

**Children, Families & Adults Service**

**Finance and Performance Report – November 2016**

**1. SUMMARY**

**1.1 Finance**

Previous Status	Category	Target	Current Status	Section Ref.
<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 – Oct 2016 Data (see sections 4&5)**

Monthly Indicators	Red	Amber	Green	Total
Oct Performance (No. of indicators)	8	6	7	21
Oct Portfolio (No. of indicators)	0	6	3	9

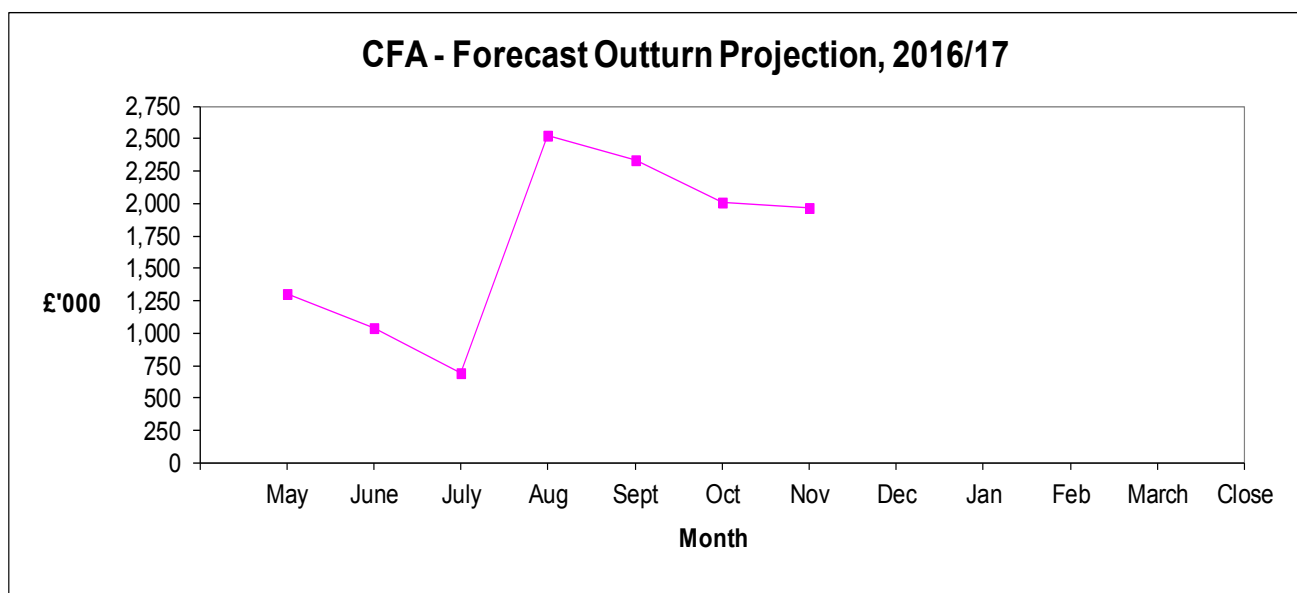
**2. INCOME AND EXPENDITURE**

**2.1 Overall Position**

Forecast Variance Outturn (Oct) £000	Directorate	Original Budget 2016/17 £000	Current Budget 2016/17 £000	Current Variance £000	Forecast Variance Outturn (Nov) £000	Forecast Variance - Outturn (Nov) %
945	Adult Social Care	81,325	81,491	-122	121	0.1%
-3,066	Older People & Mental Health	82,450	82,976	-1,985	-2,948	-3.6%
5,083	Children's Social Care	50,217	51,706	3,322	5,792	11.2%
43	Strategy & Commissioning	28,696	26,199	221	371	1.4%
-95	Children's Enhanced and Preventative	31,558	31,414	-327	-216	-0.7%
-199	Learning	19,837	20,209	-191	-201	-1.0%
<b>2,712</b>	<b>Total Expenditure</b>	<b>294,084</b>	<b>293,995</b>	<b>918</b>	<b>2,918</b>	<b>1.0%</b>
-700	Grant Funding	-51,520	-51,634	-554	-949	-1.8%
<b>2,012</b>	<b>Total</b>	<b>242,563</b>	<b>242,361</b>	<b>364</b>	<b>1,969</b>	<b>0.8%</b>

The service level finance & performance report for November 2016 can be found in [appendix 1](#).

Further analysis of the forecast position can be found in [appendix 2](#).



## 2.2 Significant Issues

At the end of November 2016, CFA is forecasting a year end overspend of £1,969k. Significant issues are detailed below:

- In Adult Social Care, there is a newly predicted underspend of £133k on housing related support. This is due to contractual efficiencies taking effect on a sustainable basis.
- In Adult Social Care, the Learning Disabilities overspend forecast has decreased by £357k, because:
  - i. There is a £171k decrease in forecast overspend in the in-house Provider Units – the result of further financial review and cost control in anticipation of a pending restructure
  - ii. A £100k improvement on the expected level of direct payment amounts recalled as unused in the South of the County
  - iii. A reduced cost estimate for administrative staffing, due to vacancies
  - iv. Cost reductions from reviewed and ended packages exceeded the level of extra cost for increased need in November.
- In Adult Social Care, Physical Disability report a savings expectation improving by £100k
- In Older People and Mental Health, the forecast for Central Commissioning has increased by £157k. Utilisation of block contract beds at care homes is occurring faster than anticipated. There is some offset by a corresponding reduction in spot placement purchasing, in localities.

- In Older People and Mental Health, across the four Older People's locality teams, the forecast underspend has decreased by £224k. Decreasing spot placements at care homes and domiciliary care volumes in Huntingdonshire and the South of the County are more than offset by emerging budget pressures in Fenland and East Cambs from complex placements.
- In Older People & Mental Health, the Integrated Community Equipment Service reports a new forecast underspend of £115k, the result of increased levels of recycling of equipment.
- In Children's Social Care, the overspend on the Adoption Allowances budget has increased by £100k. The forecast review of Special Guardianship Orders (SGO) is taking longer to implement than planned and as a result full year savings will not be achieved.
- In Children's Social Care, the legal proceedings budget is reporting an increased overspend of £300k, up £100k since October 2016. The number of care proceedings continues to increase, in line with national trend, resulting in significant additional costs.
- In Children's Social Care, the Looked After Children's reported forecast overspend has increased by £500k due to increased numbers of Looked After Children (LAC) with complex needs who require purchased placements until the end of the year.
- In Strategy and Commissioning, the Special Educational Needs (SEN) Placements budget is now reporting a forecast overspend of £700k. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG) and as such will be met from DSG carry-forward to be applied in-year.
- In Strategy and Commissioning, Strategic Management a forecast overspend of £202k has been reported due to Business Support savings not being fully achieved.
- In Enhanced and Preventative a number of additional smaller underspends totaling £111k are now being reported resulting in a revised forecast underspend of £216k for the service.
- In Grant Funding, the Financing DSG budget is now showing a contribution of £949k to offset the pressures identified above for SEN Placements and Out of School Tuition. These will be met by one-off DSG carry-forward in the current financial year.

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

(De Minimis reporting limit = £160,000)

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

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

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

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

## **2.5 Key Activity Data**

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

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

	BUDGET				ACTUAL (Nov)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Nov 16/17	Yearly Average	Actual Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost
Residential - disability	3	£306k	52	1,960.18	2	2.99	£430k	2,743.20	-0.01	£124k	783.02
Residential - secure accommodation	0	£k	52	0.00	0	0.00	£k	0.00	0	£k	0.00
Residential schools	8	£675k	52	1,622.80	14	12.35	£990k	1,610.60	4.35	£315k	-12.20
Residential homes	23	£3,138k	52	2,623.52	26	24.60	£3,813k	2,854.78	1.6	£675k	231.26
Independent Fostering	180	£7,173k	52	766.31	236	220.61	£9,356k	785.80	40.61	£2,183k	19.49
Supported Accommodation	19	£1,135k	52	1,149.07	18	17.59	£1,392k	1,246.20	-1.41	£256k	97.13
16+	6	£85k	52	272.60	25	17.89	£435k	474.92	11.89	£350k	202.32
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£404k	-	-	-£404k	-
<b>TOTAL</b>	<b>239</b>	<b>£12,512k</b>			<b>321</b>	<b>296.03</b>	<b>£16,012k</b>		<b>57.03</b>	<b>£3,500k</b>	
In-house fostering	187	£3,674k	55	357.74	181	162.79	£3,374k	345.36	-23.93	-£300k	-12.38
Kinship	35	£375k	55	193.23	33	41.52	£484k	190.63	6.23	£108k	-2.60
In-house residential	14	£1,586k	52	2,259.72	8	8.97	£1,586k	3,400.91	-4.53	£k	1,141.20
Concurrent Adoption	6	£100k	52	349.86	4	5.06	£85k	350.00	-0.44	-£15k	0.14
Growth/Replacement	0	£k	-	0.00	0	0.00	£k	0.00	-	£221k	-
<b>TOTAL</b>	<b>241</b>	<b>£5,735k</b>			<b>226</b>	<b>218.34</b>	<b>£5,530k</b>		<b>-22.67</b>	<b>£15k</b>	
Adoption	325	£3,000k	52	177.52	364	366.76	£3,279k	166.50	41.76	£279k	-11.02
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>364</b>	<b>366.76</b>	<b>£3,279k</b>		<b>41.76</b>	<b>£279k</b>	
<b>OVERALL TOTAL</b>	<b>805</b>	<b>£21,247k</b>			<b>911</b>	<b>881.13</b>	<b>£24,821k</b>		<b>76.12</b>	<b>£3,794k</b>	

Note: Adoption includes Special Guardianship and Residency Orders. Any unutilised growth/replacement in-house will be used to support growth externally.

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

	BUDGET			ACTUAL (Nov 16)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Nov 16	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	92	£5,831k	£63,377	104	103.85	£7,108k	£68,447	12	11.85	£1,278k	£5,071
Hearing Impairment (HI)	4	£110k	£27k	2	2.34	£63k	£27,047	-2	-1.66	-£46k	-£359
Moderate Learning Difficulty (MLD)	3	£112k	£37k	3	2.92	£106k	£36,391	0	-0.08	-£6k	-£1,052
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	-£75k	£0
Physical Disability (PD)	1	£17k	£17k	2	1.76	£33k	£18,782	1	0.76	£16k	£1,918
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	-£41k	£0
Social Emotional and Mental Health (SEMH)	35	£1,432k	£41k	31	36.15	£1,499k	£41,471	-4	1.15	£67k	£560
Speech, Language and Communication Needs (SLCN)	3	£170k	£57k	2	2.26	£123k	£54,485	-1	-0.74	-£47k	-£2,199
Severe Learning Difficulty (SLD)	2	£163k	£82k	1	1.00	£90k	£90,237	-1	-1.00	-£73k	£8,705
Specific Learning Difficulty (SPLD)	10	£179k	£18k	5	5.68	£112k	£19,743	-5	-4.32	-£66k	£1,880
Visual Impairment (VI)	2	£55k	£27k	1	1.34	£43k	£32,126	-1	-0.66	-£12k	£4,650
Recoupment	-	-	-	-	-	-£294k	-	-	-	-£294k	-
<b>TOTAL</b>	<b>154</b>	<b>£8,185k</b>	<b>£53,148</b>	<b>151</b>	<b>157.30</b>	<b>£8,885k</b>	<b>£58,351</b>	<b>-3</b>	<b>3.30</b>	<b>£700k</b>	<b>£5,203</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 November for **Adult Social Care** Services is shown below:

		BUDGET			ACTUAL (Nov 16)		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 Nov 16	Current Average Unit Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Adult Disability Services	Residential	42	1,000	2,185	34	1,071	1,920	-265
	Nursing	25	734	954	19	982	984	30
	Community	687	304	10,846	643	322	10,759	-87
<b>Total expenditure</b>		<b>754</b>		<b>13,985</b>	<b>696</b>		<b>13,663</b>	<b>-322</b>
<b>Income</b>				-1,941			-1,716	225
<b>Further savings assumed within forecast</b>								-361
<b>Net Total</b>				<b>12,044</b>			<b>11,947</b>	<b>-458</b>

Learning Disability Services	Residential	275	1,349	19,284	273	1,321	19,989	705
	Nursing	16	1,939	1,613	14	2,184	1,518	-95
	Community	1,297	611	41,219	1,278	644	43,260	2,041
<b>Learning Disability Service Total</b>		<b>1,588</b>		<b>62,116</b>	<b>1,565</b>		<b>64,767</b>	<b>2,651</b>
<b>Income</b>				-2,348			-2,365	-17
<b>Further savings assumed within forecast as shown in Appendix 1</b>								-263
<b>Net Total</b>								<b>2,371</b>

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

		BUDGET			ACTUAL (Nov 16)		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 Nov 16	Current Average Unit Cost (per week)	Forecast Actual	Forecast Variance
Adult Mental Health	Community based support	24	£115	£143k	25	£87	£117k	-£26k
	Home & Community support	211	£93	£1,023k	205	£84	£924k	-£99k
	Nursing Placement	19	£507	£502k	15	£725	£344k	-£158k
	Residential Placement	66	£691	£2,379k	59	£817	£2,258k	-£121k
	Supported Accommodation	138	£93	£671k	140	£100	£672k	£1k
	Direct Payments	21	£198	£217k	22	£227	£206k	-£11k
	Anticipated Further Demand						£85k	£85k
	Income			-£383k			-£305k	£78k
<b>Adult Mental Health Total</b>		<b>479</b>		<b>£4,552k</b>	<b>466</b>		<b>£4,301k</b>	<b>-£251k</b>
<b>Further savings assumed within forecast as shown in Appendix 1</b>								<b>-£439k</b>

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

OP Total	BUDGET			ACTUAL (Nov 16)		Forecast	
Service Type	Expected No. of Service Users 2016/17	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	Current Average Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Residential	530	£456	£12,610k	470	£456	£12,507k	-£103k
Residential Dementia	368	£527	£10,111k	356	£518	£9,951k	-£160k
Nursing	306	£585	£9,845k	280	£659	£10,360k	£515k
Nursing Dementia	20	£639	£702k	37	£719	£756k	£54k
Respite			£932k			£670k	-£262k
Community based							
~ Direct payments	277	£210	£3,028k	239	£258	£3,034k	£6k
~ Day Care			£1,577k			£1,530k	-£47k
~ Other Care			£5,851k			£5,745k	-£106k
~ Homecare arranged	1,745	per hour £15.97	£15,267k	1,559	per hour £16.63	£14,051k	-£1,216k
~ Homecare Block			£3,161k			£3,161k	£k
<b>Total Expenditure</b>	<b>3,246</b>		<b>£63,083k</b>	<b>2,941</b>		<b>£61,765k</b>	<b>-£1,317k</b>
Residential Income			-£8,611k			-£8,505k	£106k
Community Income			-£8,308k			-£7,677k	£631k
<b>Total Income</b>			<b>-£16,918k</b>			<b>-£16,182k</b>	<b>£737k</b>
Further Savings Assumed Within Forecast as shown within Appendix 1							-£622k

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

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

OPMH Total	BUDGET			ACTUAL (Nov 16)		Forecast	
Service Type	Expected No. of Service Users 2016/17	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	Current Average Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Residential	33	£585	£1,082k	32	£621	£1,258k	£176k
Residential Dementia	27	£467	£707k	33	£508	£822k	£115k
Nursing	32	£695	£1,225k	30	£776	£1,148k	-£77k
Nursing Dementia	140	£658	£5,077k	120	£705	£4,756k	-£321k
Respite			£34k			£7k	-£26k
Community based							
~ Direct payments	17	£200	£177k	15	£208	£174k	-£3k
~ Day Care			£5k			£2k	-£3k
~ Other Care			£80k			£82k	£2k
~ Homecare arranged	69	per hour £17.34	£549k	49	per hour £18.35	£563k	£15k
<b>Total Expenditure</b>	<b>318</b>		<b>£8,937k</b>	<b>279</b>		<b>£8,814k</b>	<b>-£123k</b>
Residential Income			-£1,140k			-£1,220k	-£81k
Community Income			-£352k			-£298k	£54k
<b>Total Income</b>			<b>-£1,492k</b>			<b>-£1,519k</b>	<b>-£27k</b>
Further Savings Assumed Within Forecast as shown in Appendix 1							-£285k

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

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

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

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

### **3. BALANCE SHEET**

#### **3.1 Reserves**

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

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

##### 2016/17 Funding Changes

In November an additional £500k funding has been estimated to be received from the insurance loss adjustor following a recent fire at St Bede's inter-church secondary school, Cambridge.

##### 2016/17 and Future Years Scheme Costs

There has been a £751k increase in November 2016 in the overall capital scheme costs since the Business Plan was approved by full Council. These changes relate to future years and have been addressed through the 2017/18 Business Plan. The schemes affected are;

- 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 following more detailed design and planning.
- Barrington; £400k increased cost have arisen following on 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 revised total cost of fire damage works is now £1,995k.

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

As at the end of November the capital programme forecast underspend continues to be zero, despite slippage on schemes totaling £2m 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;

- Ramnoth, Wisbech; -£900k slippage as there has been a further 3 weeks delay to the start on site of the project due to the late tender submission.

- Fulbourn Primary; -£240k slippage due to additional more complex design work being required, the progress of the project has slowed as a consequence.
- Histon - Additional Places; -£200k slippage due rephrasing of the project following discussions with the schools and local Member.
- Cambourne Secondary; -£605k slippage as original cash flow from contractors does not look to be achievable in 2016/17.

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 October, we saw the numbers of children with a Child Protection plan reduce from just under 500 to 467, due to a high number of CP plans coming to their natural end, and a relatively high number of paper delists due to children becoming looked after and placed in foster care. However, this is unlikely to be the beginning of a downwards trend, as whilst October was relatively quiet for requests for Conference, the number of requests has picked up again since half term, and since the change programme has started to come into effect in FREDt.

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

The number of Looked After Children decreased to 625 in October. This includes 63 UASC, around 10% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.

- 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.

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

The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has increased again as schools move from Requires Improvement or Inadequate to Good. 20 out of 30 schools are now good or outstanding. Further improvement is expected.

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

The Cambridgeshire health and social care system is experiencing a monthly average of 2,964 bed-day delays, which is 34% above the current BCF target ceiling of 2,206. In August there were 3,147 bed-day delays, up 412 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 October '15 and September '16 there were 31,470 bed-day delays across the whole of the Cambridgeshire system - representing a 5% decrease on the preceding 12 months.

Across this period NHS bed-day delays have decreased by 6% from 23,718 (Oct 14 - Sep 15) to 22,251 (Oct 15 - Sep 16), while bed-day delays attributed to Adult Social Care have increased from 7,778 in Oct 14 - Sep 15 to 7,917 in Oct 15 - Sep 16 an increase of 1%.

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

In September '16 there were 993 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 193 delays per 100,000 of 18+ population. For the same period the national rate was 156 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.

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

## **5. CFA PORTFOLIO**

The CFA Portfolio performance data can be found in appendix 8 along with comments about current issues.

The programmes and projects 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 (Oct) £'000	Service		Current Budget for 2016/17 £'000	Expected to end of Nov £'000	Actual to end of Nov £'000	Current Variance £'000   %		Forecast Variance Outturn (Nov) £'000   %	
Adult Social Care Directorate									
97	Strategic Management – ASC		1,195	158	134	-24	-15%	77	6%
11	Procurement		609	405	411	6	1%	11	2%
1	1	ASC Strategy & Transformation	2,109	1,380	1,231	-149	-11%	-133	-6%
-235	2	ASC Practice & Safeguarding	1,816	956	744	-212	-22%	-250	-14%
Learning Disability Services									
-1,093	3	LD Head of Services	1,544	-732	-1,473	-741	101%	-1,214	-79%
411	4	LD Young Adults	2,106	1,447	1,569	122	8%	401	19%
895	5	City, South and East Localities	30,216	20,443	21,172	729	4%	687	2%
1,351	6	Hunts & Fenland Localities	20,203	13,238	14,057	819	6%	1,504	7%
212		In House Provider Services	5,237	3,654	3,460	-194	-5%	41	1%
Physical Disability Services									
-85		PD Head of Services	1,147	764	849	86	11%	-96	-8%
-250	7	Physical Disabilities	12,399	8,472	8,373	-99	-1%	-350	-3%
-18	8	Autism and Adult Support	809	552	365	-186	-34%	-114	-14%
-350	9	Carers Services	2,098	1,401	1,123	-278	-20%	-444	-21%
945	Director of Adult Social Care Directorate Total		81,491	52,136	52,014	-122	0%	121	0%
Older People & Mental Health Directorate									
-152	10	Strategic Management - OP&MH	1,493	1,666	1,534	-132	-8%	-176	-12%
186	11	Central Commissioning	11,154	9,345	9,500	154	2%	343	3%
-197	12	OP - City & South Locality	13,115	9,504	9,339	-165	-2%	-427	-3%
-98	13	OP - East Cambs Locality	6,078	4,002	3,997	-4	0%	88	1%
-598	14	OP - Fenland Locality	8,666	5,735	5,548	-187	-3%	-151	-2%
-763	15	OP - Hunts Locality	11,173	7,482	7,108	-374	-5%	-942	-8%
100		Discharge Planning Teams	2,064	1,306	1,314	8	1%	80	4%
-240	16	Shorter Term Support and Maximising Independence	8,317	5,075	4,958	-118	-2%	-250	-3%
8		Sensory Services	425	300	292	-8	-3%	9	2%
0	17	Integrated Community Equipment Service	779	2,445	2,459	15	1%	-115	-15%
Mental Health									
-40		Mental Health Central	693	440	456	16	4%	-40	-6%
-690	18	Adult Mental Health Localities	6,626	4,415	3,527	-888	-20%	-690	-10%
-433	19	Older People Mental Health	8,211	5,760	5,550	-210	-4%	-529	-6%
-150	20	Voluntary Organisations	4,182	2,857	2,766	-91	-3%	-150	-4%
-3,066	Older People & Adult Mental Health Directorate Total		82,976	60,334	58,348	-1,985	-3%	-2,948	-4%

Forecast Variance Outturn (Oct) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of Nov £'000	Actual to end of Nov £'000	Current Variance		Forecast Variance Outturn (Nov)	
					£'000	%	£'000	%
Children's Social Care Directorate								
580	21 Strategic Management - Children's Social Care	5,656	3,514	3,833	319	9%	564	10%
200	22 Adoption Allowances	3,076	2,058	2,318	260	13%	300	10%
200	23 Legal Proceedings	1,540	579	798	219	38%	300	19%
251	24 Safeguarding & Standards	1,776	891	1,047	157	18%	259	15%
473	25 CSC Units Hunts and Fenland	3,923	2,596	2,978	382	15%	542	14%
0	Children Looked After	13,022	9,555	9,532	-23	0%	0	0%
379	26 CSC Units East & South Cambs and Cambridge	3,654	2,421	2,674	253	10%	327	9%
0	Disabled Services	6,548	4,859	4,895	36	1%	0	0%
3,000	27 Looked After Children Placements	12,512	7,298	9,018	1,719	24%	3,500	28%
5,083	Children's Social Care Directorate Total	51,706	33,770	37,092	3,322	10%	5,792	11%
Strategy & Commissioning Directorate								
-84	28 Strategic Management – Strategy & Commissioning	259	174	120	-53	-31%	118	46%
0	Information Management & Information Technology	1,766	1,190	1,149	-41	-3%	-10	-1%
-21	Strategy, Performance & Partnerships	2,967	574	495	-78	-14%	-21	-1%
-163	29 Local Assistance Scheme	484	355	240	-115	-32%	-179	-37%
Commissioning Enhanced Services								
500	30 Special Educational Needs Placements	8,563	6,523	7,281	758	12%	700	8%
191	31 Commissioning Services	4,542	3,044	3,024	-20	-1%	241	5%
0	Early Years Specialist Support	1,323	484	496	12	2%	0	0%
-180	32 Home to School Transport – Special	7,973	4,225	4,143	-82	-2%	-180	-2%
0	LAC Transport	1,107	645	682	37	6%	0	0%
Executive Director								
0	Executive Director	443	420	421	1	0%	0	0%
-200	33 Central Financing	-3,226	-2,860	-3,055	-196	-7%	-299	-9%
43	Strategy & Commissioning Directorate Total	26,199	14,775	14,996	221	1%	371	1%
Children's Enhanced & Preventative Directorate								
-40	Strategic Management – Enhanced & Preventative	1,033	1,050	986	-64	-6%	-40	-4%
0	Children's Centre Strategy	520	375	386	11	3%	0	0%
0	Support to Parents	3,547	1,969	1,946	-24	-1%	-5	0%
-16	SEND Specialist Services	6,207	4,521	4,454	-67	-1%	-16	0%
0	Safer Communities Partnership	7,057	5,050	5,053	4	0%	26	0%
Youth Support Services								
0	Youth Offending Service	3,094	1,408	1,284	-124	-9%	-90	-3%
0	Central Integrated Youth Support Services	560	307	328	21	7%	-27	-5%
Locality Teams								
-11	East Cambs & Fenland Localities	3,314	2,165	2,122	-43	-2%	-8	0%
-12	South Cambs & City Localities	3,665	2,364	2,354	-10	0%	-19	-1%
-15	Huntingdonshire Localities	2,417	1,568	1,537	-31	-2%	-37	-2%
-95	Children's Enhanced & Preventative Directorate Total	31,414	20,777	20,450	-327	-2%	-216	-1%

Forecast Variance Outturn (Oct) £'000		Service	Current Budget for 2016/17 £'000	Expected to end of Nov £'000	Actual to end of Nov £'000	Current Variance		Forecast Variance Outturn (Nov)	
						£'000	%	£'000	%
Learning Directorate									
100	34	Strategic Management - Learning	813	769	748	-20	-3%	100	12%
0		Early Years Service	1,351	681	632	-50	-7%	-5	0%
0		Schools Intervention Service	1,248	759	768	9	1%	0	0%
-196	35	Schools Partnership Service	983	473	305	-168	-36%	-196	-20%
97		Children's' Innovation & Development Service	91	-980	-517	463	-47%	92	102%
0		Integrated Workforce Development Service	1,376	713	734	22	3%	30	2%
0		Catering & Cleaning Services	-400	412	176	-235	57%	0	0%
0		Teachers' Pensions & Redundancy	2,936	897	874	-23	-3%	0	0%
Infrastructure									
0		0-19 Organisation & Planning	1,774	1,050	1,010	-40	-4%	3	0%
0		Early Years Policy, Funding & Operations	86	-19	-27	-8	44%	0	0%
0		Education Capital	172	291	289	-2	-1%	0	0%
-200	36	Home to School/College Transport – Mainstream	9,779	4,960	4,822	-138	-3%	-225	-2%
-199		Learning Directorate Total	20,209	10,006	9,815	-191	-2%	-201	-1%
2,712		Total	293,995	191,798	192,716	918	0%	2,918	1%
Grant Funding									
-700	37	Financing DSG	-23,326	-14,997	-15,551	-554	-4%	-949	-4%
0		Non Baselined Grants	-28,308	-19,639	-19,639	0	0%	0	0%
-700		Grant Funding Total	-51,634	-34,636	-35,189	-554	-2%	-949	-2%
2,012		Net Total	242,361	157,163	157,527	364	0%	1,969	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) ASC Strategy &amp; Transformation</b>	<b>2,109</b>	<b>-149</b>	<b>-11%</b>	<b>-133</b>	<b>-6%</b>
There is a predicted underspend on Housing Related Support contracts of -£133k. Efficiencies have been made by rationalising contracts in 2016/17, and it is now clear that the new arrangements are sustainable.					
<b>2) ASC Practice &amp; Safeguarding</b>	<b>1,816</b>	<b>-212</b>	<b>-22%</b>	<b>-250</b>	<b>-14%</b>
The MCA/DoLS budget is forecast to underspend by -£250k principally due to a shortage of available Best Interest Assessors, and the resulting lower level of activity to date. This is an increase of -£15k compared to October. There continue to be delays in being able to secure appropriate staff to manage the increased demand for processing MCA/DOLS cases, as all local authorities seek to respond to changes in case law and recruit from a limited pool of best interest assessors and other suitable practitioners, and the six month training period for new BIAs. A number of additional BIAs have been recruited recently, and so it is still expected that the underspend will be lower than that in 2015/16.					
<b>3) LD Head of Services</b>	<b>1,544</b>	<b>-741</b>	<b>101%</b>	<b>-1,214</b>	<b>-79%</b>
<p><u>Overall LDP position</u></p> <p>At the end of November the Learning Disability Partnership as a whole is forecast to overspend by £1,800k in 2016/17. This is a decrease of -£452k compared to the end of October. The County Council's risk share of 79% is reported as £1,419k, a reduction of -£357k.</p> <p>As part of its savings plan for 2016/17, the LDP is currently engaged in reassessing every service user and in negotiating the costs of placements with providers. Average cost-reduction per client is much lower than planned, reflecting the constraints of meeting needs for this client group in line with the legislative framework. A lower than anticipated delivery of this saving is a key reason for the overspend.</p> <p>Additionally, as previously reported, significant pressures also continue from:</p> <ul style="list-style-type: none"> <li>• out-of-county in-patient placements due to restricted local availability and the complexity of individual needs</li> <li>• cost increases following a take-over of a large scale care provider.</li> </ul> <p>The service has taken measures to mitigate the overspend. This is principally:</p> <ul style="list-style-type: none"> <li>• exceeding targeted restrictions on price uplifts</li> <li>• underspending on staff costs where vacancies cannot be, or have not been, filled</li> <li>• reviewing the utilisation of staff to reduce reliance on agency and overtime working in the in-house provider services.</li> </ul> <p><u>Actions being taken</u></p> <ul style="list-style-type: none"> <li>• Locality teams will be continuing with reassessing service-users and applying agreed policy lines.</li> <li>• Cost-reductions negotiated with a large provider are being finalised.</li> <li>• A new, dedicated team will undertake targeted reassessment, provider negotiation and service-redesign activity from December 2016.</li> <li>• Expectations have been significantly remodelled and updated based on experience to date and fed into the proposed Business Plan</li> </ul>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>LD Head of Services, continued:</b> <ul style="list-style-type: none"> <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></p> <p>The reduction in forecast spend of -£452k in November consists of:</p> <ul style="list-style-type: none"> <li>Overall care spending commitments have reduced: -£47k</li> <li>Improvements in In-House Provider Services: -£171k</li> <li>Downwards revision in expected savings from reviews for remainder of financial year: +£32k</li> <li>An increase in income from direct payments clawed-back as unspent: -£100k</li> <li>A reduction on the Head of Services policy line following a revision of forecast expenditure on administrative staff: -£165k</li> </ul> <p><b>LD Head of Services</b> - In addition to the movement detailed above, this line has moved due to the Clinical Commissioning Group's revised contribution to the reduced LDP overspend.</p>					
<b>4) LD Young Adults</b>	<b>2,106</b>	<b>122</b>	<b>8%</b>	<b>401</b>	<b>19%</b>
The forecasted pressure for the Young Adults team has reduced by -£10k as a result of reduced service-user need.					
<b>5) Learning Disability – City, South and East Localities</b>	<b>30,216</b>	<b>729</b>	<b>4%</b>	<b>687</b>	<b>2%</b>
<p>There has been an overall decrease from the previous month's forecast of -£208k, mainly due to changes in cost of care:</p> <ul style="list-style-type: none"> <li><b>City &amp; South</b> – Commitments for service users have decreased by -£169k, as a result of service-users' deaths and reductions in service-users' needs following reassessments.</li> <li><b>East</b> – Costs have increased by +£15k mainly due to a new service-user, offset partially by reduced need of existing service-users.</li> </ul> <p>The remainder of the change in the South relates to the reduction in forecast savings to be made in the remainder of the year, and an increase in the forecast for direct payments being reclaimed as unspent.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>6) Learning Disability – Hunts &amp; Fenland Localities</b>	<b>20,203</b>	<b>819</b>	<b>6%</b>	<b>1,504</b>	<b>7%</b>
<p>There has been an overall increase from the previous month's forecast of £153k due mainly to changing care costs:</p> <ul style="list-style-type: none"> <li>• <b>Hunts</b> – Forecast costs have increased by £105k as a result of increased service-user need and increased costs resulting from the breakdown of previous placements.</li> <li>• <b>Fenland</b> – Costs have increased by £11k mainly due changes in assessed contributions from service-users, offset by reduced costs resulting from a service-user's death.</li> </ul> <p>The remainder of the change in the North relates to the reduction in forecast savings to be made in the remainder of the year.</p>					
<b>7) Physical Disabilities</b>	<b>12,399</b>	<b>-99</b>	<b>-1%</b>	<b>-350</b>	<b>-3%</b>
<p>The underspend in the Physical Disability Service is predicted to be -£350k underspent, which is an increase the underspend of -£100k compared to October.</p> <p>The change in forecast in November is due to a revised forecast of income for service users with health needs fully- or partially-funded by the Clinical Commissioning Group. In order to deliver savings in 2016/17, the Disabilities Service is engaged in reassessing all service-users and reviewing full- or joint-funding arrangements with the Clinical Commissioning Group. Actual cost-reductions from reassessments have been in-line with expectations, whereas health funding is forecast to be higher than expected.</p>					
<b>8) Autism and Adult Support</b>	<b>809</b>	<b>-186</b>	<b>-34%</b>	<b>-114</b>	<b>-14%</b>
<p>The Autism and Adult Support Team is forecast to be -£114k underspent at year-end, which is an increase of -£96k since October. 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.</p>					
<b>9) Carers Services</b>	<b>2,098</b>	<b>-278</b>	<b>-20%</b>	<b>-444</b>	<b>-21%</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 -£444k is being forecast on the basis that the current trend continues throughout the remainder of the year. This is an increase of -£94k compared to October. This figure continues to be closely monitored on an ongoing basis as information is received about how many personal budgets are awarded, and work is being undertaken with social-work staff to ensure that more carer assessments and personal budget awards are carried out.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>10) Strategic Management – OP&amp;MH</b>	<b>1,493</b>	<b>-132</b>	<b>-8%</b>	<b>-176</b>	<b>-12%</b>
<p>Discussions are ongoing with the CCG to address a number of issues regarding provision of continuing healthcare (CHC) funding. In an effort to clear the unacceptable backlog of CHC check-listed cases we are creating a joint social care team between Physical Disability and Older People's Services to work with our CCG colleagues. The team will aim to review over 500 outstanding cases by the end of March. There is a risk that as part of this process some service users currently funded by CHC will be identified as needing to be funded by CCC. When factoring savings generated from the reviews into the forecast, we will need to account for service users who stop being funded as well as the liability of refunding any service users contributions that have been paid against services subsequently identified as CHC funded.</p> <p>The forecast underspend has increased by £24k since last month due to a decreased expectation of staffing costs.</p> <p>Previously reported minor underspends and pressures still apply.</p>					
<b>11) Central Commissioning</b>	<b>11,154</b>	<b>154</b>	<b>2%</b>	<b>343</b>	<b>3%</b>
<p>Central Commissioning is forecasting an overspend of £343k, which is an adverse change of £157k from the figure reported last month.</p> <p>Last month a pressure of £200k was included in the forecast in relation to block contracting for long term care home beds for Older People. Further work has been completed to assess the rate of bed utilisation, and it is now expected that there will be a pressure of £635k within the Central Commissioning budget. 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.</p> <p>This is partially offset by an improvement in the forecast underspend on respite block beds (£188k) and the underspend predicted through the rationalisation and reduction of shorter-term domiciliary care provision as part of the creation of the transition service (£280k).</p> <p>Further reconciliation has been carried out in conjunction with the CCG regarding expected levels of income due to be collected for NHS funded nursing care. As a result, we are able to be more optimistic in the forecast position and so the previously reported pressure from reductions in client numbers receiving nursing packages has been reduced to £125k.</p> <p>The other adverse changes impacting on the forecast this month are is a reduction in forecast income from clients contributing via a direct payment (-£25k).</p>					
<b>12) OP - City &amp; South Locality</b>	<b>13,115</b>	<b>-165</b>	<b>-2%</b>	<b>-427</b>	<b>-3%</b>
<p>This month City and South are reporting a year-end underspend of £427k; this is an improvement of £230k since last month.</p> <p>The underlying cost of care forecast is showing a current position of £238k underspend based on existing commitments. This is an increase in the underspend of £202k from last month. The main causes of this are:</p> <ul style="list-style-type: none"> <li>Utilising the new block beds, City and South have placed 3 additional clients into blocks this month, which is paid for centrally. There has been a reduction of five spot</li> </ul>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>OP - City &amp; South Locality, continued:</b> <p>placements within the locality which suggests demand has also reduced this month, this has caused small savings in both residential and nursing care.</p> <ul style="list-style-type: none"> <li>A significant reduction on domiciliary care again this month; there has been an increase in cases pending assignment to care provider this month with care domiciliary care particularly hard to source so there is a risk that costs will come through at a later point.</li> <li>An increase on the level of expected direct payment clawbacks by the end of the year.</li> </ul> <p>Further savings are expected from utilising block placements in order to reduce spot costs, it is expected that this could save another £81k this year. There is also an expectation that a further amount will be saved due to Continuing Healthcare funding for cases this year.</p>					
<b>13) OP - East Cambs Locality</b>	<b>6,078</b>	<b>-4</b>	<b>0%</b>	<b>88</b>	<b>1%</b>
<p>This month East Cambs is forecasting a year end overspend of £88k, this is an adverse change of £186k this month.</p> <p>The underlying cost of care forecast is showing a current position of £171k overspend based on current commitments; this month there was an increase in commitment of £173k:</p> <ul style="list-style-type: none"> <li>The commitment on residential care increased significantly with an additional eight placements being commissioned, all in spot placements, this is much higher than predicted and if this trend continued would present a significant pressure on the budget.</li> <li>One additional block nursing placement has been utilised this month and therefore the number of spot nursing placements stayed static</li> <li>A reduction of £48k on the expected income from client contributions</li> </ul> <p>East forecasts that block utilisation will save a further £18k by year end and working with the CCG to checklist clients will achieve a further £80k in Continuing Healthcare savings.</p>					
<b>14) OP - Fenland Locality</b>	<b>8,666</b>	<b>-187</b>	<b>-3%</b>	<b>-151</b>	<b>-2%</b>
<p>This month Fenland are reporting a year-end underspend of £151k; this is an adverse change of £448k from last month.</p> <p>The underlying cost of care forecast is showing a current position of £26k underspend based on existing commitments. This is an increase of £306k from last month. The main causes of this are:</p> <ul style="list-style-type: none"> <li>The identification of two high cost service users with a learning disability where the budget responsibility is with Fenland Older People's team.</li> <li>A reduction in ended packages of care. The number of clients deceased in the month is more in line with predictions following earlier variation</li> <li>An increase in hospital discharges with a corresponding higher number of package increases which have not all been reduced at initial review.</li> <li>Residential placements have continued to fall steadily month on month from 176 in April 2016, to a new low for November of 162 due to a combination of utilisation of the new Block contract and reduced need for residential care linked to early intervention</li> <li>Further savings expected between now and year end have reduced causing a further pressure as the level predicted last month seemed unachievable based on the cost of care change this month.</li> <li>Savings are still expected from further utilising of block placements (£46k) and reviews/CHC (£79k).</li> </ul>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>15) OP - Hunts Locality</b>	<b>11,173</b>	<b>-374</b>	<b>-5%</b>	<b>-942</b>	<b>-8%</b>
<p>The forecast underspend for Hunts OP Locality team this month is £942k, a favourable change of £179k since last month.</p> <p>The underlying cost of care position is a £733k underspend based on existing commitments. This is an increase of £151k on last month due mainly to savings on direct payments, nursing care and particularly domiciliary care although there is a slight increase in residential care. Client and health contributions have also increased since last month.</p> <p>The savings forecast on the use of block beds rather than spot has decreased this month to £67k because of the number of placements made. Further savings are expected from continuing healthcare cases, savings as a result of reviews and the expectation that additional costs from clients who reach the threshold for local authority funding will be covered within the existing budget.</p>					
<b>16) Shorter term Support and Maximising Independence</b>	<b>8,317</b>	<b>-118</b>	<b>-2%</b>	<b>-250</b>	<b>-3%</b>
<p>An underspend of £250k is forecast against Shorter Term Support and Maximising Independence, a small increase of £10k from the figure reported last month. The change in forecast is due to forecast savings on Reablement non-pay budgets (£5k) and an increase in the underspend in the Double-up (therapist) Team (£5k).</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 and recent successful recruitment drives will increase staffing levels in the latter part of the year but it is still expected there will be a significant underspend by year-end. The majority of the underspend will contribute to the directorate vacancy savings target, but £70k offsets the pressure in the Discharge Planning Teams. This is a reduction of £30k due to the net effect of locum cover for long term sickness in Reablement.</li> <li>The Early Help Team and Reablement have other underspends totalling £120k as previously reported, as well as £40k sale of stock amount within Assistive Technology.</li> </ul>					
<b>17) Integrated Community Equipment Service</b>	<b>779</b>	<b>15</b>	<b>1%</b>	<b>-115</b>	<b>-15%</b>
<p>This month we are predicting an underspend on the ICES budget of £115k. The income from recycled equipment this year has increased significantly, more than offsetting the increased level of equipment spend based on more demand. This is a mixture of closer working with the supplier to identify items that are suitable to recycle and a project working with care homes to identify and reclaim old stock.</p> <p>This has been a trend throughout the year, however a charging error by the supplier meant that the underspend was masked by incorrect charges for cleaning stock items. Following detection, this has now been corrected and a credit note received.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>18) Adult Mental Health Localities</b>	<b>6,626</b>	<b>-888</b>	<b>-20%</b>	<b>-690</b>	<b>-10%</b>
<p>Adult Mental Health Localities continues to forecast an underspend of £690k. This reflects the significant progress being made to reduce cost of care; it is expected that savings will exceed Business Planning targets and an underspend of £348k 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>19) Older People Mental Health</b>	<b>8,211</b>	<b>-210</b>	<b>-4%</b>	<b>-529</b>	<b>-6%</b>
<p>Older People Mental Health is forecasting an underspend of £529k, an improvement of £96k from the figure reported last month.</p> <p>The underlying cost of care commitment reduced by £182k this month as a result of reductions in nursing care packages, including three transfers from spot to block bed placements. Further savings are expected to be achieved before year-end and so an underspend of £409k 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>20) Voluntary Organisations</b>	<b>4,182</b>	<b>-91</b>	<b>-3%</b>	<b>-150</b>	<b>-4%</b>
<p>An underspend of £150k is forecast in mental health Voluntary Organisations. Funding has been earmarked for a new 24 hour supported living project but staff retirement and unsuccessful attempt to recruit has led to a delay in the start of the project and full year costs will not be forthcoming as a consequence.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>21) Strategic Management - Children's Social Care</b>	<b>5,656</b>	<b>319</b>	<b>9%</b>	<b>564</b>	<b>10%</b>
<p>The Children's Social Care (CSC) Director budget is forecasting an over spend of £564k.</p> <p>The First Response Emergency Duty Team is forecasting a £69k overspend (a managed reduction of £33k from October forecast) 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 £199k 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>22) Adoption Allowances</b>	<b>3,076</b>	<b>260</b>	<b>13%</b>	<b>300</b>	<b>10%</b>
<p>The Adoption Allowances budget is currently forecasting an over spend of £300k. This is an increase of £100k since October 2016.</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>23) Legal Proceedings</b>	<b>1,540</b>	<b>219</b>	<b>38%</b>	<b>300</b>	<b>19%</b>
<p>The legal proceedings budget is forecasting an overspend of £300k. This is an increase of £100k since October 2016.</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. This is recognised by the Family Division as a national issue. There has been no additional investment to meet the increasing need to take action to safeguard children and demand on the legal budget is expected to exceed 2015/16 figures.</p> <p><u>Actions being taken:</u></p> <p>Implementation of the Children's Change Programme (CCP) will seek to improve performance and by targeting the right families at the right time is expected to reduce our exposure to legal costs.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>24) Safeguarding &amp; Standards</b>	<b>1,776</b>	<b>157</b>	<b>18%</b>	<b>259</b>	<b>15%</b>
<p>The Safeguarding and Standards (SAS) budget is forecasting an over spend of £259k.</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 483 CP and 645 LAC (end November 16). Independent Reviewing Officer caseloads are defined by statutory legislation so extra staff are required to manage that obligation. In the last six months 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><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>25) CSC Units Hunts and Fenland</b>	<b>3,923</b>	<b>382</b>	<b>15%</b>	<b>542</b>	<b>14%</b>
<p>The CSC Units Hunts and Fenland budget is forecasting an over spend of £542k due to the use of agency staffing.</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. We are giving consideration to recruiting peripatetic social workers over establishment. This would be more cost effective than using agency staff. The establishment budget would have to be re-balanced to meet this cost. Further work is also underway as part of the CCP to review the Unit Model design and how best to manage the Child's journey.</p>					
<b>26) CSC Units East &amp; South Cambs and Cambridge</b>	<b>3,654</b>	<b>253</b>	<b>10%</b>	<b>327</b>	<b>9%</b>
<p>The CSC Units East &amp; South Cambs and Cambridge budget is forecasting an over spend of £327k due to the use of agency staffing.</p> <p>See CSC Hunts and Fenland (note 25) for narrative.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>27) Looked After Children Placements</b>	<b>12,512</b>	<b>1,719</b>	<b>24%</b>	<b>3,500</b>	<b>28%</b>

The forecast overspend has increased by £0.5m this month. This is due to increased numbers, over the available budget, of Looked After Children (LAC) with complex needs who require purchased placements until the end of the year.

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, and continuing to rise. Some of the optimism around the LAC savings for both the current year and future years has been given a deep dive review. The outcome of this work revealed that there is inadequate budget to service the number of LAC in the care system currently and the anticipated LAC numbers going forward. This has therefore been reflected within the forecast outturn; delivery of the amount of in-year savings within the remaining 4 months of the year has been compromised by increased in-house fostering capacity being needed for new admissions to care, rather than to enable a move away from purchased provision. 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.

The recent cohort of children becoming LAC have included children requiring high cost placements due to their complex needs and a number of sibling groups who are harder to place together. It should, however, be noted that a significant amount of work has been undertaken focussing on procurement savings. To date, c£1.4m of savings have successfully been delivered around this work, against an annual savings target of £1.5m. Similarly, in-house fostering placements have increased from below budgeted numbers to be on-target in November, with further placements coming on-line over the next 3 months.

Overall LAC numbers at the end of November 2016, including placements with in-house foster carers, residential homes and kinship, are 645, 20 more than October 2016. This includes 61 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of November are 321.

External Placements Client Group	Budgeted Packages	31 Oct 2016 Packages	30 Nov 2016 Packages	Variance from Budget
Residential Disability – Children	3	2	2	-1
Child Homes – Secure Accommodation	0	0	0	-
Child Homes – Educational	8	12	14	+6
Child Homes – General	23	24	26	+3
Supported Accommodation	19	19	18	-1
Supported living 16+	6	22	25	+19
Independent Fostering	180	237	236	+56
<b>TOTAL</b>	<b>239</b>	<b>316</b>	<b>321</b>	<b>+82</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> </ul>					
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.					
<b>28) Strategic Management – S&amp;C</b>	<b>259</b>	<b>-53</b>	<b>-31%</b>	<b>118</b>	<b>46%</b>
In November 2016 a forecast overspend of £202k has been reported due to Business Support savings not being fully achieved. Work continues to identify efficiencies within the Business Support structure; this has included identifying tasks that Business Support staff will no longer undertake. A new Business support strategy manager has been appointed on a fixed term basis to identify and achieve the full £300k saving in 2017/18.					
<b>29) Local Assistance Scheme</b>	<b>484</b>	<b>-115</b>	<b>-32%</b>	<b>-179</b>	<b>-37%</b>
In May 2016, Adults Committee considered spending plans for the scheme at the "core funding" level of £321k.					
As previously reported, this means the contingency budget of £163k is no longer required.					
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.					
<b>30) SEN Placements</b>	<b>8,563</b>	<b>758</b>	<b>12%</b>	<b>700</b>	<b>8%</b>
The Special Educational Needs (SEN) Placements budget is forecasting a £700k overspend in 16/17, which is an increase of £200k this month. 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.					
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.					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>SEN Placements, continued:</b>					
<u>Actions going forward:-</u>					
<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> <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>31) Commissioning Services</b>	<b>4,542</b>	<b>-20</b>	<b>-1%</b>	<b>241</b>	<b>5%</b>
<p>The Out of School Tuition budget is forecasting to overspend by £250k. There are a number of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative education (tuition) packages. When moving a child with a Statement of Special Educational Needs / EHCP from one school to another the LA has to adhere to the placement consultation process (with specified timescales) outlined in the DfE SEN Code of Practice. Due to the need for the timescales to be followed, and an increasing number of negative responses being received, the process of moving a child with a Statement / EHCP from one school to another can take longer. Until the process is complete the LA has a duty to provide interim full-time education provision, which is now a mandatory 25 hours per week. This is partially offset with a saving of £9k for retender of the Supporting People contract.</p>					
<b>32) Home to School Transport (Special)</b>	<b>7,973</b>	<b>-82</b>	<b>-2%</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>33) Central Financing</b>	<b>-3,226</b>	<b>-196</b>	<b>-7%</b>	<b>-299</b>	<b>-9%</b>
<p>Following approval at July GPC, an amount of SEND Reform Grant to be received during the 2016/17 financial year will be applied to support additional associated costs within CFA.</p> <p>As of November 2016, there is also a pressure from a delay in planned senior management restructure, which is addressed through Business Planning for 2017/18. Additionally, we expect to improve the funding contributing to the County Council through underspends within the Better Care Fund.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>34) Strategic Management – Learning</b>	<b>813</b>	<b>-20</b>	<b>-3%</b>	<b>100</b>	<b>12%</b>
Learning are currently forecasting a £100k under-recovery against the vacancy savings target against an overall target of £316k. As many parts of Learning generate income, when an income generating post falls vacant, some of the salary saving is used to offset the reduction in income. Furthermore, due to previous restructures, there is a limited pool of Learning staff from which vacancy savings can be made and therefore this is a challenging target.					
<b>35) Schools Partnership Service</b>	<b>983</b>	<b>-168</b>	<b>-36%</b>	<b>-196</b>	<b>-20%</b>
There is a £196k 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.					
<b>36) Home to School Transport – Mainstream</b>	<b>9,779</b>	<b>-138</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>-554</b>	<b>-4%</b>	<b>-949</b>	<b>-4%</b>
Within CFA, spend of £23.3m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £949k is made up from Education Placements (£700k) and Commissioning Services (£250k) and for this financial year will be met by DSG reserve carry forwards.					

## APPENDIX 3 – Grant Income Analysis

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

<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	2,173
Children's Social Care Innovation Grant (MST innovation grant)	DfE	456
MST Standard & CAN	DoH	201
Music Education HUB	Arts Council	782
Non-material grants (+/- £160k)	Various	323
<b>Total Non Baselined Grants 2016/17</b>		<b>28,287</b>

Financing DSG	Education Funding Agency	23,326
<b>Total Grant Funding 2016/17</b>		<b>51,613</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	9,661
Learning	1,034
<b>TOTAL</b>	<b>28,287</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 and OP&MH	Nov	45	Corporate Funding - Advocacy Contract
<b>Current Budget 2016/17</b>		<b>242,361</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 30 Nov 16		
	£'000	£'000	£'000	£'000	
<b>General Reserve</b>					
CFA carry-forward	1,623	-1,062	561	-1,408	Forecast overspend of £1,969k applied against reserves.
<b>subtotal</b>	<b>1,623</b>	<b>-1,062</b>	<b>561</b>	<b>-1,408</b>	
<b>Equipment Reserves</b>					
ICT Equipment Replacement Reserve	604	0	604	0	Service plan to replace major infrastructure in 2016/17
IT for Looked After Children	178	-80	98	98	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
<b>subtotal</b>	<b>782</b>	<b>-80</b>	<b>702</b>	<b>98</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 30 Nov 16		
	£'000	£'000	£'000	£'000	
Increasing client contributions and the frequency of Financial Re-assessments	120	-70	50	50	Hiring of fixed term financial assessment officers to increase client contributions. Staff in post.
Brokerage function - extending to domiciliary care	50	-15	35	35	Trialling homecare care purchasing post located in Fenland
Specialist Capacity: home care transformation / and extending affordable care home capacity	70	-45	25	25	External specialist support to help the analysis and decision making requirements of these projects and upcoming tender processes
Care Plan Reviews & associated impact - Older People	452	-452	0	0	Options being explored with overtime to complement agency worker reviews
<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 - Barnardo's project to work with children in relation to child sexual exploitation. Barnardo's would look to recruit to 5 staff and these would be 1 x MASH worker, 2 x workers in relation to return interviews and an additional 2 workers who will work direct with children in relation to child sexual exploitation.
<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	-274	16/17 is a "long year" with no Easter and so has extra travel days. The equalisation reserve acts as a cushion to the fluctuations in travel days.
Time Credits	74	-74	0	0	Funding for 2 year Time Credits programme from 2015/16 to 2016/17 for the development of connected and supportive communities.
Reduce the cost of home to school transport (Independent travel training)	60	-60	0	0	Draw down of funds to pay for independent travel training
Prevent children and young people becoming Looked After	57	-57	0	0	£32k to extend the SPACE programme pilot to enable a full year of direct work to be evaluated for impact and £25k Re-tendering of Supporting People contracts (ART)
Disabled Facilities	127	0	127	64	Funding for grants for disabled children for adaptations to family homes.

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 30 Nov 16		
	£'000	£'000	£'000	£'000	
<b>Strategy &amp; Commissioning</b>					
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
ESLAC Support for children on edge of care	50	-14	36	36	Funding for 2 year post re CIN

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 30 Nov 16		
	£'000	£'000	£'000	£'000	
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	78	This will fund 2-3 staff across 2016/17 focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	184	-184	0	0	Repairs & refurbish to council properties: £5k Linton; £25k March; £20k Norwich Rd; £10k Russell St; Alterations: £50k Havilland Way Support the implementation of the in-house fostering action plan: £74k
Re-deployment of CFA Continuing and New Earmarked Reserves	-953	953	0	0	New 16/17 CFA Earmarked Reserves (£1.451m) funded from those 15/16 earmarked reserves no longer required (£0.498m) and CFA carry forward (£0.953m), following approval from Committee.
<b>subtotal</b>	<b>4,097</b>	<b>-2,249</b>	<b>1,848</b>	<b>959</b>	
<b>TOTAL REVENUE RESERVE</b>	<b>6,502</b>	<b>-3,391</b>	<b>3,111</b>	<b>-351</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	2,521	-2,521	0	The Basic Need allocation received in 2016/17 is fully committed against the approved capital plan.
Capital Maintenance	0	3,662	-3,662	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>9,662</b>	<b>12,090</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	Scheme	Revised Budget for 2016/17	Actual Spend (Nov)	Forecast Spend - Outturn (Nov)	Forecast Variance - Outturn (Nov)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	<b>Schools</b>						
41,711	Basic Need - Primary	42,782	18,044	37,177	-5,605	224,944	28,047
39,689	Basic Need - Secondary	41,162	18,820	41,426	264	213,851	2,844
321	Basic Need - Early Years	613	54	613	0	2,203	0
770	Adaptations	654	307	561	-93	6,541	0
2,935	Specialist Provision	3,225	2,982	3,225	0	5,060	-175
3,250	Condition & Maintenance	3,250	3,074	3,250	0	25,750	0
204	Building Schools for the Future	348	109	348	0	9,118	0
1,114	Schools Managed Capital	1,926	0	1,926	0	9,798	-190
0	Universal Infant Free School Meals	10	3	10	0	0	0
300	Site Acquisition and Development	300	378	300	0	650	0
1,500	Temporary Accommodation	1,500	1,517	1,500	0	14,000	0
0	Youth Service	127	0	127	0	0	0
295	Children Support Services	295	0	395	100	2,530	0
3,717	Adult Social Care	5,311	3,487	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	-4,448	5,834	0	0
<b>97,156</b>	<b>Total CFA Capital Spending</b>	<b>92,921</b>	<b>48,980</b>	<b>92,921</b>	<b>0</b>	<b>543,222</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 changes to development timescales and school capacity. The following have schemes have had cost increases approved by GPC for 2016/17;

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

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

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

- Sawtry Infant; £880k increase following receipt and review of detailed costings.
- St Ives, Eastfield / Westfield / Wheatfields; £4.0m increased cost due to additional building work required as school are not planning to amalgamate to an all through primary.
- Histon - Additional Places; £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 materialise;

- Ermine 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 have 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 haven arisen 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 £5,605k 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 (£105k) Phase 1 in March, Hatton Park (£690k) in Longstanton, St Ives, Eastfield / Westfield / Wheatfields (£30k) and Wyton Primary (£200k), Histon additional places (£150k) and Westwood Primary, Phase 2 (£100k). These schemes will be re-phased in the 2017/18 business plan.

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

The accelerated spend has been offset by 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, (£148k) 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 Infants, (£700k), 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 18.

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, Bearscroft development, Godmanchester; (£1,890k), Project has 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; (£403k). The required access road will not be completed until next year and contingencies not required.

Ermine 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, for which additional funding will be received from 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 £264k accelerated spend**

The Bottisham Village College scheme has incurred £780k of slippage due to the start on site being deferred from late 2016 to July 2017. The delay 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 £1,600k 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 additional funding from the insurers.

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 has been identified that Cambourne Secondary School original forecast from contractors is likely to be optimistic and not achieved, £605k slippage anticipated in 2016/17.

#### **Adaptations £93k slippage.**

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

#### **Schools Managed Capital**

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

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

In October £100k 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 grant has been reflected within the Capital funding table.

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

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

#### **CFA Capital Variation**

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

<b>2016/17</b>					
<b>Service</b>	<b>Capital Programme Variations Budget</b>	<b>Forecast Variance - Outturn (Nov)</b>	<b>Capital Programme Variations Budget Used</b>	<b>Capital Programme Variations Budget Used</b>	<b>Revised Forecast Variance - Outturn (Nov)</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>	<b>£000</b>
CFA	-10,282	-4,448	5,834	56.7%	-
<b>Total Spending</b>	<b>-10,282</b>	<b>-4,448</b>	<b>5,834</b>	<b>56.7%</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 (Nov) £'000	Forecast Funding Variance - Outturn (Nov) £'000
3,781	Basic Need	3,781	3,781	0
4,643	Capital maintenance	4,708	4,708	0
1,114	Devolved Formula Capital	1,926	1,926	0
0	Universal Infant Free School meals	10	10	0
3,717	Adult specific Grants	5,311	5,311	0
24,625	S106 contributions	22,612	22,612	0
0	BSF -PFS only	61	61	0
0	Capitalised Revenue Funding	0	0	0
0	DAAT Capital Grant	0	100	100
700	Other Capital Contributions	1,200	1,200	0
54,416	Prudential Borrowing	49,552	49,052	-500
4,160	Prudential Borrowing (Repayable)	4,160	4,160	0
<b>97,156</b>	<b>Total Funding</b>	<b>93,321</b>	<b>92,921</b>	<b>-400</b>

In November £500k insurance funding for St Bede's has been anticipated for 2016/17 as timescales have become clearer. This was previously shown as prudential borrowing and therefore has resulted in prudential borrowing underspend of £500k.

## APPENDIX 7 – Performance at end of October 2016

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% children whose referral to social care occurred within 12 months of a previous referral	Childrens Social Care	20.6%	20.0%	19.6%	Oct-16	↑	G	22.2% (2015)	24.0% (2015)	Performance in re-referrals to children's social care has improved during October and is now below target again.
Number of children with a Child Protection Plan per 10,000 population under 18	Childrens Social Care	37.4	30.0	35.1	Oct-16	↑	R	35.2% (2015)	42.9% (2015)	During October, we saw the numbers of children with a Child Protection plan reduce from just under 500 to 467, due to a high number of CP plans coming to their natural end, and a relatively high number of paper delists due to children becoming looked after and placed in foster care. However, this is unlikely to be the beginning of a downwards trend, as whilst October was relatively quiet for requests for Conference, the number of requests has picked up again since half term, and since the change programme has started to come into effect in FREDt.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The number of looked after children per 10,000 children	Childrens Social Care	47.0	40.0	47.0	Oct-16		R	41.6% (2015)	60.0% (2015)	<p>The number of Looked After Children decreased to 625 in October. This includes 63 UASC, around 10% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.:</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	79.6%	96.5%	93.6%	Oct 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
% 16-19 year olds not in Education, Employment or training (NEET)	Enhanced & Preventative	2.2%	3.3%	2.5%	Oct 16		G	3.5% (2015)	4.2% (2015)	Though performance remains within target, there is a high number of young people whose situation is currently unknown. Information about these young people will be gathered during the autumn term to give a clearer idea of our actual performance.
% Clients with SEND who are NEET	Enhanced & Preventative	10.1%	9.0%	10.6%	Q1 (Apr to Jun 16)		A	7.0% (2015)	9.2% (2015)	Whilst we are not on target our performance is much better than this time last year when NEET was 12.4%. We continue to prioritise this group for follow up and support.
The proportion pupils attending Cambridgeshire Nursery schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Oct-16		G			
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	82.0%	82.0%	82.5%	Oct-16		G	88.4% (2016)	88.5% (2016)	Performance continues to improve and is currently at our best level ever with 160 out of 194 primary schools judged as good or outstanding


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 Secondary schools judged good or outstanding by Ofsted	Learning	62.5%	75.0%	66.3%	Oct-16		R	85.2% (2016)	80.3% (2016)	Performance for Secondary schools continues to improve with 20 out of 30 schools now good or outstanding. Further improvement is expected.
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	94.8%	100.0%	94.8%	Oct-16		A			8 out of 9 Special schools are judged as Good or outstanding covering 920 (94.8%) pupils.
<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		21	30	2016		R	Not yet published		
<i>FSM/Non-FSM attainment gap % achieving 5+ A*-C including English &amp; Maths at GCSE</i>	Learning	31.3	26	37.8	2015	↓	R			All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.
<i>1E - Proportion of adults with learning disabilities in paid employment</i>	Adult Social Care	1.3%	6.0%	1.4%	Oct-16	↑	R	5.9% (14-15)	6.0% (14-15)	Performance remains very low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependant on the review/assessment performance of LD teams.

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	95.2%	93.0%	95.3%	Oct-16		G	83.0% (14-15)	82.6% (14-15)	
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	52.6%	50.1%	52.8%	Oct-16		G	N/A (Local Indicator)		Performance at this indicator has been improving, this is partly due to ongoing data cleansing relating to the categorisation of planned/unplanned reviews. A focus on completing reviews early where there is the potential to free up capacity/make savings also be contributing to this increased performance.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	54.8%	57.0%	55.1%	Oct-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
<b>BCF</b> 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	141	330	169	Oct-16		<b>G</b>	611.0 (14-15)	658.5 (14-15)	<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, and the first time it has been collected this year so there is no comparable previous period.</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	569	429	577	Sep-16		R	N/A (Local Indicator)		<p>The Cambridgeshire health and social care system is experiencing a monthly average of 2,964 bed-day delays, which is 34% above the current BCF target ceiling of 2,206. In August there were 3,147 bed-day delays, up 412 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 October '15 and September '16 there were 31,470 bed-day delays across the whole of the Cambridgeshire system - representing a 5% decrease on the preceding 12 months.</p> <p>Across this period Page 48 of 52 delays have decreased by 6% from 23,718 (Oct 14 - Sep 15) to 22,251 (Oct 15 - Sep 16), while</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	121	114	133	Sep-16		R	N/A (Local Indicator)		In Sep '16 there were 993 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 193 delays per 100,000 of 18+ population. For the same period the national rate was 156 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.
1F - Adults in contact with secondary mental health services in employment	Older People & Mental Health	11.8%	12.5%	12.1%	Oct-16		A	9.0% (15-16) Provisional	6.7% (15/16) Provisional	Performance at this measure is improving and within 10% of target. However, this is a reflection of a decrease in the number of people in contact with services rather than a change in the number in employment.

## APPENDIX 8 – CFA Portfolio at end of October 2016

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Transforming Lives</b> Claire Bruin / Jane Heath	<p>Status has been upgraded to green and a full review of the project plan has taken place.</p> <p>The governance and scope of this project are under review. The project will be renamed as the “Transforming Lives Practice Governance project” and the focus will be on the implementation of the Transforming Lives approach at service level. There will be an emphasis on cultural change amongst the staff who deliver services to our clients, 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. Duplication of work within the current Practice Governance Group will be eliminated by bringing this group into the revised project. Any outstanding activity that is broader than service level will be picked up through other projects.</p> <p>The revised project board will report into the Adults Transforming Lives programme.</p>	GREEN
<b>Building Community Resilience Programme:</b> Sarah Ferguson/ Faye Betts	<p>This programme will respond to the council’s focus on strengthening our support to communities and families. The strategy has been approved by the General Purposes Committee. The development of the Cambridgeshire Communities Innovation Fund is part of this programme, and this fund was launched at the parish council conference on 18<sup>th</sup> November. The Delivery Plan includes a number of elements that will contribute to overall savings for the Council in addition to savings expected to be delivered through the Innovation Fund. These include the following:</p> <ul style="list-style-type: none"> <li>• Rationalising property and staffing in local areas in order to provide a network of community hubs, bringing together our face-to-face information and advice provision, providing local access to early help and preventative activities for all ages, improving opportunities for local staff to network, and brokering support from local community providers.</li> <li>• Developing work with parish councils, district councils, and with Cambridge City Council to build local conversations about joint public sector service planning.</li> </ul> <p>No Key Issues</p>	GREEN
<b>Community Hubs:</b> Christine May/Helen Mendis	<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. We hope that the engagement activity will get fully underway in the new year.</p> <p>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>	AMBER

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	<p>The contract for the new Adult Social Care, Early Help and Children's Social Care ICT System (Mosaic) has been awarded to the supplier Servelec Corelogic Ltd. The contract was signed in June 2016. The project governance, management, team and resources have been appointed implementation is under way, in the form of system configuration, and installation of the software on the CCC network. Workstreams include: infrastructure; data migration; systems integration; training; reporting; and citizen portal. The project is complex and is anticipated to last approximately two years, estimated completion date April 2018. Mosaic will be implemented in Adult Social Care and will replace the current Adult Social Care financial management system (AFM) by September 2017. The second phase will implement the new system in Early Years and Children's Social Care by April 2018, 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/Tammy Liu	<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>LAC Placements Strategy:</b> Meredith Teasdale/Mary-Ann Stevenson	<p>The work around Looked After Children will be subsumed into the transformational Children's Change Programme but there is ongoing activity to monitor activity, spend and savings which will be reported to the Children's Change Board.</p> <p>Key Issues: The LAC Placement Budget is forecast to overspend at the end of the year as a result of continued demand and the amount of savings required only being partially realised. A paper identifying pressures in the placements budget and associated savings was presented to CYP Committee on 11 October and GPC on 18 October.</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>