funding & Operations	81	49	-14	-64	-129%	0	0%	
0	Education Capital	172	401	397	-4	-1%	0	0%	
-225	36 Home to School/College Transport – Mainstream	9,767	6,837	6,633	-205	-3%	-225	-2%	
-204	Learning Directorate Total	20,200	15,285	15,220	-64	0%	-63	0%	
3,290	Total	293,427	240,854	243,674	2,821	1%	4,221	1%	
Grant Funding									
-949	37 Financing DSG	-23,326	-18,648	-19,438	-790	-4%	-948	-4%	
0	Non Baselined Grants	-28,456	-23,822	-23,822	0	0%	0	0%	
-949	Grant Funding Total	-51,782	-42,470	-43,260	-790	-2%	-948	-2%	
2,341	Net Total	241,645	198,383	200,414	2,031	1%	3,273	1%	

## APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>1) Strategic Management ASC</b>	<b>1,280</b>	<b>-25</b>	<b>-3%</b>	<b>-107</b>	<b>-8%</b>
At the end of the third quarter, the level of staffing vacancies has been higher than planned in both the Disability and Adult Safeguarding & Social Work services and an underspend is now reported against this policy line. Recruitment for vacant posts is in progress.					
<b>2) ASC Strategy &amp; Transformation</b>	<b>2,098</b>	<b>-168</b>	<b>-11%</b>	<b>-140</b>	<b>-7%</b>
The underspend of -£140k is mainly due to an underspend on Housing Related Support contracts. Efficiencies have been made by rationalising contracts in 2016/17, and it is now clear that the new arrangements are sustainable.					
<b>3) ASC Practice &amp; Safeguarding</b>	<b>1,814</b>	<b>-194</b>	<b>-13%</b>	<b>-229</b>	<b>-13%</b>
The MCA/DoLS budget is forecast to underspend by -£229k principally due to a shortage of available Best Interest Assessors, and the resulting lower level of activity to date. This is a decrease of £24k compared to December, reflecting the impact of additional BIAs that have been contracted to undertake work in the last quarter of the year.					
<b>4) LD Head of Services</b>	<b>1,417</b>	<b>-1,017</b>	<b>-480%</b>	<b>-1,378</b>	<b>-97%</b>
<p><u>Overall LDP Position</u></p> <p>At the end of January, the Learning Disability Partnership is forecasting an overspend of £1,998k, which is an increase of £289k since December. The County Council's share of the pooled budget is 79%, and so the overall forecast pressure for the Council from the LDP is £1,575 – an increase of £229k.</p> <p>The overall level of overspend is principally due to lower than expected delivery of savings throughout the year. The planned reassessment of each service-user and the negotiation of placement costs with providers have shown an average cost reduction per client that is much lower than planned.</p> <p>Additionally, the need to place a number of complex, high-cost in-patients out-of-county due to restricted local availability continues to be a significant pressure.</p> <p>This overspend has been mitigated through a number of actions, principally:</p> <ul style="list-style-type: none"> <li>• Exceeding targeted restrictions on price uplifts.</li> <li>• Underspending on staff costs where vacancies have been difficult to fill or a decision has been made to delay recruitment.</li> <li>• Reviewing the utilisation of staff to reduce reliance on agency and overtime working in the in-house provider services.</li> <li>• Costs with a large provider have been reduced through renegotiation.</li> </ul>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>LD Head of Services, continued:</b> <p>A number of actions to further mitigate the in-year overspend and to ensure a sustainable position in 2017/18 are underway:</p> <ul style="list-style-type: none"> <li>• Locality teams will be continuing with reassessing service-users and applying agreed policy lines.</li> <li>• A new, dedicated team is currently undertaking targeted reassessment, provider negotiation and service-redesign activity, having started in December 2016.</li> <li>• Expectations of savings have been significantly remodelled and updated based on experience to date and fed into the proposed Business Plan.</li> <li>• Further support and challenge is being utilised by the LDP to enhance practice, appropriately address risk and improve savings delivery.</li> <li>• There are ongoing negotiations with the NHS regarding contract arrangements for in-patient provision to ensure that some of these costs can be offset against the block contract.</li> </ul> <p><u>Changes since last month</u>  The increase in the pool's forecast spend of £289k since December consists of:</p> <ul style="list-style-type: none"> <li>• Changes in the cost of providing care, including new service-users: £278k</li> <li>• Revised forecast of savings to be delivered in the remainder of the year: £55k</li> <li>• A reduction on the Head of Services policy line following changes in expected costs for services provided by the NHS: -£32k</li> <li>• Improvements in In-House Provider Services: -£12k</li> </ul> <p>The CCG's contribution to the higher forecast overspend will be £60k, resulting in the £229k net increase in the Council's forecast overspend across the LDP policy lines.</p>					
<b>5) LD Young Adults</b>	<b>2,106</b>	<b>262</b>	<b>15%</b>	<b>625</b>	<b>30%</b>
<p>The forecasted pressure for the Young Adults team has increased by £112k. This is mainly due to a new high-cost service user for who the Council has become responsible, and several breakdowns of care requiring higher-cost interventions.</p>					
<b>6) Learning Disability – City, South and East Localities</b>	<b>30,221</b>	<b>939</b>	<b>4%</b>	<b>870</b>	<b>3%</b>
<p>The forecast overspend in the South area has increased by £153k since the previous month, mainly due to changes in care costs:</p> <ul style="list-style-type: none"> <li>• <b>City and South</b> – Changes in service-users' needs, including a large cost resulting from an education placement ending and being replaced by full-time care, have resulted in an increase in costs, the total net increase is £47k.</li> <li>• <b>East</b> – Costs have increased by £68k as a result of changing needs, in particular large costs resulting from short-term in-patient provision.</li> </ul> <p>In addition, the expectation of savings to be delivered in the remainder of the year across the South area has been reduced by £31k, and estimates of staff costs have increased by £7k.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>7) Learning Disability – Hunts &amp; Fenland Localities</b>	<b>20,326</b>	<b>1,242</b>	<b>7%</b>	<b>1,474</b>	<b>7%</b>
<p>Costs across the North area have increased overall by £69k since the previous forecast, mainly due to changes in care costs:</p> <ul style="list-style-type: none"> <li>• <b>Huntingdonshire</b> – Service-users' need changes have resulted in a decrease in cost in January of -£19k</li> <li>• <b>Fenland</b> – Changes in the needs of existing service-users, as well as a new service-user becoming the responsibility of the service, have resulted in an increase in costs of £63k.</li> </ul> <p>The forecast of savings to be delivered in the remainder of the year for the North area have been revised down, resulting in an increase in the forecast overspend of £25k.</p>					
<b>8) Physical Disabilities</b>	<b>12,381</b>	<b>-236</b>	<b>-2%</b>	<b>-317</b>	<b>-3%</b>
<p>The underspend in the Physical Disability Service is predicted to be -£317k underspent, which is a decrease in the underspend of £49k compared to December.</p> <p>This change is partly due to increased care commitments in January, including a number of high-cost short-term care packages, and partly due to a revised forecast of savings to be achieved in the remainder of the year.</p> <p>In order to deliver savings in 2016/17, the Disabilities Service has been engaged in reassessing all service-users and reviewing full- or joint-funding arrangements with the Clinical Commissioning Group. Actual cost-reductions from reassessments have been in-line with expectations. Analysis of health funding achieved to date shows that income is likely to be lower than expected in recent months (though in line with expectations that underpin the budget), and a number of adverse changes in health funding have become apparent. A large proportion of the forecast health funding remains dependent on the outcomes of joint assessment process with the CCG, which can delay funding agreement and can result in funding reducing.</p>					
<b>9) Autism and Adult Support</b>	<b>800</b>	<b>-235</b>	<b>-35%</b>	<b>-164</b>	<b>-20%</b>
<p>The Autism and Adult Support Team is forecast to be -£164k underspent at year-end, which is an increase of -£48k since December. The forecast underspend is due to lower than expected service-user needs, and efficiencies that have been made in existing care packages as a result of shorter-term interventions being put in place in line with the Transforming Lives approach. Key changes this month have resulted from service-users leaving the service.</p>					
<b>10) Carers Services</b>	<b>2,097</b>	<b>-418</b>	<b>-22%</b>	<b>-454</b>	<b>-22%</b>
<p>The number of carer assessments carried out and personal budgets awarded to date continues to be much lower than anticipated, and so an underspend of -£454k is being forecast on the basis that the current trend continues throughout the remainder of the year. This is an increase of -£4k compared to December. This figure continues to be closely monitored as information is received about how many personal budgets are awarded, &amp; work is being undertaken with social work staff to ensure that more carer assessments are carried out which will lead to more personal budget being agreed in the future.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>11) Strategic Management – OP&amp;MH</b>	<b>1,722</b>	<b>-446</b>	<b>-17%</b>	<b>-532</b>	<b>-31%</b>
<p>An underspend of £532k is now being reported for Strategic Management – OP&amp;MH; this is an increase of £165k from last month's figure. Difficulties experienced in recruiting to posts across the directorate are expected to continue for the rest of the year and so the underspend on vacancy savings has been increased by £213k to reflect this. This favourable change to the forecast has been partially offset by small pressures amounting to £48k across the budget.</p> <p>Previously reported minor underspends and pressures still apply.</p>					
<b>12) Central Commissioning</b>	<b>11,154</b>	<b>50</b>	<b>0%</b>	<b>123</b>	<b>1%</b>
<p>Central Commissioning is forecasting an overspend of £123k, which is a reduction in overspend of £68k from the figure reported last month.</p> <p>Work continues to monitor the rate of block bed utilisation, and the pressure has been reduced by £56k to £543k in relation to long term beds for Older People. Some corresponding savings on spot purchasing of beds related to block utilisation have been factored in to the forecasts for the older peoples' locality teams and older people mental health. This has been helping to manage the increase in demand in the last few months.</p> <p>Other minor changes have amounted to an improvement of £12k in the overall position.</p> <p>Previously reported variances on respite block beds, the transitions service and deferred payments income continue unchanged since last month.</p>					
<b>13) OP - City &amp; South Locality</b>	<b>13,075</b>	<b>-106</b>	<b>-1%</b>	<b>-81</b>	<b>-1%</b>
<p>This month City and South are reporting a year-end underspend of £81k; this is an adverse change of £174k since last month.</p> <p>The expected saving this month was £98k whereas there was actually an increase of £61k. Within this there was a significant pressure on nursing of £113k with savings being made in most other areas. There was a further £11k reduction in other areas including client contributions.</p> <p>Savings within the remainder of the year are expected from utilising block placements in order to reduce spot purchased costs, it is expected that this could save another £23k this year. There is also an expectation that a further amount will be saved due to Continuing Healthcare funding for cases this year.</p>					



Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>14) OP - Fenland Locality</b>	<b>8,666</b>	<b>110</b>	<b>2%</b>	<b>71</b>	<b>1%</b>
<p>This month Fenland are reporting a year-end overspend of £71k, an adverse movement of £227k from last month.</p> <p>The underlying cost of care forecast is showing a current position of £92k overspend based on existing commitments.</p> <ul style="list-style-type: none"> <li>Residential care increased by £150k <ul style="list-style-type: none"> <li>12 ended placements offset by 12 new placements</li> <li>New placements averaged almost £100 per week more expensive than the ended placements</li> <li>New placements backdated by an additional 50 days.</li> <li>Additional 7 placements converting from community care.</li> </ul> </li> <li>Nursing care increased by £41k <ul style="list-style-type: none"> <li>5 ended placements offset by 4 new placements</li> <li>New placements averaged £110 per week more expensive than the ended placements.</li> <li>Additional 3 placements converted from community or residential</li> </ul> </li> <li>Income from client contributions increased by £33k</li> <li>The previous projection that Fenland OP team would save a further £97k to year end has reduced by £74k to £23k due to a diminishing timeframe for making the savings.</li> </ul>					
<b>15) OP - Hunts Locality</b>	<b>11,138</b>	<b>-535</b>	<b>-6%</b>	<b>-602</b>	<b>-5%</b>
<p>The forecast underspend for Hunts OP Locality team this month has decreased to £602k, a change of £194k since last month.</p> <p>The underlying cost of care position is a £579k underspend based on existing commitments. This is a worsening of £55k on last month due mainly to increased costs on direct payments, nursing, residential and short term/emergency care although there continue to be savings this month on domiciliary care. The forecast for client contributions has fallen by £33k since last month and there has also been a decrease in the expected clawback of unspent direct payment monies.</p> <p>The forecast includes £23k of savings still to be made by year end. The savings forecast on the use of block beds rather than spot has decreased this month because of the number of placements made and further savings are also expected from continuing healthcare cases.</p>					
<b>16) Shorter term Support and Maximising Independence</b>	<b>8,273</b>	<b>-269</b>	<b>-4%</b>	<b>-223</b>	<b>-3%</b>
<p>An underspend of £223k is forecast against Shorter Term Support and Maximising Independence, a reduction of £23k resulting from a number of minor adjustments across the service.</p> <p>The following previously reported underspends still apply:</p> <ul style="list-style-type: none"> <li>Vacancy hours within the Reablement Service have remained high throughout the year to date although recent successful recruitment drives will increase staffing levels in the final part of the year</li> <li>Across the service there are other underspends totalling £97k, a reduction of £23k since the last report.</li> </ul>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>17) Adult Mental Health Localities</b>	<b>6,526</b>	<b>-560</b>	<b>-11%</b>	<b>-685</b>	<b>-10%</b>
<p>Adult Mental Health Localities is forecasting an underspend of £685k, a small decrease of £32k from the figure reported last month. Significant progress has been made to reduce cost of care; it is expected that savings will exceed Business Planning targets and an underspend of £343k is included in the forecast to reflect this. However, the Council is in dispute with another County Council regarding a high cost, backdated package. There is currently no allowance for this in the reported position, but this represents a six figure risk to the forecast.</p> <p>The previously reported underspend from price negotiations still applies, as does an expectation of additional funding for placements made through Section 41 of the Mental Health Act. Discussions with the NHS on this matter are ongoing.</p>					
<b>18) Older People Mental Health</b>	<b>8,211</b>	<b>-133</b>	<b>-2%</b>	<b>-519</b>	<b>-6%</b>
<p>Older People Mental Health is forecasting an underspend of £519k.</p> <p>The underlying cost of care commitment has continued to improve, however, further savings are expected to be achieved before year-end and so an underspend of £400k has been included in the forecast to reflect this.</p> <p>As with adult mental health, the previously reported underspends from price negotiation and an expectation of section 41 funding remain within the forecast.</p>					
<b>19) Voluntary Organisations</b>	<b>4,182</b>	<b>-41</b>	<b>-1%</b>	<b>-154</b>	<b>-4%</b>
<p>As previously reported an underspend of £154k is forecast in mental health Voluntary Organisations. There are less than full year costs against funding earmarked for a new 24 hour supported living project.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>20) Strategic Management - Children's Social Care</b>	<b>5,672</b>	<b>406</b>	<b>9%</b>	<b>534</b>	<b>9%</b>
<p>The Children's Social Care (CSC) Director budget is forecasting an over spend of £534k This is £19k less than end of December 2016 position.</p> <p>The First Response Emergency Duty Team is forecasting a £42k overspend due to use of agency staffing. This is because, due to service need, posts are required to be filled as quickly as possible, with essential posts covered by agency staff in a planned way until new staff has taken up post. Without the use of agency staff to back fill our vacant posts we would not be able to complete our statutory function and the delay to children and families would be significant, jeopardising our ability to offer children/young people a proportionate response to significant risk of harm they may be suffering. Agency cover is only used where circumstances dictate and no other options are available.</p> <p>A further £296k of planned agency budget savings is not able to be met due to the continued need for use of agency staff across Children's Social Care due to increasing caseloads, with an additional £196k of costs associated with managing the Children's Change Programme.</p> <p><u>Actions being taken:</u></p> <p>We continue to make concerted efforts to minimise the dependency on agency despite high levels of demand. The implementation of our recruitment and retention strategy for social work staff is designed to decrease the reliance on agency staffing. However, it does remain a challenge to attract appropriately experienced social workers to this front line practice.</p>					
<b>21) Adoption Allowances</b>	<b>3,076</b>	<b>265</b>	<b>10%</b>	<b>325</b>	<b>11%</b>
<p>The Adoption Allowances budget is currently forecasting an over spend of £325k. This is an increase £25k since last month.</p> <p>The forecast review of Special Guardianship Orders (SGO) is taking longer to implement than planned and as a result we are unable to account for full year savings. It is anticipated that this work will now complete in January 2017 with an estimated £50k of the £350k savings target being met this year.</p> <p><u>Actions being taken:</u></p> <p>A strategic review of adoption allowances is planned which, with the full year effect of the SGO reviews, should return the budget to balance in 2017/18.</p>					
<b>22) Legal Proceedings</b>	<b>1,540</b>	<b>228</b>	<b>20%</b>	<b>300</b>	<b>19%</b>
<p>The legal proceedings budget is forecasting an overspend of £300k.</p> <p>The number of care proceedings increased from 108 in 2014/15 to 139 in 2015/16 and demonstrates a gradual but significant increase in activity which is in line with national trends, based on figures provided by CAFCASS. Care proceedings continue to increase through 2016/17.</p> <p>There has been a decrease in care applications over the last few months but they are still showing a rise of 18.7% since 2015/16 against a national average of 15%. 112 care applications so far in 2016/17 (Q1:44 Q2:36 Q3:32). This is recognised by the Family Division as a national issue. There has been no additional investment to meet the increasing need to take action to safeguard children and demand on the legal budget will exceed 2015/16 figures.</p> <p><u>Actions being taken:</u></p> <p>Implementation of the Children's Change Programme will seek to improve performance and by targeting the right families at the right time is expected to reduce our exposure to legal costs. Focus is also being put on our use of expert witnesses and how we access legal advice in order to better manage expenditure.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>23) Safeguarding &amp; Standards</b>	<b>1,767</b>	<b>266</b>	<b>23%</b>	<b>335</b>	<b>19%</b>
<p>The Safeguarding and Standards (SAS) budget is forecasting an over spend of £335k. This is an increase of £61k on the end December position.</p> <p>This is due to the use of agency staff to cover the increased number of initial and review child protection (CP) conferences and initial and review Looked After Children (LAC) Reviews. The SAS team currently operates with a staff group that was predicated for CP numbers of 192-230 (in 2013) and LAC numbers of 480 (in 2013), these numbers continue to rise steadily and now stand at 528 CP and 654 LAC (end January 17). Independent Reviewing Officer caseloads are defined by statutory legislation so extra staff are required to manage that obligation. In the last 6months two extra full time permanent staff have been agreed to support the workload but this continues to leave a gap which is being filled by agency staff.</p> <p>One IRO has been on sick leave which has been extended now for over six months and the post continues to be covered by agency staff.</p> <p>We have recruited a full time IRO prior to the funding being available on 1<sup>st</sup> April to retain a good social worker in the County and also the release some for the agency spend. We have appointed a consultant to undertake deep dive audits and to support performance, this is forecast into the spend and is a pressure. Interpreter's costs have risen by 5k in this period.</p> <p><u>Actions being taken:</u></p> <p>We have already analysed, and are now implementing new procedures on better use of staff time to free up capacity. Despite this workloads remain stretched and we are exploring other avenues to secure resource to better manage the current caseloads.</p>					
<b>24) CSC Units Hunts and Fenland</b>	<b>3,923</b>	<b>542</b>	<b>17%</b>	<b>706</b>	<b>18%</b>
<p>The CSC Units Hunts and Fenland budget is forecasting an over spend of £706k due to the use of agency staffing. This is an increase of £29k on the end of December position following a review of agency requirements for the rest of the year.</p> <p>A policy decision was taken to ensure we fulfil our safeguarding responsibilities by ensuring that posts should be filled as quickly as possible, with essential posts within the Unit model covered by agency staff in a planned way until new staff have taken up post. If vacant posts are not filled we run the risk of not being able to carry out our statutory duties, and the unit becomes under increased pressure and unlikely to meet statutory requirements and there is then a potential that children could be left at risk.</p> <p>The unit model is very vulnerable when posts are left vacant and whilst this can be managed for a very short period of time (staff on leave/period of absence) vacancies will require agency staff to backfill.</p> <p><u>Actions being taken:</u></p> <p>We continue to make concerted efforts to minimise the dependency on agency despite high levels of demand. The implementation of our recruitment and retention strategy for social work staff should decrease the reliance on agency staffing. This would be more cost effective than using agency staff. The establishment budget would have to be re-balanced to meet this cost. Further work is also underway as part of the CCP to review the Unit Model design and how best to manage the Child's journey. This has involved staffing structures being altered in preparation for, the implementation of the Children's Change Programme towards the end of the current financial year.</p>					
<b>25) CSC Units East &amp; South Cambs &amp; Cambridge</b>	<b>3,654</b>	<b>253</b>	<b>8%</b>	<b>363</b>	<b>10%</b>
<p>The CSC Units East &amp; South Cambs and Cambridge budget is forecasting an over spend of £363k due to the use of agency staffing. This is a decrease of £17k on the end of December position following a review of agency requirements for the rest of the year. See CSC Hunts and Fenland (note 24) for narrative.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>26) Looked After Children Placements</b>	<b>12,512</b>	<b>2,574</b>	<b>27%</b>	<b>3,850</b>	<b>31%</b>

The forecast overspend has increased by £100k this month, to £3.85m. The overall pressure is a combination of the underlying pressure from 2015/16 (£1.4m), as a result of having more LAC than budgeted, and the number of children in care and in placements not reducing as originally budgeted. Whilst new admissions to care have shown a trend below that of the national and statistical neighbour picture, the numbers of children leaving care has not reduced at a similar rate. Some of the optimism around the LAC savings for both the current year and future years has been given a deep dive review. The outcome of this work revealed that there is inadequate budget to service the number of LAC in the care system currently and the anticipated LAC numbers going forward. This has therefore been reflected within the forecast outturn. In-house fostering has shown an increase in numbers of households and placements, which has absorbed a large number of new admissions to care. Purchased IFA provision has not decreased as forecast within the previous LAC strategy. The impact to future year savings is being dealt with as part of the Children's Change Programme and feeds into the current Business Planning process.

It should be noted that a significant amount of work has been undertaken focussing on procurement savings. To date, c.£1.4m of savings have successfully been delivered around this work, against an annual savings target of £1.5m. Similarly, in-house fostering placements have increased from below budgeted numbers to be on-target, with 12 further households being approved over the next 3 months.

Overall LAC numbers at the end of January 2017, including placements with in-house foster carers, residential homes and kinship, are 656, 10 more than December 2016. This includes 61 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of January are 332.

External Placements Client Group	Budgeted Packages	31 Dec 2016 Packages	31 Jan 2017 Packages	Variance from Budget
Residential Disability – Children	3	1	1	-2
Child Homes – Secure Accommodation	0	0	0	-
Child Homes – Educational	8	17	17	+9
Child Homes – General	23	28	27	+4
Supported Accommodation	19	18	16	-3
Supported living 16+	6	23	21	+15
Independent Fostering	180	244	250	+70
<b>TOTAL</b>	<b>239</b>	<b>331</b>	<b>332</b>	<b>+93</b>

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

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>Looked After Children Placements, continued:</b>					
Actions being taken to address the forecast overspend include:					
<ul style="list-style-type: none"> <li>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.</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> <li>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. This will begin to have impact in 2017-18 and delivers a sustainable model to increase savings in future years.</li> </ul>					
<b>27) Local Assistance Scheme</b>	<b>484</b>	<b>-146</b>	<b>-35%</b>	<b>-179</b>	<b>-37%</b>
<p>In May 2016, Adults Committee considered spending plans for the scheme at the "core funding" level of £321k.</p> <p>As previously reported, this means the contingency budget of £163k is no longer required.</p> <p>In addition a further £16k of savings have currently been identified, and this is in relation to an anticipated underspend in relation to the Direct Payment Provision.</p>					
<b>28) SEN Placements</b>	<b>8,563</b>	<b>504</b>	<b>6%</b>	<b>700</b>	<b>8%</b>
<p>The Special Educational Needs (SEN) Placements budget is forecasting a £700k overspend in 16/17. This budget has seen 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. Their local schools may have been able to meet their needs, but may also have been concerned about progress and meeting educational needs. In these cases the SEN Placement budget has to fund the ISEP 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 have recently placed further pressure on this budget.</p> <p>The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG) and, as such, this overspend will be met from DSG carry-forward to be applied in-year.</p> <p><u>Actions going forward:-</u></p> <ul style="list-style-type: none"> <li>Actions in the Placements Strategy are aimed at returning children to within County borders and reducing Education Placement costs.</li> <li>Previous discussions for 3 new special schools to accommodate the rising demand over the next 10 years needs to be revisited as there is a pressure on capital funding. One school is underway and with two more planned. Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with FE to provide appropriate post 16 course is also being explored.</li> </ul>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>SEN Placements, continued:</b> <ul style="list-style-type: none"> <li>Business case presented to health commissioners to improve the input of school nursing in area special schools to support increasingly complex medical/health needs.</li> <li>Deliver SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education.</li> <li>Schools Forum have requested further information on all pressures within the High Needs Block to be presented at their December meeting for scrutiny. Subject to approval there is likely to be a transfer of funding required within the DSG to address the pressures in future years.</li> </ul>					
<b>29) Commissioning Services</b>	<b>4,527</b>	<b>99</b>	<b>3%</b>	<b>266</b>	<b>6%</b>
<p>The Out of School Tuition budget is forecasting to overspend by £300k. There are a number of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative education (tuition) packages. When moving a child with a Statement of Special Educational Needs / EHCP from one school to another the LA has to adhere to the placement consultation process (with specified timescales) outlined in the DfE SEN Code of Practice. Due to the need for the timescales to be followed, and an increasing number of negative responses being received, the process of moving a child with a Statement / EHCP from one school to another can take longer. Until the process is complete the LA has a duty to provide interim full-time education provision, which is now a mandatory 25 hours per week.</p> <p>The Educational Equipment budget is forecast to overspend by £20k, the Special Equipment budget is forecast to underspend by £10k, Supported Lodgings is forecast to underspend by £35k, and Supporting People contract is forecasting a saving of £9k</p> <p>This brings the total Commissioning Services forecast overspend down to £266k.</p>					
<b>30) Home to School Transport (Special)</b>	<b>7,973</b>	<b>-46</b>	<b>-1%</b>	<b>-180</b>	<b>-2%</b>
<p>The Home to School Special transport budget is forecasting an overall underspend of £180k. This underspend is as a result of savings on the retendering of contracts under the Council's Dynamic Purchasing System and also a result of fewer mid-year route additions than originally budgeted due to an overall reduction in the number of children and young people receiving transport from 1,121 last year to 1,010 at present.</p>					
<b>31) LAC Transport</b>	<b>1,107</b>	<b>104</b>	<b>13%</b>	<b>140</b>	<b>13%</b>
<p>There is a £140k overspend forecast against the LAC transport budget as a result of the overall increase in Looked after Children meaning more children are requiring Home to School Transport with over 450 additional journeys than at the same point last year.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>32) Central Financing</b>	<b>-3,208</b>	<b>-209</b>	<b>-7%</b>	<b>-259</b>	<b>-8%</b>
<p>Central Financing is forecasting a £259k underspend at the year end.</p> <p>This has arisen following approval at July GPC, that £200k of SEND Reform Grant to be received during the 2016/17 financial year will be applied to support additional associated costs within CFA. Additionally, we expect underspends of £299k within the Better Care Fund. There are off setting pressures from a delay in planned senior management restructure (£200k), which has been addressed through Business Planning for 2017/18, and also from the re-baselining of 2016/17 in-year pressures (£40k).</p>					
<b>33) Strategic Management – Learning</b>	<b>896</b>	<b>116</b>	<b>14%</b>	<b>119</b>	<b>13%</b>
<p>Learning are currently forecasting a £103k under-recovery against the vacancy savings target against an overall target of £316k. As many parts of Learning generate income, when an income generating post falls vacant, some of the salary saving is used to offset the reduction in income. Furthermore, due to previous restructures, there is a limited pool of Learning staff from which vacancy savings can be made and therefore this is a challenging target. In addition to this there is a £16k pressure due to the agency staff being recruited to cover posts within Business Support.</p>					
<b>34) Schools Partnership Service</b>	<b>983</b>	<b>-195</b>	<b>-25%</b>	<b>-326</b>	<b>-33%</b>
<p>There is a £326k underspend forecast in the Schools Partnership Service. This is due to an increase in grant funding that supports activity previously funded from net LA budget.</p>					
<b>35) Catering &amp; Cleaning Services</b>	<b>-400</b>	<b>220</b>	<b>166%</b>	<b>269</b>	<b>67%</b>
<p>The Catering and Cleaning service (CCS) is budgeted to achieve a £400k contribution to the overall CFA bottom line. However as at the end of January the forecast indicates a shortfall of £269k.</p> <p>Although day to day trading is achieving budgeted targets, for income and provisions costs, there are pressures relating to staff costs resulting from maintaining service provision whilst covering staff absence and recruiting to vacancies. Additional staff cost pressures are due to higher than budgeted salary rates as the national living wage increase impacted on a large % of catering and cleaning staff.</p> <p>Throughout the year a number of service level agreements (SLAs) have been terminated with a resulting loss of income, and in some areas the take-up of school meals is below expectations.</p> <p>The main pressure however is a result of Northamptonshire County Councils closure of their school meals service and the subsequent loss of 3.1million meal orders on an annual basis. This necessitated the closure of the B4 Distribution Centre (Oct 16), and the mothballing of the C3 Cook Freeze Centre (Dec 16). Following redeployment of staff where possible, the cost of the redundancies is forecast to be £149k in 2016/17.</p> <p>A plan of savings and restrictions of expenditure is in place to minimise the forecast trading shortfall.</p>					



Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>36) Home to School Transport – Mainstream</b>	<b>9,779</b>	<b>-205</b>	<b>-3%</b>	<b>-225</b>	<b>-2%</b>
<p>The Mainstream Home to School/College forecast outturn is an underspend of £225k.</p> <p>This position has been achieved as a result of:</p> <ul style="list-style-type: none"> <li>• The implementation of policy changes to the financial support provided by the Council to post-16 which came into effect on 1 September 2016. The only students who now qualify for support are those who meet low-income criteria and attend their nearest appropriate post-16 centre as designated by the Council and those post-16 students who were part-way through a course of study which commenced before 1 September 2016. All students make a contribution to their transport costs.</li> <li>• The re-tendering of contracts under the Council's Dynamic Purchasing System.</li> <li>• On-going scrutiny and challenge over use of single-occupancy taxis, with alternatives offered to parents including two bus passes, one for the child and one for an accompanying parent.</li> <li>• On-going scrutiny and challenge of requests for transport assistance in cases where the child or young person does not meet the Council's qualifying criteria.</li> <li>• Analysis of data and subsequent review of contract arrangements to match the size of the vehicle as closely as possible to the number of entitled children/young people requiring seats.</li> </ul>					
<b>37) Financing DSG</b>	<b>-23,326</b>	<b>-790</b>	<b>-4%</b>	<b>-948</b>	<b>-4%</b>
<p>Within CFA, spend of £23.3m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £948k is made up from Education Placements (£700k); Commissioning Services (£310k); Early Years Specialist Support (-£50k); Support to Parents (-£5k); 0-19 Place Planning &amp; Organisation Service (-£7k) 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	6,422
Better Care Fund	Cambs & P'Boro CCG	15,457
Social Care in Prisons Grant	DCLG	318
Unaccompanied Asylum Seekers	Home Office	1,500
Youth Offending Good Practice Grant	Youth Justice Board	528
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	2,194
Children's Social Care Innovation Grant (MST innovation grant)	DfE	576
MST Standard & CAN	DoH	201
Music Education HUB	Arts Council	782
Non-material grants (+/- £160k)	Various	351
<b>Total Non Baselined Grants 2016/17</b>		<b>28,456</b>

Financing DSG	Education Funding Agency	23,326
<b>Total Grant Funding 2016/17</b>		<b>51,782</b>

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

<b>Directorate</b>	<b>Grant Total £'000</b>
Adult Social Care	2,299
Older People	12,166
Children's Social Care	1,571
Strategy & Commissioning	1,557
Enhanced & Preventative Services	9,802
Learning	1,061
<b>TOTAL</b>	<b>28,456</b>

## APPENDIX 4 – Virements and Budget Reconciliation

### Virements between CFA and other service blocks:

	Effective Period	£'000	Notes
<b>Budget as per Business Plan</b>		<b>242,563</b>	
Strategic Management - Children's Social Care	May	-77	Contact Centre Funding
Shorter Term Support and Maximising Independence	May	-10	Accommodation costs have been agreed with the NHS for buildings which are shared. This amount has been transferred to LGSS Property who handles the NHS recharge.
Shorter Term Support and Maximising Independence	May	-113	Budget has been transferred to LGSS for professional services support to Reablement teams. This amount was recharged in 2015/16 and is now transferred permanently.
Information Management & Information Technology	June	-53	SLA for Pupil Forecasting/Demography to Research Group within Corporate services.
Schools Partnership Service	Sept	6	Correction to Centralised mobile telephones.
Adult Social Care	Nov	45	Corporate Funding - Advocacy Contract
Multiple Policy Lines	Dec	-716	Corporate Capacity Review Budgets
<b>Current Budget 2016/17</b>		<b>241,645</b>	

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

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

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

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

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

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

## APPENDIX 5 – Reserve Schedule

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

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 Jan 17		
	£'000	£'000	£'000	£'000	
<b>General Reserve</b>					
CFA carry-forward	1,623	-1,062	561	-2,711	Forecast overspend of £3,273k applied against reserves.
<b>subtotal</b>	<b>1,623</b>	<b>-1,062</b>	<b>561</b>	<b>-2,711</b>	
<b>Equipment Reserves</b>					
ICT Equipment Replacement Reserve	604	0	604	604	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	178	-80	98	98	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
<b>subtotal</b>	<b>782</b>	<b>-80</b>	<b>702</b>	<b>702</b>	
<b>Other Earmarked Reserves</b>					
<b>Adult Social Care</b>					
Capacity in ASC procurement & contracts	225	-63	162	162	Continuing to support route rationalisation for domiciliary care car rounds
Specialist Assistive technology input to the LDP	186	-186	0	0	External support to promote use of technology to reduce costs of supporting LD clients
Autism & Adult Support Workers (trial)	60	-30	30	30	Trialling support work with Autism clients to investigate a new service model, 12 month period but only starting in September 2016
Direct Payments - Centralised support (trial)	174	-44	130	130	By centralising and boosting support to direct payment setup we hope to increase uptake & monitoring of this support option
Care Plan Reviews & associated impact - Learning Disability	346	-346	0	0	Additional social work, complaints handling, business support and negotiation capacity in support of the major reassessment work in these services
Care Plan Reviews & associated impact - Disabilities	109	-109	0	0	
<b>Older People &amp; Mental Health</b>					
Continuing Healthcare project	118	-59	59	59	CHC team has been formed to deliver the BP savings
Homecare Development	62	-40	22	22	Post taking forward proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work.
Falls prevention	44	-44	0	-44	To upscale the falls prevention programme
Dementia Co-ordinator	35	-22	13	13	£35k needed.
Shared Lives (Older People)	49	-49	0	0	Trialling the Adult Placement Scheme within OP&MH
Mindful / Resilient Together	321	-133	188	188	Programme of community mental health resilience work (spend over 3 years)

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 Jan 17		
	£'000	£'000	£'000	£'000	
Increasing client contributions and the frequency of Financial Re-assessments	120	-70	50	50	Hiring of fixed term financial assessment officers to increase client contributions. Staff in post.
Brokerage function - extending to domiciliary care	50	-15	35	35	Trialling homecare care purchasing post located in Fenland
Specialist Capacity: home care transformation / and extending affordable care home capacity	70	-45	25	25	External specialist support to help the analysis and decision making requirements of these projects and upcoming tender processes
Care Plan Reviews & associated impact - Older People	452	-452	0	0	Options being explored with overtime to complement agency worker reviews
<b>Childrens Social Care</b>					
Independent Reviewing Officers (IRO) and Care Planning (CP) Chairperson	28	-28	0	0	2 x Fixed Term Posts across 2015/16 and 2016/17. Increase in Independent Reviewing Officers (IRO) capacity to provide effective assessment which will safeguard the YP as per statutory guidance under the Care Planning Regulations Children Act 1989 – (Remaining balance will support for 1 post for 6 month period in 2016/17)
Adaptations to respite carer homes	14	-14	0	0	Reserve for adaptations to Foster carer Homes
Child Sexual Exploitation (CSE) Service	250	-250	0	0	Child Sexual Exploitation Funding - Project to work with children in relation to child sexual exploitation. Delivery of this service is being reviewed - to be considered by the General Purposes Committee in March
<b>Strategy &amp; Commissioning</b>					
Building Schools for the Future (BSF)	141	0	141	0	Funding allocated to cover full ICT programme and associated risks. In 2016/17 also cover costs associated with transition from Dell ICT contract.
Statutory Assessment and Resources Team (START)	10	-10	0	0	Funding capacity pressures as a result of EHCPs.
Home to School Transport Equalisation reserve	253	0	253	-240	16/17 is a "long year" with no Easter and so has extra travel days. The equalisation reserve acts as a cushion to the fluctuations in travel days. Oct 16 - have amended the expected draw down by 197k as have corrected the draw down by 2 days.
Time Credits	74	-74	0	0	Funding for 2 year Time Credits programme from 2015/16 to 2016/17 for the development of connected and supportive communities.
Reduce the cost of home to school transport (Independent travel training)	60	-60	0	0	Draw down of funds to pay for independent travel training
Prevent children and young people becoming Looked After	57	-57	0	0	£32k to extend the SPACE programme pilot to enable a full year of direct work to be evaluated for impact and £25k Re-tendering of Supporting People contracts (ART)

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 Jan 17		
	£'000	£'000	£'000	£'000	
<b>Strategy &amp; Commissioning</b>					
Disabled Facilities	127	0	127	63	Funding for grants for disabled children for adaptations to family homes.
Commissioning Services – Children's Placements	13	-13	0	0	Funding to increase capacity. Two additional Resource Officers are in post.
<b>Enhanced &amp; Preventative</b>					
Information Advice and Guidance	20	-40	-20	0	£20k will be used in 16/17 to cover the salaries of 6 remaining post holders who will leave by redundancy on 11th May 2016 as a result of Phase II Early Help Review
Changing the cycle (SPACE/repeat referrals)	67	-67	0	0	Project working with mothers who have children taken in to care - to ensure that the remaining personal or family needs or issues are resolved before the mother becomes pregnant again. Funding for this project ends March '17.
Multi-Systemic Therapy (MST) Standard	182	0	182	0	2-year investment in the MST service (£182k in 2015/16 & 2016/17) to support a transition period whilst the service moves to an external model, offering services to CCC and other organisations on a traded basis.
MST Child Abuse & Neglect	78	-78	0	0	Whilst the MST CAN project ended in 2015/16, the posts of MST Program Manager and Business Support Manager who support all of the MST teams have been retained and will transfer to the MST Mutual CIC. Funding is required until the MST Mutual commences.
Youth Offending Team (YOT) Remand (Equalisation Reserve)	250	0	250	250	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
All Age Lead Professional	40	-40	0	0	Trialling an all age locality lead professionals. Ongoing trial into 16/17.
Maximise resources through joint commissioning with partners	14	-14	0	0	Funding for Area Partnership Manager, ensuring that local needs are identified and met in relation to children's services by bringing together senior managers of local organisations in order to identify and develop priorities and commission local services. Work to be undertaken during 2016/17 to seek sustainable solution to the shortfall in funding on a permanent basis.
Independent Domestic Violence Advisors	24	-24	0	0	To continue to provide a high level of support to partner agencies via the Multi-agency safeguarding hub, and through the multi-agency risk assessment conference process, by supporting high-risk victims of domestic abuse.
<b>Learning</b>					
Cambridgeshire Culture/Art Collection	87	0	87	47	Providing cultural experiences for children and young people in Cambs
Discretionary support for LAC education	182	-182	0	0	Required to fund CIN post spanning financial years
Reduce the risk of deterioration in school inspection outcomes	60	-60	0	0	Draw down of funding to pay for fixed term Vulnerable Groups post

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 Jan 17		
	£'000	£'000	£'000	£'000	
ESLAC Support for children on edge of care	50	-14	36	36	Funding for 2 year post re CIN
CCS (Cambridgeshire Catering and Cleaning Services)	119	-119	0	0	CCS Reserve to make additional investment in branding, marketing, serveries and dining areas to increase sales and maintain contracts. Also includes bad debt provision following closure of Groomfields Grounds Maintenance Service.
<b><u>Cross Service</u></b>					
Develop 'traded' services	57	-57	0	0	£27k is funding for 2 x 0.5 FTE Youth Development Coordinators until March 17 £30k is for Early Years and Childcare Provider Staff Development
Improve the recruitment and retention of Social Workers (these bids are cross-cutting for adults, older people and children and young people)	188	-110	78	74	This will fund 2-3 staff across 2016/17 focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	184	-184	0	0	Repairs & refurbish to council properties: £5k Linton; £25k March; £20k Norwich Rd; £10k Russell St; Alterations: £50k Havilland Way Support the implementation of the in-house fostering action plan: £74k
Re-deployment of CFA Continuing and New Earmarked Reserves	-953	953	0	0	New 16/17 CFA Earmarked Reserves (£1.451m) funded from those 15/16 earmarked reserves no longer required (£0.498m) and CFA carry forward (£0.953m), following approval from Committee.
<b>subtotal</b>	<b>4,097</b>	<b>-2,249</b>	<b>1,848</b>	<b>900</b>	
<b>TOTAL REVENUE RESERVE</b>	<b>6,502</b>	<b>-3,391</b>	<b>3,111</b>	<b>-1,110</b>	
<b><u>Capital Reserves</u></b>					
Building Schools for the Future	61	0	61	0	Building Schools for Future - c/fwd to be used to spent on ICT capital programme as per Business Planning 16/17.
Basic Need	0	3,781	3,781	0	The Basic Need allocation received in 2016/17 is fully committed against the approved capital plan.
Capital Maintenance	0	4,708	4,708	0	The School Condition allocation received in 2016/17 is fully committed against the approved capital plan.
Other Children Capital Reserves	110	0	110	0	£10k Universal Infant Free School Meal Grant c/f and the Public Health Grant re Alcohol recovery hub £100k rolled forward to 2016/17.
Other Adult Capital Reserves	2,257	3,479	5,736	425	Adult Social Care Grant to fund 2016/17 capital programme spend.
<b>TOTAL CAPITAL RESERVE</b>	<b>2,428</b>	<b>11,968</b>	<b>14,396</b>	<b>425</b>	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

## APPENDIX 6 – Capital Expenditure and Funding

### 6.1 Capital Expenditure

2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per BP £'000	Scheme	Revised Budget for 2016/17 £'000	Actual Spend (Jan) £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Variance - Outturn (Jan) £'000	Total Scheme Revised Budget £'000	Total Scheme Forecast Variance £'000
	<b>Schools</b>						
41,711	Basic Need - Primary	42,782	24,719	37,352	-5,430	224,944	28,047
39,689	Basic Need - Secondary	41,662	25,428	37,649	-4,013	214,351	2,844
321	Basic Need - Early Years	613	55	613	0	2,203	0
770	Adaptations	654	347	491	-163	6,541	0
2,935	Specialist Provision	3,225	2,997	3,225	0	5,060	-175
3,250	Condition & Maintenance	3,250	2,962	3,250	0	25,750	0
204	Building Schools for the Future	348	112	348	0	9,118	0
1,114	Schools Managed Capital	1,926	0	1,926	0	9,798	-190
0	Universal Infant Free School Meals	10	5	10	0	0	0
300	Site Acquisition and Development	300	418	395	95	650	0
1,500	Temporary Accommodation	1,500	1,828	1,500	0	14,000	0
0	Youth Service	127	0	127	0	0	0
295	Children Support Services	295	160	395	100	2,530	0
3,717	Adult Social Care	5,311	5,073	5,311	0	25,777	1,299
1,350	CFA IT Infrastructure	1,700	205	1,200	-500	3,000	0
0	CFA Capital Variation	-10,282	0	-371	9,911	0	0
<b>97,156</b>	<b>Total CFA Capital Spending</b>	<b>93,421</b>	<b>64,308</b>	<b>93,421</b>	<b>0</b>	<b>543,722</b>	<b>31,825</b>

#### Basic Need - Primary £28,047k increased total scheme cost

A total scheme variance of £5,310k 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 increases approved by GPC for 2016/17;

- Fulbourn Primary (£1,000k) further planning has indicated that the cost of the project will be higher than originally anticipated
- Melbourn Primary (£2,050k) increased scope includes replacement of two temporary classroom structures.
- Hatton Park Primary ( £10k) increased scope to reflect removal costs required as part of the project
- Wyton Primary (£2,250k) due to scheme being delivered in two phases and increased costs associated with the delay in phasing. Phase 1 involves replacement of existing 1 form entry (FE) (210 place) primary school; Phase 2 involves - new a 2 FE (420 place) primary school.

In June 2016 these increased costs were offset by £670k of underspend on 2016/17 schemes which were due to complete and did not require the use of budgeted contingencies:

Brampton Primary School (£41k), Fawcett Primary School (£203k), Cambourne Hardwick Primary School second campus (£183k), Millfield Primary (£28k), Fourfields Primary (£42k) and Trinity School: (£175k).



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

- Clay Farm, Cambridge £1.5m increase due to developing scope of the project to a 3FE school to accommodate further anticipated housing development.
- Ramnoth, Wisbech; £740k increase in the build cost identified at design stage.
- Hatton Park, Longstanton; £540k increase in the build cost identified at planning stage and transport costs of children.
- Barrington; £1,890k increase following completion of a detailed option appraisal and to take account of inflation linked to a Sept 2020 delivery date
- Loves Farm, St Neots; £2,320k increase due to changing scope of the project to a 2FE school.

In September 2016 there was a further additional total scheme cost increase of £15.5m since the Business Plan was approved by full Council. All these changes which are detailed below relate to future years, other than Grove Primary, and have been addressed through the 2017/18 Business Plan:

- Sawtry Infant; £880k increase following receipt and review of detailed costings.
- St Ives, Eastfield / Westfield / Wheatfields; £4.0m increased cost due to additional building work required as the schools have taken the decision not to proceed with proposals to amalgamate and create an all-through primary school.
- Histon & Impington - Additional Places; £10m as the scope of the project has significantly increased to include additional places at both Infant and Junior age ranges following detailed discussions with the schools and local Member.
- Grove Primary School; £310k due to increased scheme costs associated with asbestos removal.
- Burwell Primary; £322k increase following receipt and review of revised cost plans and more detailed planning being undertaken.

In October 2016 the following schemes have seen total scheme underspends identified:

- Ermine Street Primary, Alconbury; £200k reduction due to works on site completing and the final accounts being agreed without expending items on the risk register.
- Clay Farm, Cambridge; £159k reduction following receipt and review of the contractor's Milestone 4 report.
- Fulbourn, Cambridge £115k reduction as the extent of external works was less than expected and because no consequential improvements were required by Building Control.

In November 2016 the following schemes experienced total scheme changes:

- Meldreth Primary School; £834k reduction, further design and project planning had identified the most appropriate option to achieve best value for money in terms of meeting current and forecast basic need requirements
- Westwood, March £960k increased costs due to more detailed design and planning.
- Barrington; £400k increased cost resulting from further design and planning work.
- Littleport Village College; £800k Increased costs following identification of the need for additional work to the pumping station to ensure it is adequate to service the project.
- St Bede's, Cambridge; £519k reduced costs from October's estimate of insurance works. The resulting revised total cost of fire damage works is now £1,995k.

### **Basic Need - Primary £5,430k slippage**

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

Westwood Primary, March (£145k) Phase 1 and (£100k) Phase 2, Hatton Park (£1,090k) in Longstanton, St Ives, Eastfield / Westfield / Wheatfields (£30k) and Wyton Primary (£200k), and Histon & Impington additional places (£100k). These schemes will be re-phased in the 2017/18 business plan.

There has been an in-year scheme cost increase due to an overspend on Grove Primary (£288k). This is a result of unforeseen asbestos works.

The accelerated spend has been offset by the following schemes where progress has slowed and anticipated expenditure in 2016/17 will no longer be incurred. Huntingdon Primary 1<sup>st</sup> & 2<sup>nd</sup> Phases (£199k) works deferred to be undertaken as part of the 2<sup>nd</sup> phase of the scheme which is already underway and is anticipated to cost less than originally allocated.

Darwin Green (NIAB) Primary School, (£178k) slippage to scheme being deferred, the scheme is linked to housing development which is not progressing as quickly as anticipated. Minimal spend expected in 2016/17 to complete design and planning stages. Sawtry Infant, (£745k) & Sawtry Junior (£75k), the scheme has been redefined. The Infant and Junior school are no longer to merge following the Junior School's conversion to an academy at the start of November 2016. The project has now been refocused on providing improved accommodation for delivery of early years education and childcare. Design works only for 2016-17. Building work is scheduled to commence in April 2017 and be completed by August 2018.

The Shade, Soham; (£550k) Lower than expected tender from contractors at this stage of the planning process.

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

Pathfinder Primary School, Northstowe (first Primary School); (£346k) slippage as it has not been necessary to purchase furniture, equipment and part of the ICT system this financial year as the school opening has been delayed to September 2017 in response to slower than anticipated progress with the housing development.

Godmanchester Bridge Primary School, Bearscoft development, (£1,890k). The project slipped from the 15 August 2016 anticipated start on site to 24 October 2016. The nursery provision will now be constructed later in the build programme and the completion date has slipped to 31 October 2017.

Ramnoth Junior School, Wisbech; (£2,100k). Start on site delayed from October to January, a further 3 weeks delay due to the tender being submitted late.

Fawcett Primary, Cambridge; (£393k). The required access road will not be completed until next year and contingencies not required.

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

Fulbourn Primary; (£240k) slippage due to additional more complex design work being required, the progress of the project has slowed as a consequence.

### **Basic Need – Secondary £2,844k increased total scheme cost**

A total scheme variance of £2,563k has occurred due to changes since the Business Plan was approved. Cambridge City 3FE Additional places; £2.m increased cost to incorporate fire damage works at St Bede's site, which will be offset by insurance payments.

Littleport Secondary and Special School scheme has increased by £800k due to additional work to the pumping station to ensure it is adequate to service the project.

### **Basic Need – Secondary £-4,013k slippage**

The Bottisham Village College scheme has incurred £780k of slippage due to the start on site being deferred from late 2016 to July 2017. The delay occurred as a result of the decision to submit a joint bid with the Academy Trust to the Education Funding Agency (EFA). The outcome of which was an additional £4m funding. This will enable the school to address condition needs and progress advanced works ahead of the main capital scheme.

There has been accelerated spend on Cambridge City 3FE Additional places of £200k on St Bede's programme. This has arisen due to works commencing earlier than anticipated in response to the need to address the fire damage sustained at the school. This work will be offset from funding from the insurers. The accelerated spend has reduced by as main project will now not commence until the fire damage works is completed.

Planning and design work totalling £50k has commenced for Alconbury Secondary & Special School as the SEN provision is required by September 2019.

In November 2016 it was identified that the Cambourne Secondary School original forecast from contractors was likely to be optimistic and not achievable, £605k slippage anticipated in 2016/17.

Contractor has identified a 6 week delay in the Littleport Secondary and special scheme due to design changes following the appointment of a new academy sponsor for the schools. This has resulted in £1,903k slippage and completion on site will now be January 2018.

Cambourne Secondary School has experienced slippage of £700k slippage. Original cash flow has been amended by the contractors and provides revised estimated of works to be completed by the end of March 2017.

### **Adaptations £163k slippage.**

Morley Memorial spend is expected to be £163k less than expected due to slower than expected progress and only minimal design work now being undertaken in 2016/17.

### **Schools Managed Capital**

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

### **Children Support Services £100k spend**

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

### **CFA IT Infrastructure £500k slippage**

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

## CFA Capital Variation

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

2016/17					
Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (Jan) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Jan) £000
CFA	-10,282	-9,911	9,911	96.4%	-
<b>Total Spending</b>	<b>-10,282</b>	<b>-9,911</b>	<b>9,911</b>	<b>96.4%</b>	<b>-</b>

## 6.2 Capital Funding

2016/17				
Original 2016/17 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2016/17 £'000	Forecast Spend – Outturn (Jan) £'000	Forecast Funding Variance - Outturn (Jan) £'000
3,781	Basic Need	3,781	3,781	0
4,643	Capital maintenance	4,708	4,708	0
1,114	Devolved Formula Capital	1,926	1,926	0
0	Universal Infant Free School meals	10	10	0
3,717	Adult specific Grants	5,311	5,311	0
24,625	S106 contributions	22,612	21,912	-700
0	BSF -PFS only	61	61	0
0	Capitalised Revenue Funding	0	0	0
0	DAAT Capital Grant	0	100	100
700	Other Capital Contributions	1,200	1,200	0
54,416	Prudential Borrowing	49,552	50,252	0
4,160	Prudential Borrowing (Repayable)	4,160	4,160	0
<b>97,156</b>	<b>Total Funding</b>	<b>93,321</b>	<b>93,421</b>	<b>-600</b>

In January there has been a reduction in S106 contributions due to revised outturn at Cambourne Secondary School. This funding will be required to be carried forward to 2017/18. Insurance funding for St Bede's has been anticipated for 2016/17 as timescales have become clearer. This has offset the in year budget increase for this scheme.

## APPENDIX 7 – Performance at end of December 2016

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% children whose referral to social care occurred within 12 months of a previous referral	Childrens Social Care	18.8%	20.0%	18.2%	Dec-16	↑	G	22.2% (2015)	24.0% (2015)	Performance in re-referrals to children's social care has improved during December and remains below target.
Number of children with a Child Protection Plan per 10,000 population under 18	Childrens Social Care	36.0	30.0	39.7	Dec-16	↓	R	35.2% (2015)	42.9% (2015)	During December, we saw the numbers of children with a Child Protection plan increase from 480 to 528. 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	Childrens Social Care	48.5	40.0	48.6	Dec-16	↓	R	41.6% (2015)	60.0% (2015)	<p>The number of Looked After Children increased to 646 in December. This includes 65 UASC, around 10.1% 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	Enhanced & Preventative									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.
% year 12 in learning	Enhanced & Preventative	95.7%	96.5%	95.4%	Dec 16	↓	A	94.0% (2015)	94.8% (2015)	Performance has improved as expected over the Autumn as information is collected about young people's current situation. We are now just below target for the end of the year and further improvement should be seen over the next few months.

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	Enhanced & Preventative	3.7%	3.8%	3.7%	Dec 16	➡	G			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	Enhanced & Preventative	10.1%	9.0%	10.6%	Q1 (Apr to Jun 16)	⬇	A	7.0% (2015)	9.2% (2015)	Whilst we are not on target our performance is much better than this time last year when NEET was 12.4%. We continue to prioritise this group for follow up and support.
The proportion pupils attending Cambridgeshire Nursery schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Dec-16	➡	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	82.0%	82.0%	82.4%	Dec-16	↓	G	88.4% (2016)	88.5% (2016)	Performance continues to improve and is currently at our best level ever with 164 out of 194 primary schools judged as good or outstanding
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	72.8%	75.0%	72.8%	Dec-16	→	A	85.2% (2016)	80.3% (2016)	Performance for Secondary schools continues to improve with 22 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%	Dec-16	→	A			
<i>Proportion of income deprived 2 year olds receiving free childcare</i>	Learning	79.2%	80.0%	74.0%	Summer Term	↓	A			There were 1758 children identified by the DWP as eligible for the Summer Term. 1301 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	37.2	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	1.4%	6.0%	1.3%	Dec-16	↓	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.

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	95.7%	93.0%	95.7%	Dec-16	➡	G	83.0% (2014-15)	82.6% (2014-15)	This indicator is subject to a new calculation method for 2015/16 onwards. Performance remains above the target and is improving gradually. Performance is above the national average for 14/15 and will be monitored closely.
RV1 - Proportion of planned reviews completed within the period that were completed on or before their due date. (YTD)	Adult Social Care / Older People & Mental Health	52.0%	50.1%	52.5%	Dec-16	⬆	G	N/A (Local Indicator)		Performance at this indicator has been improving, this is partly due to ongoing data cleansing relating to the categorisation of planned/unplanned reviews. A focus on completing reviews early where there is the potential to free up capacity/make savings also be contributing to this increased performance.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	56.8%	57.0%	57.0%	Dec-16	↑	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	192	433	215	Dec-16	↑	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. Upwards 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	582	429	589	Nov-16	↓	R	N/A (Local Indicator)		<p>The Cambridgeshire health and social care system is experiencing a monthly average of 3,029 bed-day delays, which is 37% above the current BCF target ceiling of 2,206. In November there were 3,267 bed-day delays, up 90 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 December '15 and November '16 there were 34,275 bed-day delays across the whole of the Cambridgeshire system - representing a 14% increase on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have increased by 12% from 21,412 (Dec 14 - Nov 15) to 23,920 (Dec 15 - Nov 16), while bed-day delays attributed to Adult Social Care have increased from 7,116 in Dec 14 - Nov 15 to 8,803 in Dec 15 - Nov 16 an increase of 24%.</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	138	114	145	Nov-16	↓	R	N/A (Local Indicator)		In Nov '16 there were 991 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 145 delays per 100,000 of 18+ population. For the same period the national rate was 143 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	12.0%	12.5%	11.7%	Dec-16	↓	A	9.0% (2015-16) Provisional	6.7% (2015/16) Provisional	Performance at this measure is falling slightly but within 10% of 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 January 2017

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p><b>Closure of Transforming Lives Implementation including Workforce Development and set up of Transforming Lives Practice Governance Project</b> Claire Bruin / Jane Heath</p>	<p>Status of the Transforming Lives Implementation (including Workforce Development) project has been upgraded to green following a full review of the project and work streams as part of the setup of the new Transforming Lives (Adults) Programme. Completed work streams have been formally closed and ongoing work has either been moved into business as usual or aligned with the work of other projects. The work to continue to embed the practices required to deliver the Transforming Lives approach is being taken forward through the Transforming Lives Practice Governance project.</p> <p>The Transforming Lives Practice Governance project will focus on the implementation of the Transforming Lives approach and take forward the work of the existing Practice Governance Group. There will be a continued emphasis on cultural change amongst the frontline staff and on monitoring and evaluating impact. Transforming Lives as a driver for structural change, such as upstreaming staff into other areas, is also within the scope of the project.</p> <p>Project membership, scope and tasks are to be refreshed. The revised project board will report into the Transforming Lives (Adults) programme.</p>	<p><b>GREEN</b></p>
<p><b>Building Community Resilience Programme:</b> Sarah Ferguson/ Faye Betts</p>	<p>This programme will respond to the council's focus on strengthening our support to communities and families; an update on progress on the strategy is going to GPC in March 2017.</p> <p>Nine bids to the Innovation Fund are being considered for funding to support community led activity, particularly to support vulnerable adults. The Delivery Plan is being updated with a renewed focus on a small number of deliverable objectives for 17/18. In addition, as part of the Corporate Capacity Review, a newly combined 'Community Resilience' team has been created which will pool assets and resources to direct activity at a district level in support of this agenda.</p> <p>Discussions with partners has accelerated with local district based conversations about areas of potential joint work, and the creation of a Communities Network at a County level comprised of Senior Leaders from across the Public Sector. These arrangements will also support the delivery of aspirations captured in the devolution discussions.</p> <p>No Key Issues</p>	<p><b>GREEN</b></p>
<p><b>Community Hubs:</b> Christine May/Owen Garling</p>	<p>The beginning of the implementation of hubs is now planned for September/October 2017. An Ideas Paper has been written on the advice of The Consultation Institute, who have been advising us on the avoidance of judicial review, which will be used to inform the extended period of engagement which had been due to run from October 2016-April 2017. The engagement has had some delay in getting fully underway due to the complexity of understanding the relationships between various elements of the Council's Transformation Programme, in particular the Children's Change Programme and its timescales, but these have now been clarified. Engagement activity will get fully underway this year. We have received confirmation of funding from our One Public Estate bid, which we plan to use to boost resources in the Engagement and Buildings aspects of the Programme.</p>	<p><b>AMBER</b></p>



Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>0-19 Commissioning:</b> Meredith Teasdale/Clare Rose	<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>Key Issue: It was agreed at the July JCU that the 0-19 work now needs to be considered within the context of the Sustainability Transformation Programme (STP) which is looking at future health services planning and Vanguard which will largely be looking at emergency NHS care as well as children's mental health services etc. The 0-19 work is therefore now part of a much bigger process. This project is therefore on hold whilst we await confirmation on how this will be integrated with the STP.</p> <p>Children's Centres are currently being considered within the potential future service offer for 0-19 child health and wellbeing services as outlined above.</p>	<b>AMBER</b>
<b>Children's Centres:</b> Sarah Ferguson/Jo Sollars/Clare Rose	<p>Children's Centres are currently being considered within the potential future service offer for 0-19 child health and wellbeing services as outlined above.</p>	<b>AMBER</b>
<b>Mosaic:</b> Meredith Teasdale/ Jane Dobinson	<p>The contract for the new Adult Social Care, Early Help and Children's Social Care ICT System (Mosaic) was awarded to Servelec Corelogic Ltd. In June 2016. The project governance, management, team and resources have been appointed and implementation is under way: Servers have been implemented, and the initial software configuration installed following a series of workshops. Workstreams have been established for: infrastructure; data migration; systems integration; training; reporting; portal; and testing. The project is complex and is anticipated to take two years, in two phases: Adults and Older People/Mental Health and finance as Phase one, and Early Years and Children's Social Care as phase two. The estimated overall completion date is April 2018. Timescales for phase one are under review in the light of dependency on the ERP Gold (Agresso) project, and opportunities for business process improvement, but current provisional date is September 2017. The second phase is planned for April 2018, and is being aligned with the requirements of the Children's Change Programme.</p>	<b>AMBER</b>

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Accelerating Achievement:</b> Keith Grimwade	<p>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.</p>	<b>AMBER</b>
<b>Children's Change Programme:</b> Theresa Leavy/Lynsey Barron	<p>The new transformational programme, bringing together Enhanced and Preventative Services and Children's Social Care brings about a fundamental redesign of children's services. The programme will ensure our service offer is agile, reflexive and timely - targeted to those in greatest need and towards those that we can ensure experience a de-escalation of need and risk as a result of effective integrated, multi-agency services delivered in a timely manner. An implementation plan has been scoped for delivery over the next 12 months. The governance for the programme and terms of reference are now in place (established November 2016). An overview of the programme was provided as an appendix to the CYP Business Planning paper for the October 2016 CYP Committee. The more detailed proposals were outlined in a paper to CYP Committee in November 2016. A staffing consultation is due to be released on 7 December 2016 which will realise the 17/18 savings in the business plan.</p>	<b>GREEN</b>