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People & Communities (P&C) Service

Finance and Performance Report – August 2017

1. SUMMARY

1.1 Finance

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

1.2. Performance and Portfolio Indicators – June/July 2017 Data (see sections 4&5)

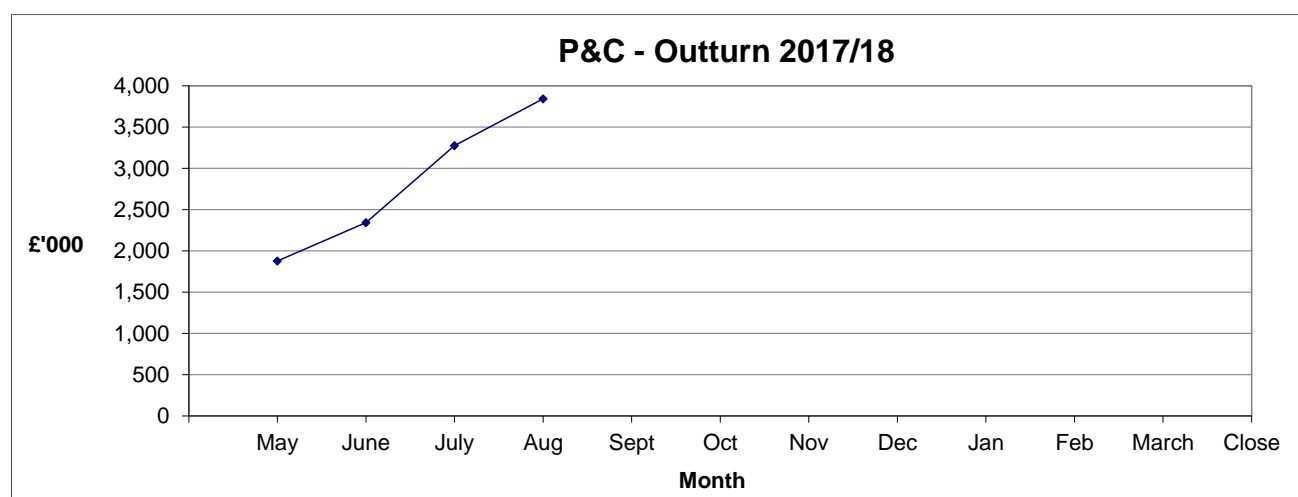
Monthly Indicators	Red	Amber	Green	Total
July Performance (No. of indicators)	7	4	10	21
June Portfolio (No. of indicators)	0	3	4	7

2. INCOME AND EXPENDITURE

2.1 Overall Position

Forecast Variance Outturn (July) £000	Directorate	Original Budget 2017/18 £000	Current Budget 2017/18 £000	Current Variance £000	Forecast Variance Outturn (Aug) £000	Forecast Variance - Outturn (Aug) %
247	Adults & Safeguarding	147,601	146,094	898	462	0.3%
-22	Commissioning	33,255	37,110	-3,657	-80	-0.2%
-1	Communities & Safety	3,533	4,419	1,348	0	0.0%
2,786	Children & Safeguarding	91,279	92,330	1,509	3,418	3.7%
114	Education	19,791	20,482	-320	104	0.5%
210	Executive Director	494	-367	53	210	-57.3%
3,334	Total Expenditure	295,953	300,070	-169	4,115	1.4%
-243	Grant Funding	-62,495	-62,495	-113	-272	0.4%
3,091	Total	233,458	237,575	-1,634	3,843	1.6%

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



2.2 Significant Issues

At the end of August 2017, P&C is forecasting a pressure for the year of £3,843k.

Against a savings target for the year of £20.5m, the directorate is currently forecasting delivery of £18.2m, of which £8.3m was delivered in quarter 1.

As well as making savings through transformation, the service faces significant demand pressures, particularly in children's services related to the rising number of looked after children, a national trend and the lack of capacity with in house foster carers, resulting in the use of Independent Fostering Placements, which are double the cost. This month the report also acknowledges emerging pressures in Adults services, and risk will likely increase in this area as efforts to meet national delayed transfers of care targets step-up for winter.

The directorate is focused on identifying financial mitigations to offset pressures; seventeen service lines have already identified underspends and other areas are anticipating that they can improve their current position before year-end in the forecast submitted.

The whole directorate has been tasked with going further to improve the position. In many cases, planned transformation and demand management strategies are in progress and will deliver the expected savings ask although some to a delayed timescale.

The increase in forecast pressure since last month is £751k. Significant changes are detailed below:

- In Adults and Safeguarding, the forecast pressure on the Learning Disability Partnership increased by £380k. Reflecting client needs and numbers predominantly, the Huntingdonshire and Fenland teams report increased care costs, and the Young Adults Team continues to have a higher than expected demand pressure for the year. A further £3m of savings is expected in LD before year-end, with good progress during August to make fuller use of in-county provision instead of more costly placements elsewhere.
- In Adults and Safeguarding, the forecast underspend in the Physical Disabilities team has increased by £264k. Care spending is decreasing compared to the

first part of the year, as transformational savings plans take effect, and there is an increase in the level of unspent direct payments that are being clawed-back.

- In Children and Safeguarding, the Children in Care budget is forecasting an underspend of £128k on Fostering allowances. Whilst there continues to be an increase in the overall numbers of approved in-house foster carers and placements, a number of carers were not available for placements through the summer period. (This issue will be explored to mitigate impact in future years.) Future expected growth in placements has been factored into the forecast and there has been an increase over the last month in in-house placements due to both new approvals and existing carers becoming available for placements. Growth in in-house provision is an important positive factor contributing to the reduction in external LAC placement budget spend. The plan is to develop further activity to significantly increase in house foster carers, this will include an ongoing campaign in the county.
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- In Children & Safeguarding, the Looked After Children (LAC) Placements budget is forecasting a pressure of £1,522k, an increase of £881k from last month. Of this increase, £402k relates to a reduction in the level of savings expected to be made during 2017/18 as a result of demand management measures, with the remaining £479k being due to a combination of changes in placement fees and/or new placements. Overall there is 1 more looked after child at the end of August than at the end of the previous month, with 368 (an increase of 13) of these children in external LAC placements. A review of LAC commissioning practices (Access to Resources Team) is currently being undertaken and a plan being put together to build capacity into the system that does not rely on using as many independent fostering placements and high cost residential and 16 plus supportive living placements and re-negotiation of contracts with external providers. Also reviewing the plans for children in care to ensure there is no drift in securing permanence and move on where appropriate. Support has been secured of an experienced placement manager.

2.3 Additional Income and Grant Budgeted this Period

(De Minimis reporting limit = £160,000)

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

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

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

2.5 Key Activity Data

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

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

	BUDGET				ACTUAL (Aug)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Aug 17	Yearly Average	Actual Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost diff +/-
Residential - disability	1	£143k	52	2,743.20	1	1.00	£133k	2,544.66	0	-£10k	-198.54
Residential - secure accommodation	0	£k	52	0.00	0	0.00	£k	0.00	0	£k	0.00
Residential schools	16	£1,160k	52	1,408.53	20	17.08	£2,025k	2,150.91	1.08	£865k	742.38
Residential homes	22	£3,018k	52	2,656.43	36	33.78	£5,324k	3,028.64	11.78	£2,306k	372.21
Independent Fostering	263	£10,304k	52	784.53	277	267.57	£10,931k	796.83	4.57	£627k	12.30
Supported Accommodation	15	£1,244k	52	1,247.14	28	22.99	£1,827k	1,561.70	7.99	£584k	314.56
16+	25	£608k	52	467.73	6	6.09	£89k	234.26	-18.91	-£519k	-233.47
Growth/Replacement	-	£868k	-	-	-	-	£796k	-	-	-£72k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£2,260k	-	-	-£2,260k	-
TOTAL	342	£17,344k			368	348.51	£18,866k		6.51	£1,522K	
In-house fostering - Basic	212	£2,053k	56	172.89	179	171.41	£1,918k	184.86	-40.59	-£135k	11.97
In-house fostering - Skills	212	£1,884k	52	170.94	180	173.29	£1,602k	192.69	-38.71	-£283k	21.75
Kinship - Basic	40	£439k	56	195.84	39	40.38	£399k	179.96	0.38	-£40k	-15.88
Kinship - Skills	11	£39k	52	68.78	11	11.00	£39k	68.78	0	£k	0.00
In-house residential	5	£556k	52	2,138.07	4	3.59	£556k	2,977.81	-1.41	£k	839.74
Growth*	0	-£297k	-	0.00	0	0.00	£k	0.00	-	£297k	-
TOTAL	257	£4,674k			222	215.38	£4,513k		-41.62	-£160k	
Adoption	376	£3,236k	52	165.51	403	399.80	£3,445k	165.04	23.8	£209k	-0.47
Concurrent Adoption	5	£91k	52	350.00	2	2.00	£37k	350.00	-3	-£55k	0.00
Savings Requirement	0	£k	0	0.00	0	0.00	£k	0.00	0	£k	0.00
TOTAL	381	£3,327k			405	401.80	£3,482k		23.8	£155k	
OVERALL TOTAL	980	£25,345k			995	965.69	£26,861k		-11.31	£1,517k	

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

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

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

BUDGET				ACTUAL (Aug 17)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Aug 17	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	98	£6,165k	£62,895	93	96.19	£6,818k	£70,884	-5	-1.81	£653k	£7,989
Hearing Impairment (HI)	3	£100k	£33k	2	2.00	£74k	£37,217	-1	-1.00	£26k	£3,895
Moderate Learning Difficulty (MLD)	3	£109k	£36k	5	4.16	£143k	£34,470	2	1.16	£34k	£1,922
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	£75k	£0
Physical Disability (PD)	1	£19k	£19k	3	2.58	£50k	£19,370	2	1.58	£31k	£400
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	£41k	£0
Social Emotional and Mental Health (SEMH)	35	£1,490k	£43k	35	38.63	£1,825k	£47,250	0	3.63	£335k	£4,666
Speech, Language and Communication Needs (SLCN)	3	£163k	£54k	2	2.00	£90k	£44,855	-1	-1.00	£74k	£9,630
Severe Learning Difficulty (SLD)	2	£180k	£90k	1	1.00	£90k	£90,237	-1	-1.00	£90k	£0
Specific Learning Difficulty (SPLD)	8	£164k	£20k	5	4.88	£197k	£40,404	-3	-3.12	£33k	£19,904
Visual Impairment (VI)	2	£64k	£32k	2	2.00	£57k	£28,574	0	0.00	£7k	£3,553
Recoupment	-	-	-	-	-	£673k	-	-	-	£673k	-
TOTAL	157	£8,573k	£54,602	148	153.44	£8,673k	£60,908	-9	-3.56	£100k	£6,306

In the following key activity data for Adults & Safeguarding, 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 end of August for Adult Disability and Learning Disability Services is shown below:

		BUDGET			ACTUAL (Aug 17)				Forecast		
Service Type		Budgeted No. of Service Users 2017/18	Budgeted Average Unit Cost (per week) £	Annual Budget £000	No. of Service Users at End of Aug 17	D o T	Current Average Unit Cost	D o T	Forecast Actual £000	D o T	Forecast Variance £000
Adult Disability Services	Residential	31	£1,121k	£1,807k	30	↓	£987	↑	£1,536k	↓	£271k
	Nursing	20	£928k	£965k	21	↑	£1,038	↑	£1,132k	↑	£167k
	Community	669	£292k	£10,149k	647	↓	£318	↓	£10,676k	↓	£527k
Total expenditure		720		£12,921k	698				£13,344k		£423k
Income				£1,646k					£1,561k	↑	£85k
Further savings assumed within forecast										↑	£890k
Net Total				£11,275k							£382k
Learning Disability Services	Residential	313	£1,338	£21,771k	300	↑	£1,383	↓	£22,630k	↓	£860k
	Nursing	8	£2,069	£861k	8	↔	£2,128	↔	£901k	↓	£40k
	Community	1,272	£608	£40,217k	1,289	↑	£647	↑	£43,502k	↑	£3,285k
Learning Disability Service Total		1,593		£62,848k	1,597				£67,033k		£4,185k
Income				£2,566k					£3,125k		£559k
Further savings assumed within forecast as shown in Appendix 1											£3,021k
Net Total											£605k

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

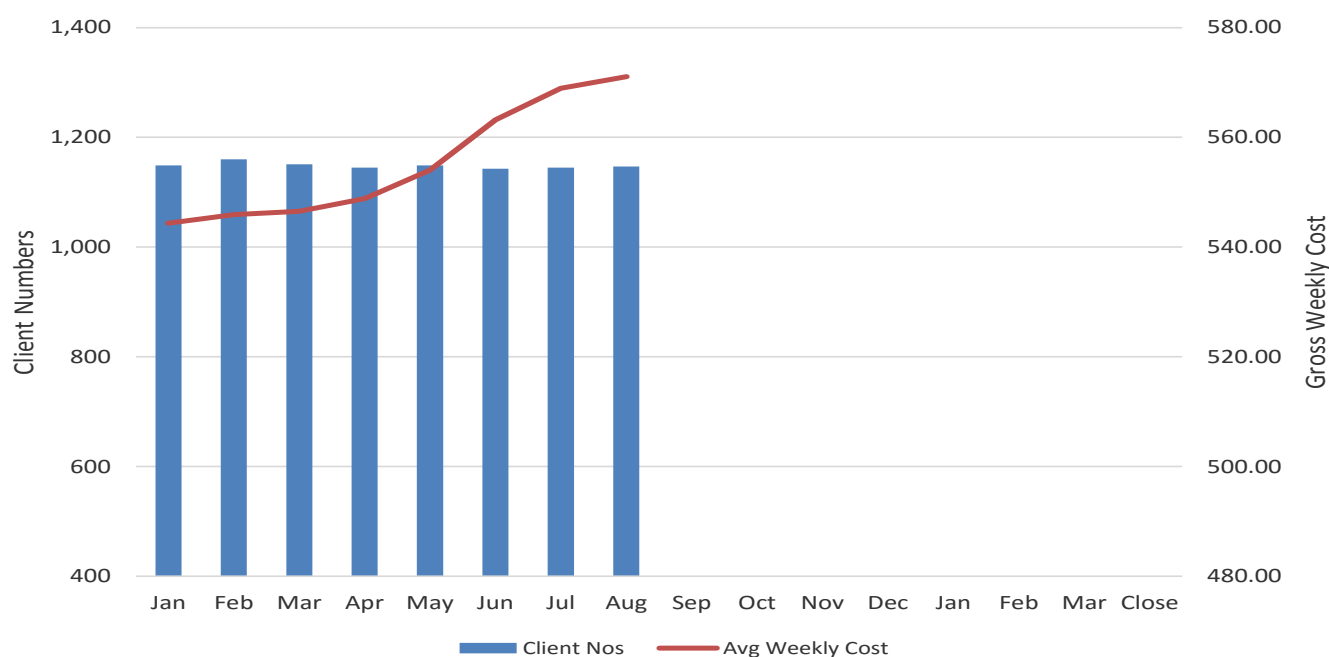
		BUDGET			ACTUAL (Aug)				FORECAST		
Service Type		Budgeted No. of Clients 2017/18	Budgeted Average Unit Cost (per week) £'s	Annual Budget £000's	Snapshot of No. of Clients at End of Aug 17	Direction of Travel	Current Average Unit Cost (per week) £'s	Direction of Travel	Forecast Spend £000's	Direction of Travel	Variance £000's
Adult Mental Health	Community based support	24	£72	£90k	17	↑	£154	↓	£147k	↑	£57k
	Home & Community support	154	£88	£709k	178	↓	£87	↔	£815k	↓	£106k
	Nursing Placement	13	£803	£544k	16	↔	£627	↓	£542k	↓	£-2k
	Residential Placement	65	£736	£2,493k	76	↑	£697	↑	£2,691k	↑	£198k
	Supported Accommodation	133	£119	£828k	130	↓	£110	↑	£709k	↓	£-119k
	Direct Payments	20	£235	£245k	14	↓	£280	↑	£202k	↑	£-43k
	Anticipated New Demand										£90k
Income				£-368k					£-384k		£-16k
Adult Mental Health Total		409		£4,541k	431				£4,722k		£271k
Further savings assumed within forecast as shown in Appendix 1											£-353k

Direction of travel compares the current month to the previous month.

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

OP Total	BUDGET			ACTUAL (Aug 17)				Forecast		
Service Type	Expected No. of Service Users 2017/18	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	Direction of Travel	Current Average Cost (per week) £	Direction of Travel	Forecast Actual £000	Direction of Travel	Forecast Variance £000
Residential	447	£483	£11,593k	443	↓	£492	↓	£12,168k	↑	£576k
Residential Dementia	347	£536	£9,984k	360	↑	£544	↓	£10,480k	↑	£496k
Nursing	301	£715	£11,694k	293	↓	£695	↑	£11,196k	↑	£-498k
Nursing Dementia	55	£753	£2,253k	51	↑	£734	↓	£2,157k	↑	£-96k
Respite			£1,303k					£1,368k	↑	£65k
Community based										
~ Direct payments	248	£173	£2,239k	223	↑	£265	↑	£2,775k	↑	£535k
~ Day Care			£941k					£940k	↑	£-1k
~ Other Care			£5,081k					£5,086k	↓	£5k
~ Homecare arranged	1,608	per hour £15.70	£13,265k	1,451	↓	per hour £16.11	↓	£14,060k	↓	£795k
Total Expenditure	3,006		£58,351k	2,821				£60,229k		£1,877k
Residential Income			£-8,306k					£-8,715k	↓	£-409k
Community Income			£-8,099k					£-8,225k	↓	£-125k
Health Income			£-9k					£-27k	↔	£-18k
Total Income			£-16,415k					£-16,966k		£-552k
Further Savings Assumed Within Forecast as shown within Appendix 1										£-1,275k

OP Activity and Weekly Cost for Residential and Nursing Care from Jan 2017



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

OPMH Total	BUDGET			ACTUAL (Aug 17)				Forecast		
Service Type	Expected No. of Service Users 2017/18	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	D o T	Current Average Cost (per week) £	D o T	Forecast Actual £000	D o T	Forecast Variance £000
Residential	14	£663	£489k	16	↑	£633	↓	£599k	↑	£96k
Residential Dementia	28	£533	£778k	25	↑	£535	↑	£955k	↑	£153k
Nursing	16	£740	£592k	18	↑	£747	↑	£739k	↓	£128k
Nursing Dementia	90	£747	£3,421k	102	↔	£768	↑	£4,267k	↓	£741k
Respite			£10k					£6k	↑	-£5k
Community based										
~ Direct payments	16	£207	£161k	13	↓	£247	↑	£179k	↓	£14k
~ Day Care			£3k					£11k	↑	£8k
~ Other Care			£37k					£43k	↓	£6k
~ Homecare arranged	45	per hour £15.95	£525k	48	↑	per hour £16.14	↔	£701k	↑	£155k
Total Expenditure	209		£6,017k	222				£7,499k		£1,295k
Residential Income			-£862k					-£987k	↓	-£125k
Community Income			-£244k					-£335k	↓	-£91k
Health Income			£k					£k	↔	£k
Total Income			-£1,106k					-£1,322k		-£216k
Further Savings Assumed Within Forecast as shown in Appendix 1										-£710k

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

2017/18 and Future Years Scheme Costs

In August there has been a £3,000k transfer in the capital scheme budget, this relates to CFA Management Information System IT Infrastructure scheme which is now led in Corporate Services, further to the corporate capacity review. There has also been a reduction in the overall capital scheme cost of £280k due to contingencies and risk items not being required for Hatton Park project.

2017/18 In Year Pressures/Slippage

As at the end of August the capital programme forecast underspend continues to be zero. The level of slippage has not exceeded the Capital Variation budget of £10,305k. A forecast outturn will only be reported once slippage exceeds this level. However in August movements on schemes has occurred totaling £979k. The significant changes in schemes are detailed below;

- Bottisham Village College; £900k accelerated spend. Revised contractor forecast is ahead of original schedule.
- Cromwell Village College; £150k accelerated spend due to design work being completed in 2017/18 to ensure delivery of September 2019 is achieved.

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 July, we saw the numbers of children with a Child Protection plan increase from 566 to 577.

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

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

The number of Looked After Children increased to 689 in July. This includes 66 UASC, around 9.6% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population and reduce the cost of placements. Some of these workstreams will impact on current commitment.

Actions being taken include;

- A weekly 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 P&C, 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.

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

Provisional data for 2016 shows that there is still a significant gap in the performance of pupils eligible for FSM in the new KS2 tests. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential

All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

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

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

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

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

- **BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) – YTD**

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

Across this period NHS bed-day delays have increased by 16% from 20,365 (Apr 15 - Mar 16) to 23,621 (Apr 16 - Mar 17), while bed-day delays attributed to Adult Social Care have increased from 7,709 in Apr 15 - Mar 16 to 9,259 in Apr 16 - Mar 17 an increase of 20%.

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.

The significant improvement in this indicator comes as we move into the new financial year and last year's performance is replaced with a single, relatively-well performing month of data

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

In June '17 there were 813 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 157.1 delays per 100,000 of 18+ population. For the same period the national rate was 156.0 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.

The increase is primarily due to delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's Hospital.

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

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

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

5. P&C PORTFOLIO

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

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

APPENDIX 1 – P&C Service Level Budgetary Control Report

Forecast Variance Outturn (July) £'000		Service	Current Budget for 2017/18 £'000	Expected to end of Aug £'000	Actual to end of Aug £'000	Current Variance £'000 %		Forecast Variance Outturn (Aug) £'000 %	
Adults & Safeguarding Directorate									
0		Strategic Management - Adults	2,588	2,733	2,801	68	2%	-50	-2%
36		Principal Social Worker, Practice and Safeguarding	1,429	576	420	-156	-27%	41	3%
Learning Disability Services									
75	1	LD Head of Service	5,606	2,476	2,460	-16	-1%	58	1%
0	1	LD - City, South and East Localities	33,559	14,428	14,857	429	3%	-138	0%
0	1	LD - Hunts & Fenland Localities	27,151	11,565	11,644	80	1%	421	2%
173	1	LD - Young Adults	4,300	1,433	1,387	-46	-3%	179	4%
0	1	In House Provider Services	5,501	2,439	2,570	131	5%	108	2%
0		NHS Contribution to Pooled Budget	-17,113	-8,557	-8,557	0	0%	0	0%
Older People's Services									
0	2	OP - City & South Locality	19,068	8,733	9,074	341	4%	0	0%
0	2	OP - East Cambs Locality	6,024	2,256	2,292	36	2%	0	0%
0	2	OP - Fenland Locality	9,106	3,516	3,533	17	0%	0	0%
0	2	OP - Hunts Locality	12,459	5,453	5,505	52	1%	50	0%
0		Discharge Planning Teams	2,189	910	871	-39	-4%	0	0%
0		Shorter Term Support and Maximising Independence	7,362	2,889	2,716	-173	-6%	0	0%
Adult Disability Services									
0		PD Head of Services	456	198	175	-23	-12%	0	0%
-20	3	Physical Disabilities	11,632	5,510	5,567	58	1%	-284	-2%
-95		Autism and Adult Support	808	294	263	-31	-11%	-83	-10%
-83		Carers	724	301	320	18	6%	0	0%
Mental Health									
-127	4	Mental Health Central	784	338	251	-88	-26%	-127	-16%
17		Adult Mental Health Localities	6,493	2,312	2,240	-72	-3%	-82	-1%
271	5	Older People Mental Health	5,970	2,390	2,703	313	13%	369	6%
247		Adult & Safeguarding Directorate Total	146,094	62,195	63,093	898	1%	462	0%
Commissioning Directorate									
-127	6	Strategic Management – Commissioning	2,233	847	741	-106	-13%	-127	-6%
0		Access to Resource & Quality	1,071	685	449	-235	-34%	-85	-8%
-28		Local Assistance Scheme	321	175	146	-29	-17%	-28	-9%
Adults Commissioning									
-9		Central Commissioning - Adults	5,624	2,927	2,729	-198	-7%	-25	0%
0		Integrated Community Equipment Service	711	769	722	-47	-6%	0	0%
-58		Mental Health Voluntary Organisations	3,947	1,785	1,897	112	6%	-58	-1%
Childrens Commissioning									
100	7	Special Educational Needs Placements	8,973	6,471	4,717	-1,753	-27%	100	1%
100	8	Commissioning Services	3,888	1,568	1,134	-434	-28%	100	3%
0		Early Years Specialist Support	1,210	372	120	-252	-68%	44	4%
0		Home to School Transport – Special	8,006	3,358	2,517	-841	-25%	0	0%
0		LAC Transport	1,126	476	603	127	27%	0	0%
-22		Commissioning Directorate Total	37,110	19,433	15,776	-3,657	-19%	-80	0%

Forecast Variance Outturn (July) £'000	Service	Current Budget for 2017/18 £'000	Expected to end of Aug £'000	Actual to end of Aug £'000	Current Variance		Forecast Variance Outturn (Aug)	
					£'000	%	£'000	%

Communities & Safety Directorate

0	Strategic Management - Communities & Safety	-25	-17	0	17	-100%	0	0%
0	Youth Offending Service	2,647	734	693	-41	-6%	0	0%
0	Central Integrated Youth Support Services	208	91	98	7	8%	0	0%
-1	Safer Communities Partnership	1,589	540	553	13	2%	0	0%
-1	Communities & Safety Directorate Total	4,419	1,348	1,344	-4	0%	0	0%

Children & Safeguarding Directorate

956	9	Strategic Management – Children & Safeguarding	2,546	1,597	2,016	420	26%	886	35%
0		Partnerships and Quality Assurance	1,892	812	812	0	0%	0	0%
3	10	Children in Care	12,448	5,467	5,470	3	0%	-128	-1%
0		Integrated Front Door	2,818	1,096	1,125	29	3%	-21	-1%
0		Children's Centre Strategy	326	287	297	10	3%	0	0%
0		Support to Parents	2,852	1,136	1,146	10	1%	0	0%
641	11	Looked After Children Placements	17,454	4,737	5,797	1,060	22%	1,522	9%
450	12	Adoption Allowances	4,406	1,865	2,029	164	9%	450	10%
450	13	Legal Proceedings	1,540	393	638	245	62%	450	29%
<u>SEND Specialist Services (0-25 years)</u>									
43		SEND Specialist Services	6,815	3,204	3,374	170	5%	43	1%
168	14	Children's Disability Service	6,527	3,349	2,877	-472	-14%	168	3%
0		High Needs Top Up Funding	13,573	5,645	5,839	194	3%	0	0%
<u>District Delivery Service</u>									
75		Safeguarding Hunts and Fenland	4,994	2,081	2,070	-11	-1%	75	2%
0		Safeguarding East & South Cambs and Cambridge	4,422	1,849	1,590	-259	-14%	0	0%
0		Early Help District Delivery Service – North	4,583	1,649	1,569	-80	-5%	-25	-1%
0		Early Help District Delivery Service – South	5,134	1,616	1,643	27	2%	-2	0%
2,786		Children & Safeguarding Directorate Total	92,330	36,784	38,293	1,509	4%	3,418	4%

Forecast Variance Outturn (July) £'000		Service	Current Budget for 2017/18 £'000	Expected to end of Aug £'000	Actual to end of Aug £'000	Current Variance £'000 %		Forecast Variance Outturn (Aug) £'000 %	
Education Directorate									
0		Strategic Management - Education	414	262	324	62	24%	0	0%
0		Early Years' Service	1,439	337	240	-97	-29%	0	0%
0		Schools Curriculum Service	58	-156	-168	-12	8%	0	0%
10		Schools Intervention Service	1,077	589	669	80	14%	0	0%
0		Schools Partnership Service	818	372	380	8	2%	0	0%
104	15	Children's' Innovation & Development Service	47	-1,133	-860	273	-24%	104	220%
0		Teachers' Pensions & Redundancy	2,936	1,219	1,010	-210	-17%	0	0%
Infrastructure									
0		0-19 Organisation & Planning	4,472	1,171	1,054	-117	-10%	0	0%
0		Early Years Policy, Funding & Operations	90	37	19	-18	-49%	0	0%
0		Education Capital	160	268	439	171	64%	0	0%
0		Home to School/College Transport – Mainstream	8,972	3,461	3,001	-460	-13%	0	0%
114		Education Directorate Total	20,482	6,427	6,107	-320	-5%	104	1%
Executive Director									
219	16	Executive Director	211	70	139	69	98%	219	103%
-9		Central Financing	-578	-958	-973	-16	2%	-9	-1%
210		Executive Director Total	-367	-888	-835	53	-6%	210	-57%
3,334		Total	300,070	125,299	123,778	-1,521	-1%	4,115	1%
Grant Funding									
-243	17	Financing DSG	-39,991	-16,550	-16,663	-113	1%	-272	-1%
0		Non Baselined Grants	-22,504	-6,800	-6,800	0	0%	0	0%
-243		Grant Funding Total	-62,495	-23,350	-23,463	-113	0%	-272	0%
3,091		Net Total	237,575	101,949	100,315	-1,634	-2%	3,843	2%

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	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
1) LD – Overall LDP Position	76,116	32,919	628	1%
<p>At the end of August, the Learning Disability Partnership is overall forecasting a pressure of £628k. This is an increase of £380k from the previous month when two particular pressures in the Young Adults and Head of Service lines were reported. The total savings target for Learning Disability exceeds £4.7m, there is optimism about the portion deliverable in the remainder of the year.</p> <p>Demand pressures are higher than expected, and there is continued expenditure on high-cost out of county in-patient placements due to the level of need of the people concerned. New package costs and increases in the costs of existing packages were higher than expected in the final months of 2016/17 and have continued to be high in the first part of 2017/18. This has also resulted in revised projections of demand pressures for the remainder of the year. This is the cause of the £283k projected pressure on the LD locality policy lines.</p> <p>Business Plan savings are expected to be delivered in full, with underachievement on specific workstreams offset by exceeding targets elsewhere and through new initiatives.</p> <p>The predicted pressure has been partially mitigated by a number of actions:</p> <ul style="list-style-type: none"> • The dedicated reassessment and brokerage capacity funded by the Transformation Fund is continuing to explore additional workstreams to deliver further savings, and is providing key expertise in negotiating with providers to avoid increases in costs and to rationalise existing arrangements. • Restrictions on price uplifts for providers are being targeted where the providers are unable to evidence increased costs. • Underspending on staff where vacancies cannot be, or have not been, filled. • Reviewing the utilisation of staff to reduce reliance on agency staff and overtime working in the in-house provider services. <p>Included in this forecast, the Young Adults Team specifically is projected to have a pressure of £179k. The demography and savings relating to this part of the LDP is prepared using a number of assumptions about the levels of care and support required to meet needs and the sustainability of these arrangements through the year. These assumptions are measured against the specific circumstances of young people as they turn 18, which has resulted in a pressure being forecast. Work continues with Children's services to ensure that packages are cost effective leading up to each young person's 18th birthday, and work is ongoing to ensure that existing packages are cost effective.</p> <p>The element of this pressure in the In House Provider Services is £108k. This is due to a re-phasing of a saving work-stream around transforming a number of the provider units. As a result, part of this saving will fall into 2018/19 creating a pressure in-year. This is mitigated by additional savings expected to be delivered by other workstreams.</p>				
2) Older People's Services	46,656	20,404	50	0%
<p>The Older People's Locality teams are experiencing higher demand for placements than anticipated at the start of the year. This is resulting in an underlying pressure across the budget and presents a risk to achievement of a balanced budget position at year end.</p> <p>Significant transformation and savings activity is in progress and the underlying pressure is being partially offset by an increase in forecast income (client contributions - as a result of improved financial assessment processes) since the start of the year, and further mitigating actions taken to date have included:</p> <ul style="list-style-type: none"> • Increasing the utilisation rate of existing block contracts; • Working closely with the Brokerage team to minimise new placement costs; • Introducing a new process for Continuing Health Care to help reduce the time between initial 				

checklist and case completion.

At present, an indicative forecast pressure of £50k is being reported, though it is acknowledged that the underlying pressure on the budget is greater than this and is likely to continue to increase. Work is underway to identify further mitigations to manage the overall position.

3) Physical Disabilities	11,632	5,567	-284	-2%
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The Physical Disability Service is forecast to be -£284k underspent at year end, an increase of -£264k from the previous month. The underspend has increased due to revised projections of costs for the remaining part of the year as a result of lower than expected demand and higher than expected clawbacks of unused direct payments. This forecast position assumes NHS funding for service-users with health needs comes in at expected levels.

4) Mental Health Central	784	251	-127	-16%
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The Section 75 contract value with CPFT (who host the mental health workforce) has been updated in line with the restructure of Mental Health Services undertaken during 2016/17. This has resulted in efficiency in the current year of £127k. A number of small items of additional spend partially offset the position.

5) Older People Mental Health	5,970	2,703	369	6%
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Older People Mental Health is forecasting a pressure of £369k, which is an increase of £98k from the figure reported last month.

Increases in care commitments in the last quarter of 2016/17 resulted in a £360k pressure on the budget at the start of the year. The underlying cost of care commitments increased further since July as a result of increased demand for residential and nursing care, impacting on delivery of savings.

Mitigating underspends have been identified across Mental Health Services, on Adult Mental Health and through efficiencies achieved on the Section 75 contract, as reported under Mental Health Central, and from retendering of supported accommodation block contracts, as included in the forecast position for Mental Health Voluntary Organisations (Commissioning).

6) Strategic Management - Commissioning	2,233	741	-127	-6%
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Strategic Management Commissioning is expected to be £127k underspent at the end of 2107/18. The Grants to Voluntary Organisations budget is forecasting an under spend of £168k, which is due to the Home Start/Community Resilience Grant where the re-commissioning of this service ceased in 16/17. This has therefore reduced the 2017/18 committed expenditure. This underspend is partially offset by interim management costs that were incurred pending the outcome of the new Commissioning Directorate consultation.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
7) SEN Placements	8,973	4,717	100	1%
<p>The SEN Placements budget is reporting a £100k pressure. There are rising numbers of children and young people who are LAC, have an EHCP and have been placed in a 52 week placement. These are cases where the child cannot remain living at home. Where there are concerns about the local schools meeting their educational needs, the SEN Placement budget has to fund the educational element of the 52 week residential placement; often these are residential schools given the level of learning disability of the young children, which are generally more expensive. Four additional such cases recently placed further pressure on this budget.</p> <p>The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).</p> <p><u>Actions being taken:</u></p> <ul style="list-style-type: none"> • SEND Sufficiency plan to be implemented. This sets out what is needed, how and when; • Three new special schools to accommodate the rising demand over the next 10 years .One school is opening in September 2017 with two more planned for 2020 and 2021. Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with further education providers to provide appropriate post 16 course is also being explored in the plan; • Deliver SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education; • Work on coordination of reviews for ISEPs to look at returning in to county; and • a full review of all High Needs spend is required due to the ongoing pressures and proposed changes to national funding arrangements. 				
8) Commissioning Services	3,888	1,134	100	3%
<p>The Out of School Tuition budget is forecasting a pressure of £100k due to an increasing number of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative (tuition) packages. A new process has been established to ensure all allocations and packages are reviewed in a timely way and that there is oversight of moves back into full time school. There are delays in securing permanent school places which results in alternative education packages lasting longer.</p>				
9) Strategic Management – Children & Safeguarding	2,546	2,016	886	35%
<p>The Children and Safeguarding Director budget is forecasting pressure of £886k. This is a reduction of £70k on the July 2017 position, as further mitigations have been identified.</p> <p>The Children's Change Programme (CCP) is on course to deliver savings of £669k in 2017/18 to be achieved by integrating children's social work and children's early help services in to a district-based delivery model. However, historical unfunded pressures of £886k still remain. These consist of £706k around the use of agency staffing and unfunded posts of £180k (independent reviewing officers).The previous Business Support service pressure of £122k is now being managed in year and managed out entirely by 2018/19. Agency need has been reduced based on a 15% usage expectation in 2017/18 but use of agency staff remains necessary to manage current caseloads. All local authorities have agency social workers, many with a much higher % and therefore a budget to accommodate this need is necessary.</p> <p><u>Actions being taken:</u></p> <p>A business support review is underway to ensure we use that resource in the most effective manner in the new structure. All the budget pressures continue to be monitored and reviewed at the workforce work stream project meetings, by Senior Management Team and at the P&C Delivery Board with any residual pressures being managed as part of the 2018/19 Business Planning round.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
10) Children in Care	12,448	5,470	-128	-1%

The Fostering budget is currently forecasting an under spend of -£128k.

Whilst there continues to be an increase in the overall numbers of approved in-house foster carers and placements, a number of carers have not been available for placements for a variety of reasons. The Service Manager is forensically reviewing these arrangements to ensure timescales for placements becoming available are mapped. Future expected growth in placements has been factored into the forecast and there has been an increase in in-house placements over the last month due to new approvals and existing carers becoming available for placements after the summer period. There has also been an increase in the number of staying-put arrangements. Growth in in-house provision is an important positive factor contributing to the reduction in external LAC placement budget, and as such a more aggressive approach to recruiting in-house foster carers will be actioned.

11) Looked After Children Placements	17,454	5,797	1,522	9%
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A pressure of £1.5m is being forecast, which is an increase of £0.9m from what was reported in July. Of this increase, £0.4m relates to a reduction in the forecast LAC demand management savings (of which £0.2m are expected to be delivered in 18/19), with the remaining £0.5m being due to a combination of changes in placement fees and/or new placements.

Overall LAC numbers at the end of August 2017, including placements with in-house foster carers, residential homes and kinship, are 687, 8 more than July 2017 (please note July's figure has been restated to 679). This includes 65 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of August are 368, an increase of 13 from the 355 reported at the end of July.

External Placements Client Group	Budgeted Packages	31 July 2017 Packages	31 Aug 2017 Packages	Variance from Budget
Residential Disability – Children	1	1	1	0
Child Homes – Secure Accommodation	0	0	0	0
Child Homes – Educational	16	20	20	+4
Child Homes – General	22	33	36	+14
Independent Fostering	263	269	277	+14
Supported Accommodation	15	24	28	+13
Supported Living 16+	25	8	6	-19
TOTAL	342	355	368	+26

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

Actions being taken to address the forecast overspend include:

- Weekly panel that all requests for placements have to go to and review of high-cost placements on a regular basis. Access to Resources and operational managers to ensure that the plans for children remain focussed and that resources are offering the best value for money.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
Looked After Children Placements continued; <ul style="list-style-type: none"> Purchase placements reviews – scrutiny by placement officers and service/district managers to review emergency placements, changes of placements and return home from care planning to ensure that children are in the right placement for the right amount of time. All new admissions to care have to be agreed at Assistant Director or Service Director level. 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. A new Head of Service, with expertise in children's services commissioning, has been re-deployed from elsewhere in the P&C directorate to lead the Access to Resources function. 				
12) Adoption	4,406	2,029	450	10%
<p>The Allowances budget is forecasting a pressure of £450k.</p> <p>Our contract with Coram Cambridgeshire Adoption (CCA) provides for 38 adoptive placements pa. In 2017/18 we are forecasting an additional requirement of 20 adoptive placements. There is a need to purchase inter agency placements to manage this requirement and ensure our children receive the best possible outcomes. The forecast assumes £270k to manage our inter agency requirement and a further £30k to increase our marketing strategy in order to identify more suitable adoptive households.</p> <p>The adoption/Special Guardianship Order (SGO) allowances overspend of £150k is based on the continuation of historical adoption/SGO allowances and a lower than expected reduction from reviews of packages or delays in completing reviews of packages. The increase in Adoption orders is a reflection of the good practice in making permanency plans for children outside of the looked after system and results in reduced costs in the placement budgets.</p> <p><u>Actions being taken:</u></p> <p>Ongoing dialogue continues with CCA to look at more cost effective medium term options to recruit more adoptive families to meet the needs of our children. Rigorous oversight of individual children's cases is undertaken before Inter Agency placement is agreed.</p> <p>A programme of reviews of allowances continues which is resulting in some reduction of packages, which is currently off-setting any growth by way of new allowances.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
13) Legal Proceedings	1,540	638	450	29%
<p>The Legal Proceedings budget is forecasting a £450k pressure.</p> <p>Numbers of care applications have increased by 52% from 2014/15 (105) to 2016/17 (160), mirroring the national trend and continue to rise. Aside from those areas which we are working on to reduce costs ie. advice/use of appropriate level of Counsel, the volume of cases remaining within the system indicates an estimated £450k of costs in 2017/18. This assumes overrun costs through delay in cases can be managed down as well as requests for advice being better managed.</p> <p><u>Actions being taken:</u></p> <p>Work is ongoing to better manage our controllable costs by use of a legal tracker but this was only implemented in June 2017 so the impact is yet to be felt. The tracker should enable us to better track the cases through the system and avoid additional costs due to delay. We have invested in two practice development posts to improve practice in the service and will also seek to work closer with LGSS Law with a view to maximising value for money.</p>				
14) Children's Disability Service	6,527	2,877	168	3%
<p>The Children's Disability Service is forecasting a pressure of £168k.</p> <p>The Community Support Services budget has seen an increase both in the number of support hours, a high cost individual case (£35k) and in the number of joint funded health packages (also including some with high allocations of hours). Contributions to Adult Services (£45k) have increased and the service is also carrying a £50k pressure from 2016/17.</p> <p><u>Actions being taken:</u></p> <p>We will be reviewing the costs of current packages and in particular support levels for our young people.</p>				
15) Children's Innovation & Development Service	47	-860	104	220%
<p>There is a pressure of £104k against Grafham Water which was identified during budget build.</p> <p>The budget includes an internal loan of £97k in 17/18 relating to building and improvement works carried out a number of years ago. Although prices have been increased for all user groups and the centre is running at high capacity, the centre is currently unable to generate sufficient income to cover the additional costs of the loan as well as a targeted £27k over-recovery.</p> <p>This long standing issue will be addressed through a review of options for Grafham Water going forwards, with the aim of achieving a realistic and sustainable budget. We will look to mitigate the pressure in the short term via any emerging underspends elsewhere within the directorate.</p>				
16) Executive Director	211	139	219	103%
<p>It is not likely that the £219k Business Support saving will not be achieved in 17/18 through efficiencies identified within the business support functions. As such, there is a pressure of £219k being reported. However, work is ongoing to identify strategies to realise this saving.</p>				
17) Financing DSG	-39,991	-16,663	-272	-1%
<p>Within P&C, spend of £40.0m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £272k is made up from Early Years Specialist Support. (£44k), Education Placements (£100k); Commissioning Services (£100k); SEND Specialist Services (£43k) and for this financial year will be met by DSG reserve carry forwards.</p>				

APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £'000
Grants as per Business Plan		
Public Health	Department of Health	331
Better Care Fund	Cambs & P'Boro CCG	15,457
Social Care in Prisons Grant	DCLG	319
Unaccompanied Asylum Seekers	Home Office	1,600
Staying Put	DfE	167
Youth Offending Good Practice Grant	Youth Justice Board	531
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	1,668
Children's Social Care Innovation Grant (MST innovation grant)	DfE	521
Domestic Abuse	DCLG	574
High Needs Strategic Planning Funding	DfE	267
MST Standard	DoH	63
Music Education HUB	Arts Council	784
Non-material grants (+/- £160k)	Various	95
Total Non Baselined Grants 2017/18		22,504

Financing DSG	Education Funding Agency	39,991
Total Grant Funding 2017/18		62,495

The non baselined grants are spread across the P&C directorates as follows:

Directorate	Grant Total £'000
Adults & Safeguarding	440
Commissioning	15,457
Children & Safeguarding	3,969
Education	822
Community & Safety	1,816
TOTAL	22,504

APPENDIX 4 – Virements and Budget Reconciliation

Virements between P&C and other service blocks:

	Eff. Period	£'000	Notes
Budget as per Business Plan		237,311	
Multiple Policy Lines	Apr	-292	Corporate Capacity Review (CCR) adjustments
Multiple Policy Lines	Apr	310	Apprenticeship Levy – allocation of budget to meet new payroll cost.
Information Management & Information Technology	Apr	-1,286	Digital Strategy moved to Corporate Services
Multiple Policy Lines	Apr	-293	Savings from organisational structure review within P&C, contribution to corporate target
Adult & Safeguarding	Apr	-52	Court of Protection Client Funds Team transferring to Finance Operations within LGSS
Shorter Term Support and Maximising Independence	May	-10	Transfer from Reablement for InTouch Maintenance to Corporate Services (Digital)
Multiple Policy Lines	May	-1,335	Workforce Development moved to Corporate Services as part of Corporate Capacity review.
Safer Communities Partnership	May	-178	DAAT budgets transferred to Public Health Joint Commissioning Unit
Early Help District Delivery Service – North & South	June	-43	Transfer Youth and Community Coordinator budget to Corporate Services per CCR
Education Capital	June	-11	Transfer Property Services from LGSS
LAC Placements	July	2,913	LAC Demography approved by GPC in July
Strategic Management - Adults	July	12	Transfer of Dial a Ride (ETE) to Total Transport (P&C)
Catering & Cleaning Services	Aug	449	Transfer from Education to Commercial and Investment.
Adult Early Help	Aug	80	Transfer from Corporate & Customer Services (following review of welfare benefits advice provision)
Current Budget 2017/18		237,575	

APPENDIX 5 – Reserve Schedule

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

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 Aug 17		
	£'000	£'000	£'000	£'000	
<u>General Reserve</u>					
P&C carry-forward	540	-540	0	-3,843	Forecast overspends of £4,181k applied against reserves.
subtotal	540	-540	0	-3,843	
<u>Equipment Reserves</u>					
ICT Equipment Replacement Reserve	726	0	726	31	The reserve is fully committed but the replacement cannot be implemented before school summer holiday so costs will be incurred Autumn Term 2017.
IT for Looked After Children	133	0	133	83	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
subtotal	859	0	859	114	
<u>Other Earmarked Reserves</u>					
Adults & Safeguarding					
Homecare Development	22	-22	0	0	Managerial post worked on proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work.
Falls prevention	44	-44	0	0	Up scaled the falls prevention programme with Forever Active
Dementia Co-ordinator	13	-13	0	0	Used to joint fund dementia co-ordinator post with Public Health
Mindful / Resilient Together	188	-188	0	0	Programme of community mental health resilience work (spend over 3 years)
Increasing client contributions and the frequency of Financial Re-assessments	14	-14	0	0	Hired fixed term financial assessment officers to increase client contributions as per BP
Brokerage function - extending to domiciliary care	35	-35	0	0	Trialled homecare care purchasing co-ordinator post located in Fenland
Hunts Mental Health	200	0	200	0	Provision made in respect of a dispute with another County Council regarding a high cost, backdated package
Commissioning					
Capacity in Adults procurement & contract management	143	-81	62	62	Continuing to support route rationalisation for domiciliary care rounds
Specialist Capacity: home care transformation / and extending affordable care home capacity	25	-25	0	0	External specialist support to help the analysis and decision making requirements of these projects and upcoming tender processes
Home to School Transport Equalisation reserve	-240	296	56	56	17/18 is a shorter year. Therefore, a £296k contribution has been made back to reserves to account for this. No further changes expected this year.
Reduce the cost of home to school transport (Independent travel training)	60	-60	0	0	Draw down of funds to pay for independent travel training
Prevent children and young people becoming Looked After	25	-25	0	0	Re-tendering of Supporting People contracts (ART)

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 Aug 17		
	£'000	£'000	£'000	£'000	
Disabled Facilities	44	0	44	0	Funding for grants for disabled children for adaptations to family homes.
Community & Safety					
Youth Offending Team (YOT) Remand (Equalisation Reserve)	150	0	150	150	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
Children & Safeguarding					
Child Sexual Exploitation (CSE) Service	250	0	250	0	The funding required is in relation to a dedicated Missing and Exploitation (MET) Unit and due to a delay in the service being delivered this is going back to GPC to obtain approval, as originally the Child Sexual Exploitation service was going to be commissioned out but now this will be bought in house within the Integrated Front Door and this funding will be required in 2017/18 to support this function (1 x Consultant Social Worker & 4 x MET Hub Support Workers).
Education					
Cambridgeshire Culture/Art Collection	47	-3	43	113	Providing cultural experiences for children and young people in Cambs - fund to increase in-year due to sale of art collection
ESLAC Support for children on edge of care	36	-36	0	0	Funding for 2 year post re CIN
Cambridgeshire Music	80	0	80	90	Annual reserve agreed by GPC to develop and support the Cambridgeshire Music CREATE program which will look to create new purpose built accommodation.
Cross Service					
Develop 'traded' services	30	-30	0	0	£30k is for Early Years and Childcare Provider Staff Development
Improve the recruitment and retention of Social Workers (these bids are cross-cutting for adults, older people and children and young people)	78	-78	0	0	This will fund 2-3 staff across 2017/18 focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	110	-110	0	0	Repairs & refurb 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
Other Reserves (<£50k)	135	-43	92	92	Other small scale reserves.
subtotal	1,489	-511	977	563	
TOTAL REVENUE RESERVE	2,888	-1,051	1,836	-3,166	

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 Aug 17		
	£'000	£'000	£'000	£'000	
<u>Capital Reserves</u>					
Devolved Formula Capital	780	980	1,760	0	Devolved Formula Capital Grant is a three year rolling program managed by Cambridgeshire School
Basic Need	0	19,123	19,123	0	The Basic Need allocation received in 2017/18 is fully committed against the approved capital plan.
Capital Maintenance	0	1,989	1,989	0	The School Condition allocation received in 2017/18 is fully committed against the approved capital plan.
Other Children Capital Reserves	1,448	616	2,064	0	£5k Universal Infant Free School Meal Grant c/f, £1,444k is Early Years funding for project to be spent in 2017/18
Other Adult Capital Reserves	379	3,810	4,188	0	Adult Social Care Grant to fund 2017/18 capital programme spend.
TOTAL CAPITAL RESERVE	2,607	26,518	29,124	0	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

APPENDIX 6 – Capital Expenditure and Funding

6.1 Capital Expenditure

2017/18						TOTAL SCHEME	
Original 2017/18 Budget as per BP	Scheme	Revised Budget for 2017/18	Actual Spend (Aug)	Forecast Spend - Outturn (Aug)	Forecast Variance - Outturn (Aug)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	Schools						
41,560	Basic Need - Primary	38,750	14,351	37,194	-1,556	274,415	-9,851
26,865	Basic Need - Secondary	29,520	13,865	31,046	1,526	219,592	21,564
841	Basic Need - Early Years	1,687	164	1,346	-341	5,442	592
1,650	Adaptations	1,945	146	1,795	-150	3,442	442
248	Specialist Provision	242	-46	216	-26	9,810	0
3,000	Condition & Maintenance	3,000	937	3,000	0	27,400	0
1,076	Schools Managed Capital	1,760	0	1,760	0	12,022	-664
150	Site Acquisition and Development	150	102	150	0	650	0
1,500	Temporary Accommodation	1,500	604	1,500	0	15,500	0
2,095	Children Support Services	383	0	383	0	2,618	0
5,354	Adult Social Care	5,278	0	5,278	0	36,029	0
-6,664	P&C Capital Variation	-10,305	0	-9,759	546	-37,825	0
1,533	Capitalisation of Interest Costs	1,533	0	1,533	0	6,846	0
79,208	Total P&C Capital Spending	75,442	30,124	75,442	0	569,095	12,083

Basic Need - Primary £9,851k reduction in scheme cost

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

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

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

Godmanchester Bridge ((£129k), Fordham Primary (£157k) and Ermine Street Primary (£139k)

In June these reductions were again increased by £628k .Isle of Ely Primary (£156k) underspend due to contingency not required as final accounts have been agreed and reduction in project cost (£472k) for Barrington Scheme identified by the milestone 2 report.

In August a further reduction of £280k due to contingencies and risk items not being required for Hatton Park project.

Basic Need - Primary £1,556k 2017/18 slippage

In additional to the £575k detailed above where underspends are forecast due to contingencies not being required. The following schemes have experienced significant slippage in 2017/18;

Meldreth Primary is forecasting slippage of £710k due to the scheme experiencing a delay in the commencement on site from November 17 to February 2018. Barrington £90k slippage as project has slipped to a September 2020 completion and planning and design work has consequently reduced. Hatton Park scheme forecasting slippage of £71k due to contingencies and risk items not being required. These are offset by £50k accelerated spend at Godmanchester bridge Primary School.

Basic Need – Secondary £21,564k increased total scheme cost

A total scheme variance of £21,564k has occurred due to changes since the Business Plan was approved. Littleport Secondary and Special School has experienced a £774k increase in costs due to additional specialist equipment being required as part of the capital build. Bottisham Secondary scheme has increased by £2,269k due to EFA grant funded works being carried out by CCC and the school transferring the budget to fund this. Northstowe Secondary scheme has increased by £19,600k due to the addition of SEN provision of which 90 places are to be funded by the Education Funding and Skills Agency (EFSA) and also the delivery of community sports provision which will attract S106 funding from South Cambs District Council.

Basic Need – Secondary £1,526k 2017/18 overspend

An in year overspend for Littleport of £725k and accelerated spend on Southern Fringe of £250k on IT equipment has been offset with slippage on Northstowe Secondary (£100k), Alconbury Secondary and SEN scheme (£50k) where design progress on these projects has not progressed since the beginning of the financial year. Slippage has also occurred on North West Fringe (£350k) as the project has been rephased by 1 year.

Bottisham Village College is forecasting an in year overspend of £900k due to accelerated spend. Revised contractor cash flow reports are ahead of the schemes original schedule. Cromwell Community college is also experiencing accelerated spend to complete the design work to ensure the scheme can achieve the September 2019 completion date.

Basic Need – Early Years £341k slippage

Orchard Park Primary early years provision has experienced slippage of £341k as project being reviewed and currently on hold, no spend expected in 2017/18

Adaptations £442k increased total scheme cost

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

Adaptations £150k 2017/18 slippage

Morley Memorial scheme has incurred a slight delay in the start on site that has resulted in an anticipated £150k slippage. The project will meet its completion date of September 2018.

Schools Managed Capital

Devolved Formula Capital (DFC) is a three year rolling balance and includes £780k carry forward from 2017/18. The total scheme variance of £664k relates to the reduction in 2017/18 grant being reflected in planned spend over future periods.

P&C 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 P&C's negative budget adjustments has been calculated as follows, shown against the slippage forecast to date:

2017/18					
Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (Aug) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Aug) £000
P&C	-10,305	-546	546	5.3%	-
Total Spending	-10,305	-546	546	5.3%	-

6.2 Capital Funding

2017/18				
Original 2017/18 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2017/18 £'000	Forecast Spend – Outturn (Aug) £'000	Forecast Funding Variance - Outturn (Aug) £'000
32,671	Basic Need	32,671	32,671	0
4,043	Capital maintenance	4,476	4,476	0
1,076	Devolved Formula Capital	1,760	1,760	0
3,904	Adult specific Grants	4,283	4,283	0
17,170	S106 contributions	14,800	14,800	0
0	Early Years Grant	1,443	1,443	0
0	Capitalised Revenue Funding	0	0	0
2,725	Other Capital Contributions	3,804	3,804	0
26,464	Prudential Borrowing	21,050	21,050	0
-8,845	Prudential Borrowing (Repayable)	-8,845	-8,845	0
79,208	Total Funding	75,442	75,442	0

APPENDIX 7 – Performance at end of July 2017

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% children whose referral to social care occurred within 12 months of a previous referral	Children and Families	20.9%	20.0%	17.2%	Jul-17	↑	G	19.9% (2016)	22.3% (2016)	Performance in re-referrals to children's social care is below target
Number of children with a Child Protection Plan per 10,000 population under 18	Children and Families	42.6	30.0	43.4	Jul-17	↓	R	38 (2016)	43.1 (2016)	During July, we saw the numbers of children with a Child Protection plan increase from 566 to 577. Following a review of working processes in FREDt which has ensured that referrals are effectively processed in a timelier manner, we have seen some increases in the number of families undergoing a section 47 assessment, which has then impacted on the numbers of requests for Conference. This increase is likely to be short-lived as any backlog is resolved

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The number of looked after children per 10,000 children	Children and Families	51.2	40.0	51.8	Jul-17	↓	R	42.3 (2016)	60.0 (2016)	<p>The number of Looked After Children increased to 689 in July This includes 66 UASC, around 9.6% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.</p> <p>Actions being taken include:</p> <ul style="list-style-type: none"> • 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 P&C, 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. <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
% year 12 in learning	Children and Families	93.7%	96.5%	93.8%	Jul-17	↑	A	94.0% (2015)	94.8% (2015)	We have not met our in learning target for year 12 and performance has been variable across the localities. Year 13 in learning has improved over the last three years and is very close to target. However again performance is variable across the localities.
%16-18 year olds NEET and unknown	Children and Families	3.8%	3.8%	3.6%	Jun-17	↑	G			NOTE: From Sept 2016 - This indicator has changed from 16-19 to 16-18 and now includes unknowns, and therefore isn't comparable to previous years. Though performance remains within target, there is a high number of young people whose situation is currently unknown. Information about these young people will be gathered during the autumn term to give a clearer idea of our actual performance.
% Clients with SEND who are NEET	Children and Families	10.6%	9.0%	9.4%	Q1 (Apr to Jun 17)	↑	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 10.6%. We continue to prioritise this group for follow up and support.

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 Nursery schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Jul-17	➡	G			
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	81.7%	82.0%	83.9%	Jul-17	⬆	G	88.4% (2016)	88.5% (2016)	163 out of 194 primary schools are judged as good or outstanding
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	80.3%	75.0%	80.3%	Jul-17	➡	G	85.2% (2016)	80.3% (2016)	Performance for Secondary schools continues to improve with 25 out of 31 schools now good or outstanding. Further improvement is expected.

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 Special schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Jul-17	➡	G			
Proportion of income deprived 2 year olds receiving free childcare	Learning	78%	80.0%	75.4%	Spring Term	⬇	A			There were 1,703 children identified by the DWP as eligible for the Spring Term. 1,284 took up a place which equates to 75.4%
<i>FSM/Non-FSM attainment gap % achieving the national standard in Reading, Writing & Maths at KS2</i>	Learning	30%	21%	27%	2016	⬆	R			Provisional data for 2016 shows that there is still a significant gap in the performance of pupils eligible for FSM in the new KS2 tests. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential.
<i>FSM/Non-FSM attainment gap % achieving 5+ A*-C including English & Maths at GCSE</i>	Learning	37%	26%	29%	2016	⬆	R		24.8%	All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

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
1E - Proportion of adults with learning disabilities in paid employment	Adult Social Care	0.3%	2.0% (Pro-Rata)	0.5%	July-17	↑	R	5.8% (2015-16)	5.8% (2015-16)	Performance remains very low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependant on the review/assessment performance of LD teams. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	97.8%	93.0%	97.8%	July-17	→	G	88.2% (2015-16)	86.9% (2015-16)	Performance remains above the target and is generally moving toward 100%. Performance is above the national average for 14/15 and will be monitored closely.
RV1 - Proportion of planned reviews completed within the period that were completed on or before their due date. (YTD)	Adult Social Care / Older People & Mental Health	49.0%	50.1%	47.5%	July-17	↓	A	N/A (Local Indicator)		Performance of this indicator has risen and is closer to the target. If teams focus on completing overdue reviews this would contribute to a fall in performance in the future.

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	58.1%	57.0%	58.1%	July-17	➔	G	N/A (Local Indicator)		<p>The service continues to be the main route for people leaving hospital with simple, as opposed to complex care needs. However, we are experiencing a significant challenge around capacity in that a number of staff have recently retired and we are currently undertaking a recruitment campaign to increase staffing numbers. In addition the service is being re-organised to strengthen leadership and to reduce process delays.</p> <p>In addition, people are leaving hospital with higher care needs and often require double up packages of care which again impacts our capacity. We are addressing this issue through a variety of means, including discussions with the NHS about filling intermediate care gaps, to reduce inappropriate referrals and use of capacity in reablement. The Council has also developed the Double Up Team who work with staff to reduce long term care needs and also release re-ablement capacity, and a home care transition service to support transfers into long term domiciliary care.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	70.0	188 (Pro-Rata)	98.7	July-17	↑	G	548.5 (2015-16)	628.2 (2015-16)	<p>The implementation of Transforming Lives model, combined with a general lack of available residential and nursing beds in the area is resulting in a fall in the number of admissions.</p> <p>N.B. This is a cumulative figure, so will always go up. An upward direction of travel arrow means that if the indicator continues to increase at the same rate, the ceiling target will not be breached.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	Older People & Mental Health	447.7	429	470.3	June-17	↓	R	N/A (Local Indicator)		<p>Between April '16 and March '17 there were 35,732 bed-day delays across the whole of the Cambridgeshire system - representing a 22% increase on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have increased by 16% from 20,365 (Apr 15 - Mar 16) to 23,621 (Apr 16 - Mar 17), while bed-day delays attributed to Adult Social Care have increased from 7,709 in Apr 15 - Mar 16 to 9,259 in Apr 16 - Mar 17 an increase of 20%.</p> <p>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.</p> <p>The significant improvement in this indicator comes as we move into the new financial year and last year's performance is replaced with a single, relatively-well performing month of data.</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	126.5	114	136.7	June-17	↓	R	N/A (Local Indicator)		<p>In June '17 there were 813 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 157.1 delays per 100,000 of 18+ population. For the same period the national rate was 156.0 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.</p> <p>The increase is primarily due to delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's.</p>
1F - Adults in contact with secondary mental health services in employment	Older People & Mental Health	12.9%	12.5%	12.8%	June-17	↓	G	9.0% (2015-16)	6.7% (2015/16)	<p>Performance at this measure is above target. Reductions in the number of people in contact with services are making this indicator more variable while the numbers in employment are changing more gradually.</p>

APPENDIX 8 – P&C Portfolio at end of June 2017

Programme/Project and Lead Director	Brief description and any key issues	RAG
Transforming Lives Practice Governance Project Claire Bruin / Jane Heath	<p>Following input from the new Principal Social Worker, the project plan has been reviewed and revised. Revised service plans are to follow. The Quality Assurance annual report was shared with the project board and Heads of Service have been tasked with producing preliminary proposals to demonstrate how they will take the recommendations forward to improve practice in their services.</p> <p>Following a meeting with the Mental Health service it has been agreed that at each board meeting from July 2017 their representative will provide a written report to update board members on the progress of the service on their Section 75 workstreams.</p>	GREEN
Building Community Resilience Programme: Sue Grace/Elaine Matthews	<p>The Community Resilience Programme and the Innovation Fund moved to Strengthening Communities Service for management and delivery from 1 Feb 2017. That work now falls within the remit of the new Communities and Partnerships Committee Chaired by Cllr Steve Criswell. A recommendation to full Council in July resulted in agreement of five Area Champions taken from the membership of this Committee, who will champion and support community development in each of the Cambridgeshire Districts. A paper will be heard at the 24 August Communities and Partnership Committee which includes the role of the Area Champions and asks for confirmation of named members.</p> <p>A 6 month review of the Innovation Fund resulted in the recommendation that the fund be rebranded 'Innovate and Cultivate Fund', with a smaller fund application process (up to £10k) open to community groups wanting to cultivate sustainable community networks and a larger fund (£10k-£50k) focusing on more innovative approaches which support Council priorities. Both funds still require a return on council investment. A paper setting out these changes was received by the new committee in June and in response they have asked for an increased role by the new Committee in approving recommended applications.</p>	GREEN

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p>0-19 Commissioning: Meredith Teasdale/ Janet Dullaghan</p>	<p>This project is looking at how Cambridgeshire County Council (CCC), Peterborough City Council (PCC) and Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) can work together to integrate child health and wellbeing services. This includes consideration of 0-19 community based health services, including Health Visiting, School Nursing and Family Nurse Partnership; Early Help and Children's Centre services; and Child and Adolescent Mental Health Services across Cambridgeshire and Peterborough.</p> <p>The aim is for an integrated model where children, young people and families are offered a core programme of evidence based, early intervention and preventative health care with additional care and support for those who need it in line with the Thrive model that is based on having a good core offer across the agencies for universal services and clear and process to identify need early and provide the right early help and support.</p> <p>Progress to date:</p> <ul style="list-style-type: none"> Options appraisal completed and recommended option taken forward Specification collaboratively completed to an advanced position Method statement completed to an advanced position Financial envelope presented to August JCU for consideration <p>The next steps are to progress JCU governance in support of commissioning options. Critical to furthering the work stream is agreement of the current financial envelope, determination of crystallised future savings from each of the commissioning organisations and clarity about future savings assumptions. These will form the basis of the financial section of the specification.</p> <p>Work stream logs to include risks, issues, actions and decisions are complete to date, and an extensive engagement log is in place evidencing wide spread stakeholder engagement that has influenced the principles, specification and outcomes sought from this work.</p> <p>Once all the above are approved and in place, the current timeline will be updated with the detailed planning required to deliver the next phase.</p> <p>New guidance from NHS England (ISAP) will impact on taking 0-19 service forward and may delay the procurement a further year to April 2019 this will be confirmed in September.</p> <p>A draft Spec has gone out for discussion and possible alliance models are being explored with current providers.</p>	<p>GREEN</p>
<p>Children's Centres: Helen Freeman/Theresa Leavy</p>	<p>The Public Children's Centre Consultation Has now been launched and consultation events are being held across the county. The consultation runs from July 17th – September 22nd 2017.</p>	<p>AMBER</p>

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p>Mosaic: Sue Grace / James Wilson</p>	<p>Review of the programme nearing completion –, the programme has been re-scoped, all workstreams confirmed with key milestones agreed and revised programme plan due to next Board for sign-off</p> <p>Technical workstreams progressing well and migration work beginning in earnest</p> <p>Developing strategies to engage and involve the wider business in the programme – we are creating a dedicated website with comms, info and materials for training and support. Change Champions and super users from within the business have been identified</p> <p>The programme is still planning for go-live of the system in the first quarter of 2018 – but this will depend on the results of the data migration and the practice training required for the signs of safety module.</p> <p>Amber status remains reflecting both the overall complexity, tight timelines and technical and business change challenges – in addition a number of specific risks/issues are identified below.</p> <ul style="list-style-type: none"> • In some areas Servelec are not providing the capacity and responsiveness we need – with particular issues around some of the process design workshops • Issues in relation to the Signs of Safety module where there is delay from Servelec and negotiation on the associate costs for this element • We have had some challenges in securing the right engagement / leads from within children's services to progress some of the children's build design work 	<p>AMBER</p>
<p>Accelerating Achievement: Keith Grimwade</p>	<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>	<p>AMBER</p>

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p>Children's Change Programme: Theresa Leavy/James Gemmell Lynsey Barron/Gwendolyn Casazza</p>	<p>Phase I of the Children's Change Programme (CCP) has brought together the Enhanced and Preventative directorate with the Children's Social Care directorate to create Children and Families Services. This integration will provide continuity of relationships with children, families and professional partners to respond to the increasing levels of need experienced across our communities.</p> <p>Phase II has seen a change in front line structures to bring together people working across early help, safeguarding and specialist services. The consultation for Phase II ended in May 2017 with implementation scheduled for July 2017.</p> <p>Phase 3 – The consultation on the development of the SEND 0-25 service has been completed with recruitment into available posts currently being undertaken. Planning for future phases is being undertaken.</p>	<p>GREEN</p>