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People & Communities (P&C) Service

Finance and Performance Report – September 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 – August 2017 Data (see sections 4&5)

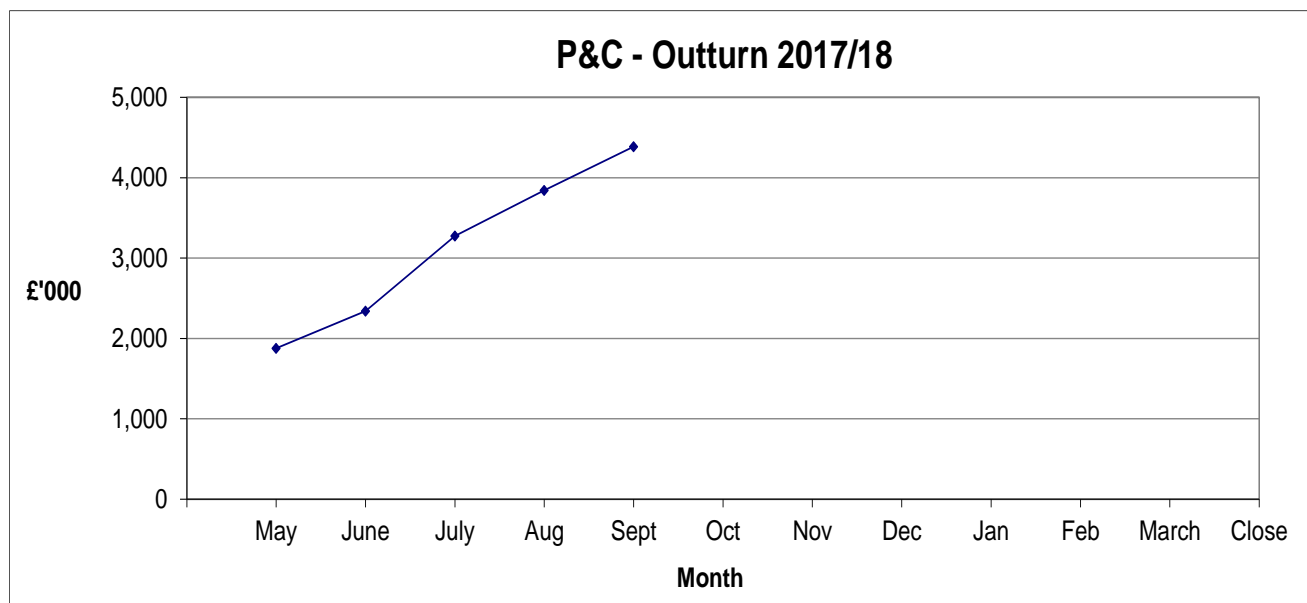
Monthly Indicators	Red	Amber	Green	Total
Aug Performance (No. of indicators)	7	4	12	23
Aug Portfolio (No. of indicators)	0	3	3	7

2. INCOME AND EXPENDITURE

2.1 Overall Position

Forecast Variance Outturn (Aug) £000	Directorate	Original Budget 2017/18 £000	Current Budget 2017/18 £000	Current Variance £000	Forecast Variance Outturn (Sep) £000	Forecast Variance - Outturn (Sep) %
462	Adults & Safeguarding	147,601	146,157	247	448	0.3%
-80	Commissioning	33,255	37,175	45	663	1.8%
0	Communities & Safety	3,443	3,836	1,419	-90	-2.3%
3,418	Children & Safeguarding	92,308	93,181	1,932	3,818	4.1%
0	Education	19,008	20,041	-34	0	0.0%
210	Executive Director	494	-367	45	210	-57.3%
4,011	Total Expenditure	296,108	300,024	3,654	5,050	1.7%
-272	Grant Funding	-61,711	-61,711	-331	-662	1.1%
3,739	Total	234,397	238,313	1,760	4,388	1.8%

The service level finance & performance report for September 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 September 2017 P&C is forecasting a pressure for the year of £4,388k.

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. 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 to a delayed timescale.

The increase in forecast pressure since last month is £545k. Significant changes are detailed below:

- In Adults and Safeguarding, the forecast underspend within Strategic Management – Adults increased by £150k due to a recalculation of expected staffing savings based on vacancies held within the service to the end of the second quarter.
- In Adults and Safeguarding, the forecast pressure on the Learning Disability Partnership increased by £317k. This is mainly due to reduced slippage on staffing costs following transformation of the service that has seen vacant posts deleted and the management structure streamlined. Staffing cover for vacancies and other absences are being reviewed to ensure efficiency in line with CQC standards. The LDP is expected to deliver a further £2.8m of savings for the remainder of the year.

- In Commissioning, the SEN Placements budget is forecasting a pressure of £500k, an increase of £400k since last month. There has been a further increase since the beginning of this academic year in the number of children and young people placed in 52 week residential placements. This budget pays for the educational element of those placements and is funded from the Dedicated Schools Grant (DSG). It is the aim that any pressures on DSG funded services will be managed from within the overall available DSG for 2017/18.
- In Commissioning, the LAC Transport budget is forecasting a pressure of £250k. Due to the overall increase in Looked after Children, this has meant more children are requiring Home to School Transport, with an average of 20 additional children being transported each month compared to this point in 16/17. In addition, the distances travelled to school have also increased with volunteer drivers covering an additional 37,500 miles compared to the same point last year.
- In Children & Safeguarding, the Strategic Management budget is forecasting a pressure of £686k, a favorable shift of -£200k from last month due to a recalculation of expected staffing savings based on vacancies held within the service to the end of the second quarter.
- In Children & Safeguarding, the Children in Care budget is forecasting a pressure of £71k, an increase of £199k since last month. This relates to increased contact requirements necessitating increased staff hours and use of external agencies (£136k) and an increase of in-house foster placements (£63k).
- In Children & Safeguarding, the Looked After Children (LAC) Placements budget is forecasting a pressure of £1,750k, an increase of £228k from last month. Of this increase, £100k relates to a reduction in the level of LAC savings expected to be made during 2017/18, with the remaining £128k being due to a combination of changes in placement fees (higher prices) and/or new placements (more placements). Overall there are 10 more looked after children at the end of September than at the end of the previous month, with 348 (a decrease of 20) of these children in external LAC placements. Additional management resource has been deployed to lead and add capacity to the Access to Resources function. Other mitigating actions are outlined Appendix 2, note number 12.
- In Children & Safeguarding, the Legal Proceedings budget is forecasting a pressure of £550k, an increase of £100k since last month. Whilst we have less ongoing sets of care proceedings (and less new applications being issued in Court) legacy cases and associated costs are still working through the system.
- In Grant Funding, the Financing DSG underspend is £662k, an increase of £390k since last month. This funding is met by DSG reserve carry forwards and will fund the increased SEN placements pressure.

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)

In Education, the Childrens' Innovation & Development Service budget is no longer forecasting a pressure of £104k, arising from the Outdoor Education service. The pressure still remains, however Outdoor Education, Education IT, Cambridge Music and Professional Development Centre Services are now being reported within 'Traded Services to Schools and Parents' for Commercial & Investment committee.

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

	BUDGET				ACTUAL (Sept)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Sept 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	16	15.30	£1,773k	2,262.44	-0.7	£614k	853.91
Residential homes	22	£3,018k	52	2,656.43	36	34.66	£5,382k	3,068.47	12.66	£2,364k	412.04
Independent Fostering	263	£10,304k	52	784.53	260	259.40	£10,762k	800.31	-3.6	£459k	15.78
Supported Accommodation	15	£1,244k	52	1,247.14	28	23.58	£1,801k	1,620.60	8.58	£557k	373.46
16+	25	£608k	52	467.73	7	5.61	£59k	214.11	-19.39	-£549k	-253.62
Growth/Replacement	-	£868k	-	-	-	-	£607k	-	-	-£261k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£1,423k	-	-	-£1,423k	-
TOTAL	342	£17,344k			348	339.55	£19,094k		-2.45	£1,750k	
In-house fostering - Basic	212	£2,053k	56	172.89	185	174.47	£1,944k	180.26	-37.53	-£108k	7.37
In-house fostering - Skills	212	£1,884k	52	170.94	185	176.54	£1,630k	175.70	-35.46	-£255k	4.76
Kinship - Basic	40	£439k	56	195.84	39	39.36	£395k	179.42	-0.64	-£43k	-16.42
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	2	3.41	£556k	3,134.99	-1.59	£k	996.93
Growth*	0	-£297k	-	0.00	0	0.00	£k	0.00	-	£297k	-
TOTAL	257	£4,674k			226	217.24	£4,565k		-39.76	-£109k	
Adoption	376	£3,236k	52	165.51	400	399.16	£3,421k	165.08	23.16	£185k	-0.43
Concurrent Adoption	5	£91k	52	350.00	3	2.54	£46k	350.00	-2.46	-£45k	0.00
TOTAL	381	£3,327k			403	401.70	£3,468k		23.16	£141k	
OVERALL TOTAL	980	£25,345k			977	958.49	£27,126k		-19.05	£1,782k	

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 September for **SEN Placements** is shown below:

BUDGET				ACTUAL (Sept 17)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Sept 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	£63k	93	96.19	£6,818k	£71k	-5	-1.81	£653k	£8k
Hearing Impairment (HI)	3	£100k	£33k	2	2.00	£74k	£37k	-1	-1.00	£26k	£4k
Moderate Learning Difficulty (MLD)	3	£109k	£36k	5	4.16	£143k	£34k	2	1.16	£34k	£2k
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	£75k	£k
Physical Disability (PD)	1	£19k	£19k	3	2.58	£50k	£19k	2	1.58	£31k	£k
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	£41k	£k
Social Emotional and Mental Health (SEMH)	35	£1,490k	£43k	35	38.63	£1,825k	£47k	0	3.63	£335k	£5k
Speech, Language and Communication Needs (SLCN)	3	£163k	£54k	2	2.00	£90k	£45k	-1	-1.00	£74k	£10k
Severe Learning Difficulty (SLD)	2	£180k	£90k	1	1.00	£90k	£90k	-1	-1.00	£90k	£k
Specific Learning Difficulty (SPLD)	8	£164k	£20k	5	4.88	£197k	£40k	-3	-3.12	£33k	£20k
Visual Impairment (VI)	2	£64k	£32k	2	2.00	£57k	£29k	0	0.00	£7k	£4k
Recoupment	-	-	-	-	-	£273k	-	-	-	£273k	-
TOTAL	157	£8,573k	£55k	148	153.44	£9,073k	£61k	-9	-3.56	£500k	£6k

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 September for **Adult Disability and Learning Disability Services** is shown below:

		BUDGET			ACTUAL (Sept 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 Sept 17	D	Current Average Unit Cost (per week) £	D	Forecast Actual £000	D	Forecast Variance £000
Adult Disability Services	Residential	31	£1,121k	£1,807k	29	↓	£1,022	↑	£1,543k	↑	£264k
	Nursing	20	£928k	£965k	23	↑	£993	↓	£1,189k	↑	£224k
	Community	669	£292k	£10,149k	641	↓	£318	↔	£10,615k	↓	£466k
Total expenditure		720		£12,921k	693				£13,347k		£426k
Income				£1,646k					£1,735k	↑	£89k
Further savings assumed within forecast										↓	£763k
Net Total				£11,275k							£426k
Learning Disability Services	Residential	313	£1,338	£21,771k	308	↑	£1,376	↓	£22,688k	↑	£917k
	Nursing	8	£2,069	£861k	7	↓	£1,842	↓	£756k	↓	£104k
	Community	1,272	£608	£40,217k	1,293	↑	£648	↑	£43,201k	↓	£2,984k
Learning Disability Service Total		1,593		£62,848k	1,608				£66,645k		£3,797k
Income				£2,566k					£3,199k		£633k
Further savings assumed within forecast as shown in Appendix 1											£2,854k
Net Total											£311k

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

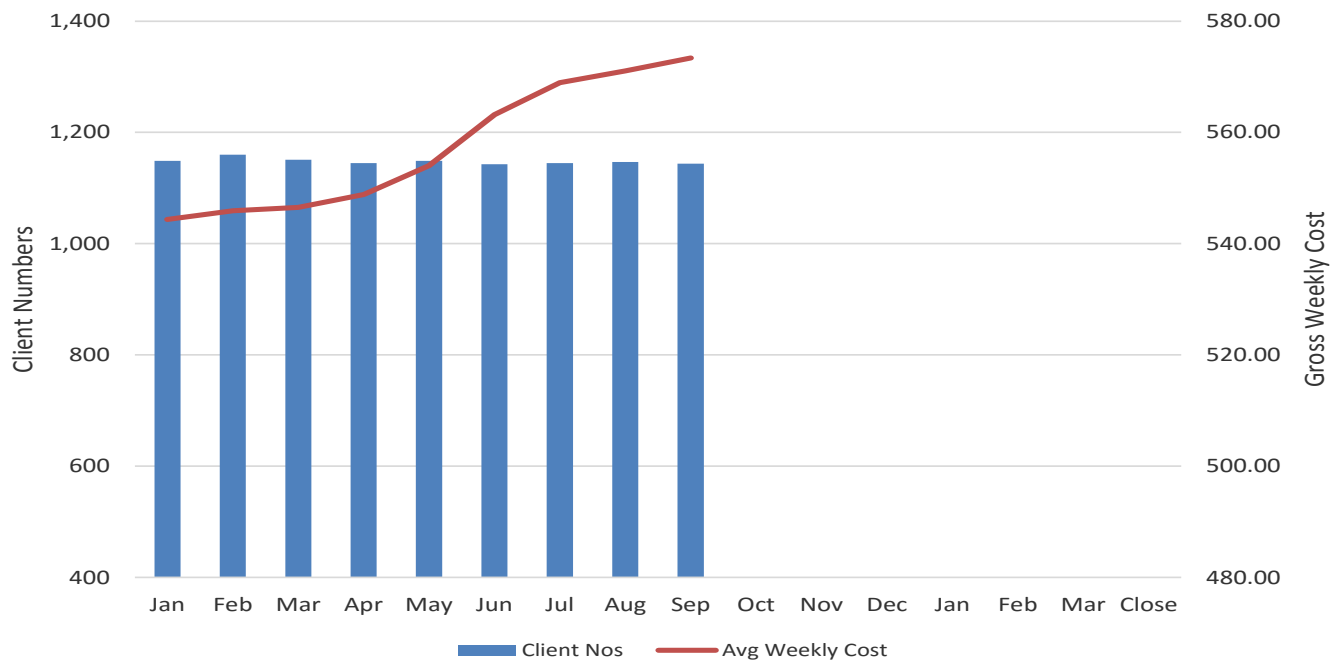
		BUDGET			ACTUAL (Sept)				FORECAST		
Service Type		Budgeted No. of Clients 2017/18	Budgeted Average Unit Cost (per week) £'s	Annual Budget £000's	Snapshot of No. of Clients at End of Sept 17	D o T	Current Average Unit Cost (per week) £'s	D o T	Forecast Spend £000's	D o T	Variance £000's
Adult Mental Health	Community based support	24	£72	£90k	17	↔	£153	↓	£147k	↔	£57k
	Home & Community support	154	£88	£709k	174	↓	£88	↓	£808k	↓	£99k
	Nursing Placement	13	£803	£544k	16	↔	£652	↑	£563k	↑	£19k
	Residential Placement	65	£736	£2,493k	74	↓	£700	↑	£2,677k	↓	£184k
	Supported Accommodation	133	£119	£828k	129	↓	£111	↑	£704k	↓	-£124k
	Direct Payments	20	£235	£245k	14	↔	£241	↓	£193k	↓	-£52k
	Anticipated New Demand										£69k
	Income			-£368k					-£384k		-£14k
Adult Mental Health Total		409		£4,541k	424				£4,708k		£238k
Further savings assumed within forecast as shown in Appendix 1											-£518k

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

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

OP Total		BUDGET			ACTUAL (Sept 17)				Forecast		
Service Type		Expected No. of Service Users 2017/18	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	D o T	Current Average Cost (per week) £	D o T	Forecast Actual £000	D o T	Forecast Variance £000
Residential		447	£483	£11,593k	441	↓	£493	↑	£12,204k	↑	£612k
Residential Dementia		347	£536	£9,984k	360	↔	£546	↑	£10,511k	↑	£527k
Nursing		301	£715	£11,694k	293	↔	£697	↑	£11,266k	↑	-£428k
Nursing Dementia		55	£753	£2,253k	50	↓	£754	↑	£2,170k	↑	-£82k
Respite				£1,303k					£1,376k	↑	£73k
Community based											
~ Direct payments		248	£173	£2,239k	230	↑	£273	↑	£2,866k	↑	£626k
~ Day Care				£941k					£920k	↓	-£21k
~ Other Care				£5,081k					£4,916k	↓	-£165k
~ Homecare arranged		1,608	per hour £15.70	£13,265k	1,432	↓	per hour £16.11	↔	£14,170k	↑	£905k
Total Expenditure		3,006		£58,351k	2,806				£60,399k		£2,047k
Residential Income				-£8,306k					-£8,720k	↓	-£414k
Community Income				-£8,099k					-£8,322k	↓	-£223k
Health Income				-£9k					-£27k	↔	-£18k
Total Income				-£16,415k					-£17,070k		-£655k
Further Savings Assumed Within Forecast as shown within Appendix 1											-£1,293k

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



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

OPMH Total	BUDGET			ACTUAL (Sept 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	£503k	16	↔	£633	↔	£607k	↑	£104k
Residential Dementia	28	£533	£802k	25	↔	£535	↔	£967k	↑	£165k
Nursing	16	£740	£610k	16	↓	£753	↑	£719k	↓	£109k
Nursing Dementia	90	£747	£3,526k	102	↔	£769	↑	£4,153k	↓	£627k
Respite			£10k					£3k	↓	-£7k
Community based										
~ Direct payments	16	£207	£165k	13	↔	£283	↑	£195k	↑	£30k
~ Day Care			£3k					£11k	↔	£8k
~ Other Care			£38k					£29k	↓	-£9k
~ Homecare arranged	45	per hour £15.95	£546k	51	↑	per hour £16.13	↓	£597k	↓	£51k
Total Expenditure	209		£6,204k	223				£7,281k		£1,077k
Residential Income			-£862k					-£935k	↑	-£74k
Community Income			-£244k					-£236k	↑	£8k
Health Income			£k					£k	↔	£k
Total Income			-£1,106k					-£1,172k		-£66k
Further Savings Assumed Within Forecast as shown in Appendix 1										-£537k

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 September there has been a £2,178k increase in the overall capital scheme cost. The schemes affected include;

- Gamlingay Primary School; £1,350k increase as scheme scope and details are finalised. This change relates to future years and will be addressed through the 2018/19 Business Plan.
- Littleport Secondary and Special; £182k increased cost of land purchase required for the scheme and additional costs associated with planning conditions related to the sports centre.
- Cambourne Village College; £412k additional budget for performance hall which will be funded by the district and parish councils, but completed as part of the scheme.

2017/18 In Year Pressures/Slippage

As at the end of September 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 September movements on schemes have occurred totaling £213k. The significant changes in schemes are detailed below;

- Histon Additional Places; £200k slippage from December 17 to January 18 due to delays in the planning application being approved.
- Northstowe Secondary; £200k slippage due to the mini competition award for the designer not being completed until October 2017 resulting in a delay in design work.
- Alconbury Weald Secondary and Special; £420k slippage due to design work slipping. The appointment of a contractor will now take place in January 2018.
- Cambourne Village College; £509k accelerated spend, £412k as a result on an agreement that the Council will undertake works for the performance hall which will then be offset by funding from the district and parish councils.

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 set agreed by Committees for 2016/17. Following discussion with General Purposes Committee earlier in the current (2017/18) financial year, a revised set of measures are being developed with service leads. These will be reported from October. Following a request from CYP Committee measures in appendix 7 are now ordered by Directorate. The latest available benchmarking information has also been provided 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 August, we saw the numbers of children with a Child Protection plan reduce slightly from 577 to 575.

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 reduced from 689 to 687 in August. This includes 65 UASC, around 9.5% 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 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.

- **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**

2016 data 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.

The 2016 data 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 July '17 there were 948 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 183.2 delays per 100,000 of 18+ population. For the same period the national rate was 156.3 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.

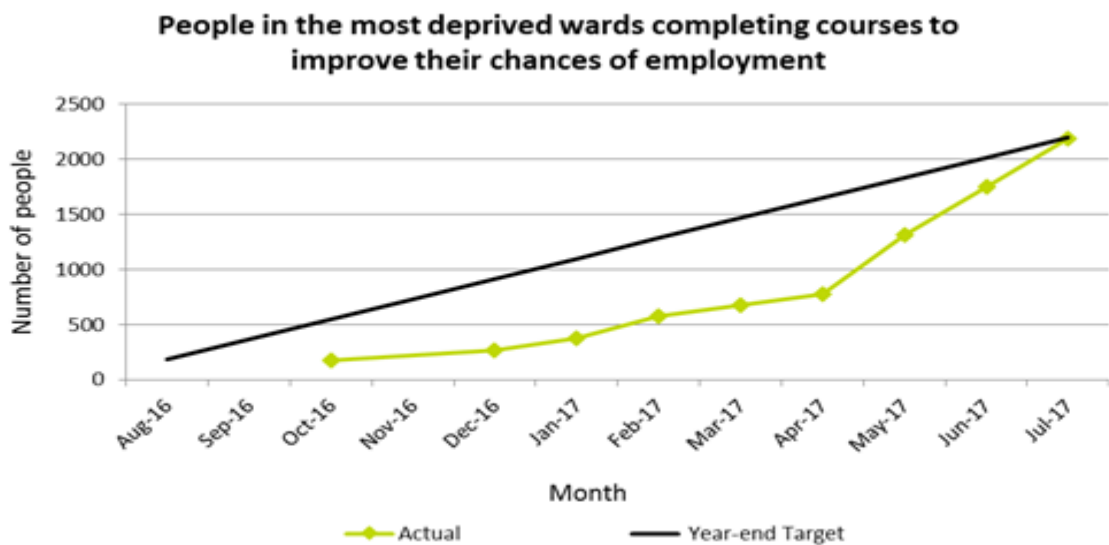
The increase is primarily due to delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's.

- **Adult Learning & Skills - The number of people in the most deprived wards completing courses to improve their chances of employment or progression in work (July 2017)**

Figures to the end of July show that there are currently 2191 learners taking courses in the most deprived wards.

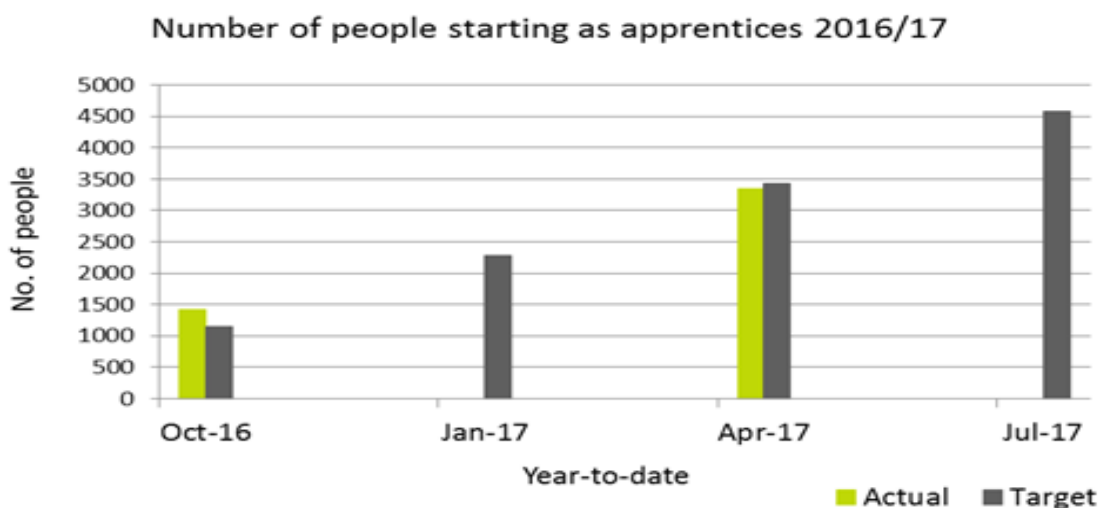
A targeted programme has started, focusing on increasing the participation in these deprived areas.

The number of people completing courses will not be recorded until the end of the academic year. The target of 2,200 is end-of-year.



- **Adult Learning & Skills, The number of people starting as apprentices – academic year, 2016/17**

Provisional figures for the number of people starting as apprentices by the end of the third quarter of 2016/17 are 3,340, compared with 3,280 for the same quarter in 2015/16 - an increase of 2%. This means that the 2016/17 target of 4,574 is on track to be achieved.



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 (Aug) £'000		Service	Current Budget for 2017/18 £'000	Expected to end of Sept £'000	Actual to end of Sept £'000	Current Variance		Forecast Variance Outturn (Sept)	
						£'000	%	£'000	%
Adults & Safeguarding Directorate									
-50	1	Strategic Management - Adults	2,658	3,149	3,097	-52	-2%	-200	-8%
41		Principal Social Worker, Practice and Safeguarding	1,429	730	559	-171	-23%	40	3%
Learning Disability Services									
58	2	LD Head of Service	5,600	2,481	2,498	17	1%	52	1%
-138	2	LD - City, South and East Localities	33,559	17,404	17,272	-132	-1%	-247	-1%
421	2	LD - Hunts & Fenland Localities	27,151	13,726	13,847	121	1%	442	2%
179	2	LD - Young Adults	4,300	1,622	1,670	48	3%	182	4%
108	2	In House Provider Services	5,501	2,722	3,037	315	12%	516	9%
0		NHS Contribution to Pooled Budget	-17,113	-8,557	-8,557	0	0%	0	0%
Older People's Services									
0	3	OP - City & South Locality	19,068	10,567	10,626	58	1%	0	0%
0	3	OP - East Cambs Locality	6,024	2,808	2,777	-32	-1%	0	0%
0	3	OP - Fenland Locality	9,106	4,526	4,326	-200	-4%	0	0%
50	3	OP - Hunts Locality	12,459	6,361	6,568	207	3%	50	0%
0		Discharge Planning Teams	2,189	1,094	1,031	-63	-6%	0	0%
0		Shorter Term Support and Maximising Independence	7,362	3,342	3,370	28	1%	-12	0%
Adult Disability Services									
0		PD Head of Services	427	228	211	-17	-7%	-9	-2%
-284	4	Physical Disabilities	11,632	6,564	6,488	-76	-1%	-314	-3%
-83	5	Autism and Adult Support	835	369	319	-50	-13%	-119	-14%
0		Carers	724	362	365	3	1%	0	0%
Mental Health									
-127	6	Mental Health Central	784	403	281	-122	-30%	-127	-16%
-82	7	Adult Mental Health Localities	6,493	2,691	2,690	-1	0%	-280	-4%
369	7	Older People Mental Health	5,970	2,850	3,215	365	13%	474	8%
462		Adult & Safeguarding Directorate Total	146,157	75,445	75,692	247	0%	448	0%
Commissioning Directorate									
-127	8	Strategic Management – Commissioning	2,249	980	865	-116	-12%	-154	-7%
-85		Access to Resource & Quality	1,057	535	529	-6	-1%	0	0%
-28		Local Assistance Scheme	321	175	146	-29	-17%	-28	-9%
Adults Commissioning									
-25		Central Commissioning - Adults	5,562	3,507	3,542	35	1%	-27	0%
0		Integrated Community Equipment Service	711	1,209	1,222	12	1%	0	0%
-58		Mental Health Voluntary Organisations	3,944	2,070	1,964	-106	-5%	0	0%
Childrens Commissioning									
100	9	Special Educational Needs Placements	8,973	5,296	5,531	235	4%	500	6%
100		Commissioning Services	4,016	1,717	1,618	-99	-6%	79	2%
44		Early Years Specialist Support	1,210	148	155	7	5%	44	4%
0		Home to School Transport – Special	8,006	2,607	2,555	-51	-2%	0	0%
0	10	LAC Transport	1,126	463	626	163	35%	250	22%
-80		Commissioning Directorate Total	37,175	18,708	18,752	45	0%	663	2%

Forecast Variance Outturn (Aug) £'000	Service		Current Budget for 2017/18 £'000	Expected to end of Sept £'000	Actual to end of Sept £'000	Current Variance £'000 %		Forecast Variance Outturn (Sept) £'000 %	
Communities & Safety Directorate									
0		Strategic Management - Communities & Safety	-25	0	0	0	0%	0	0%
0		Youth Offending Service	1,618	691	553	-137	-20%	-90	-6%
0		Central Integrated Youth Support Services	343	110	103	-7	-6%	0	0%
0		Safer Communities Partnership	1,589	654	640	-13	-2%	0	0%
0		Strengthening Communities	130	65	106	41	63%	0	0%
0		Adult Learning & Skills	180	-101	-127	-26	26%	0	0%
0		Learning Centres	0	0	-1	-1	0%	0	0%
0		Communities & Safety Directorate Total	3,836	1,419	1,275	-144	-10%	-90	-2%
Children & Safeguarding Directorate									
886	11	Strategic Management – Children & Safeguarding	2,492	2,077	2,380	303	15%	686	28%
0		Partnerships and Quality Assurance	1,892	845	893	48	6%	36	2%
-128		Children in Care	13,477	6,777	6,754	-23	0%	71	1%
-21		Integrated Front Door	2,818	1,376	1,347	-28	-2%	-21	-1%
0		Children’s Centre Strategy	317	320	319	-1	0%	0	0%
0		Support to Parents	2,847	1,194	1,203	10	1%	0	0%
1,522	12	Looked After Children Placements	17,344	6,865	8,075	1,210	18%	1,750	10%
450	13	Adoption Allowances	4,406	2,203	2,300	97	4%	450	10%
450	14	Legal Proceedings	1,540	705	978	272	39%	550	36%
SEND Specialist Services (0-25 years)									
43		SEND Specialist Services	6,815	3,816	3,955	139	4%	48	1%
168	15	Children’s Disability Service	6,527	3,183	3,294	112	4%	168	3%
0		High Needs Top Up Funding	13,573	6,436	6,414	-22	0%	0	0%
District Delivery Service									
75	16	Safeguarding Hunts and Fenland	4,994	2,497	2,510	13	1%	122	2%
0		Safeguarding East & South Cambs and Cambridge	4,422	2,021	1,960	-61	-3%	0	0%
-25		Early Help District Delivery Service –North	4,582	1,977	1,912	-65	-3%	-25	-1%
-2		Early Help District Delivery Service – South	5,134	2,086	2,014	-72	-3%	-17	0%
3,418		Children & Safeguarding Directorate Total	93,181	44,377	46,308	1,932	4%	3,818	4%

Forecast Variance Outturn (Aug) £'000	Service	Current Budget for 2017/18 £'000	Expected to end of Sept £'000	Actual to end of Sept £'000	Current Variance £'000 %		Forecast Variance Outturn (Sept) £'000 %	
Education Directorate								
0	Strategic Management - Education	414	287	363	76	26%	0	0%
0	Early Years' Service	1,439	433	356	-77	-18%	0	0%
0	Schools Curriculum Service	58	-169	-159	10	-6%	0	0%
0	Schools Intervention Service	1,077	444	544	100	22%	0	0%
0	Schools Partnership Service	818	165	83	-82	-50%	0	0%
0	Children's' Innovation & Development Service	395	243	168	-75	-31%	0	0%
0	Teachers' Pensions & Redundancy	2,936	1,468	1,390	-78	-5%	0	0%
Infrastructure								
0	0-19 Organisation & Planning	3,683	2,478	2,458	-20	-1%	0	0%
0	Early Years Policy, Funding & Operations	90	45	36	-8	-19%	0	0%
0	Education Capital	160	323	513	190	59%	0	0%
0	Home to School/College Transport – Mainstream	8,972	3,073	3,005	-68	-2%	0	0%
0	Education Directorate Total	20,041	8,791	8,758	-34	0%	0	0%
Executive Director								
219	17 Executive Director	211	88	162	75	85%	219	103%
-9	Central Financing	-578	-949	-979	-30	3%	-9	-1%
210	Executive Director Total	-367	-862	-817	45	-5%	210	-57%
4,011	Total	300,024	147,878	149,969	2,091	1%	5,050	2%
Grant Funding								
-272	18 Financing DSG	-39,991	-19,664	-19,995	-331	2%	-662	-2%
0	Non Baselined Grants	-21,720	-8,127	-8,127	0	0%	0	0%
-272	Grant Funding Total	-61,711	-27,792	-28,123	-331	1%	-662	1%
3,739	Net Total	238,313	120,086	121,846	1,760	1%	4,388	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) Strategic Management – Adults	2,658	3,097	-200	-8%
<p>An underspend of £200k is now being reported for Strategic Management – Adults; this is an increase of £150k from last month's figure. Difficulties experienced in recruiting to posts across the Directorate have continued in the current year, and so a variance of £150k on vacancy savings has been included in the forecast to reflect this.</p> <p>Efficiencies of £50k from the provision of services relating to social care needs for prisoners are also included in the forecast.</p>				
2) LD – Overall LDP Position	76,111	38,325	945	1%
<p>At the end of September, the Learning Disability Partnership is overall forecasting a pressure of £945k. This is an increase of £317k from the previous month. The total savings target for Learning Disability exceeds £4.7m, and there is optimism about the portion deliverable in the remainder of the year.</p> <p>Demand pressures are higher than expected, despite positive work that has reduced the number of people in high cost out of area inpatient placements. 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 half 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 projection 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 is projected to have a pressure of £182k, an increase of £3k on the previous month. 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 £516k, an increase of £408k compared to August. This is partly due to a re-phasing of a saving work-stream around staffing restructures and transformation in a number of provider units, with a portion of the saving falling in 2018-19, creating a pressure in year, offset by over-delivery of other workstreams. In addition, the level of slippage on staff costs as a result of vacancies has not been as high as expected in the first half of the year, and expectations for the remainder of the year have been adjusted. The provider units have managed with reducing budgets for several years, with a reduction of 6.4% in 2017/18. Staffing cover for vacancies and other absences are being reviewed by the units in order to ensure staff members are being used as efficiently as possible and agency cover is only used where this is necessary to meet CQC regulatory standards.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
3) Older People's Services	46,656	24,296	50	0%
<p>The Older People's Locality teams are experiencing higher demand for placements than anticipated at the start of the year. This, in conjunction with increasing package prices, 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. <p>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.</p>				
4) Physical Disabilities	11,632	6,488	-314	-3%
<p>The Physical Disability Service is forecast to be -£314k underspent at year end, an increase of -£30k 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.</p>				
5) Autism and Adult Support	835	319	-119	-14%
<p>The Autism and Adult Support Team is forecast to be -£119k underspent at the end of the year, and increase of -£36k since August. The 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>				
6) Mental Health Central	784	281	-127	-16%
<p>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.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
7) Mental Health Services	12,463	5,905	194	2%
<p>Mental Health Services are reporting a pressure of £194k across Adult Mental Health and Older People Mental Health. This is an improvement of £93k from the combined position reported last month.</p> <p>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 by £26k since August; whilst this has further impacted on savings delivery to date, it is expected that pace of delivery will increase through:</p> <ul style="list-style-type: none"> stepping up strategies for move on; working with the new provider of supported accommodation to increase thresholds thereby reducing the use of more expensive residential care in adult mental health; and securing appropriate funding for service users with health needs. <p>A mitigating underspend has been identified through efficiencies achieved on the Section 75 contract, as reported under Mental Health Central.</p>				
8) Strategic Management - Commissioning	2,249	865	-154	-7%
<p>Strategic Management Commissioning is expected to be £154k underspent at the end of 2017/18.</p> <p>The Grants to Voluntary Organisations budget is forecasting an under spend of £195k, which is due to the Home Start/Community Resilience Grant where the re-commissioning of this service ceased in 16/17 (£168k), and £27k has been identified in relation to an underspend in Small Grants in 2017/18. 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.</p>				
9) SEN Placements	8,973	5,531	500	6%
<p>The SEN Placements budget is reporting a £500k pressure. This is an increase of £400k from last month due to 14 additional young people who are accessing 52 week education placements since the beginning of this academic year. A small number of these young people are in very high cost placements due to the complexity of their need.</p> <p>Overall 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. 				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
10) LAC Transport	1,126	626	250	22%
<p>There is a £250k pressure forecast against the LAC Transport budget. The overall increase in Looked after Children has meant that more children are requiring Home to School Transport, with an average of 20 additional children being transported each month compared to this point in 16/17, with a corresponding increase in cost. As well as higher LAC numbers, the distances travelled to school have also increased with volunteer drivers covering an additional 37,500 miles compared to the same point last year.</p> <p>The relevant Heads of Service will be meeting in the near future to review the current position and agree an action and implementation plan and timetable with the aim of bringing future spending in line with the available budget.</p>				
11) Strategic Management – Children & Safeguarding	2,492	2,380	686	28%
<p>The Children and Safeguarding Director budget is forecasting pressure of £686k. This is a reduction of £200k on the August 2017 position due to a positive revision to the vacancy savings forecast.</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. The Business Support service pressure of £245k 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>The service is also expected to exceed its vacancy saving target by £200k.</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	%
12) Looked After Children Placements	17,344	8,075	1,750	10%

A pressure of £1.75m is being forecast, which is an increase of £0.23m from the reported position at the end of August. Of this increase, £0.1m relates to a reduction in the forecast LAC savings (which will now be delivered in 18/19, later than planned), with the remaining amount being due to a combination of changes in placement fees (higher prices) and/or new placements (more placements). It is positive that the snapshot number of external placements has reduced as children have returned home or moved to in-house provision.

Overall LAC numbers at the end of September 2017, including placements with in-house foster carers, residential homes and kinship, are 697, 10 more than August 2017. This includes 68 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of September are 348, a decrease of 20 from the 368 reported at the end of August. However the composition of placement types and costs indicates that a small but significant number of children are in receipt of very intensive and costly packages of support which has increased since last month. The Access to Resources team and working with providers to ensure that support and cost matches need for all children.

External Placements Client Group	Budgeted Packages	31 Aug 2017 Packages	30 Sep 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	16	0
Child Homes – General	22	36	36	+14
Independent Fostering	263	277	260	-3
Supported Accommodation	15	28	28	+13
Supported Living 16+	25	6	7	-18
TOTAL	342	368	348	+6

'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 pressure 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. This is chaired by the Assistant Director.
- 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 an all-inclusive team of support for young people with the most complex needs, improving outcomes for young people and preventing use of expensive externally-commissioned services.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
Looked After Children Placements continued; <ul style="list-style-type: none"> 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. A new Access to Resources Manager has been engaged to add specific capacity to ensure the right placement at the right cost is secured in all cases. 				
13) Adoption	4,406	2,300	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 pressure 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>				
14) Legal Proceedings	1,540	978	550	36%
<p>The Legal Proceedings budget is forecasting a £550k pressure. This is an increase of £100k on the August 2017 position due to a revision of the forecast based on spend to date.</p> <p>Numbers of care applications increased by 52% from 2014/15 (105) to 2016/17 (160), mirroring the national trend. Whilst we now have less ongoing sets of care proceedings (and less new applications being issued in Court) legacy cases and associated costs are still working through the system. Aside from those areas which we are working on to reduce costs i.e. advice/use of appropriate level of Counsel, the volume of cases remaining within the system indicates an estimated £550k 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>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
15) Children's Disability Service	6,527	3,294	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> We will be reviewing the costs of current packages and in particular support levels for our young people.</p>				
16) Safeguarding Hunts and Fenland	4,994	2,510	122	2%
<p>The Hunts and Fenland Safeguarding service is reporting an over spend of £122k. This is an increase of £47k on last month.</p> <p>Pressures within the Safeguarding Units have now been quantified and a £101k pressure forecast. This is mainly due to the volume of cases within the Unit model and the need to provide accommodation whilst placements are being identified and the limited capacity of the Contact team to take on contact support.</p> <p>Interpreter costs (+£46k) continue to remain high as a result of the volume of cases that are in the system and a higher than expected number of requests due to No Recourse to Public Funds- NRPF (+£25k) has also added to the pressure.</p> <p>The above pressures are offset by a £50k underspend in the Head of Service budget.</p> <p><u>Actions being taken:</u> We have undertaken analysis on our use of interpreters which has led to the use of another Local Authority's in house provision. We are also proposing recruitment of bilingual practitioners and an internal pool of workers to interpret and translate as a way of addressing this. We are liaising with the Home Office to manage our NRPF cases as well as reviewing support arrangements for these families whilst in our care.</p>				
17) Executive Director	211	162	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>				
18) Financing DSG	-39,991	-19,995	-662	-2%
<p>Within P&C, spend of £40.0m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £662k is made up from SEN Placements (£500k); Commissioning Services (£100k); Early Years Specialist Support (£44k); SEND Specialist Services (£48k); offset slightly with savings within Early Help District Delivery Service (-£30k). 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
Non-material grants (+/- £160k)	Various	95
Total Non Baselined Grants 2017/18		21,720

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	5,128
Education	38
Community & Safety	658
TOTAL	21,720

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)
Adult Learning & Skills	Sept	180	Adult Learning & Skills moved from ETE to Community & Safety
Strategic Management - Children & Safeguarding	Sept	-54	Transfer Budget from CSC Business Support - BSO's to Applications Development Team, within LGSS
Strengthening Communities	Sept	130	Grants to Voluntary Organisations from Corporate Services
Central Integrated Youth Support Services	Sept	139	Transfer of SCS payroll budget from Corporate services
Childrens' Innovation & Development Service and 0-19 Organisation & Planning	Sept	343	Transfer Trading Units (PCS, ICT, Music and Outdoor Education) to Commercial and Investment
Current Budget 2017/18		238,313	

APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 30 Sept 17		
	£'000	£'000	£'000	£'000	
<u>General Reserve</u>					
P&C carry-forward	540	-540	0	-4,388	Forecast pressure of £4,388k applied against reserves.
subtotal	540	-540	0	-4,388	
<u>Equipment Reserves</u>					
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	133	0	133	83	
<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	55	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 30 Sept 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	60	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	-4	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	20	Funding for 2 year post re CIN
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)	149	-43	106	0	Other small scale reserves.
subtotal	1,423	-512	1,001	366	
TOTAL REVENUE RESERVE	2,096	-1,052	1,044	-3,939	

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 30 Sept 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	21,833	21,833	0	The Basic Need allocation received in 2017/18 is fully committed against the approved capital plan.
Capital Maintenance	0	2,487	2,487	0	The School Condition allocation received in 2017/18 is fully committed against the approved capital plan.
Other Children Capital Reserves	1,448	1,272	2,720	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	3,809	4,188	0	Adult Social Care Grant to fund 2017/18 capital programme spend.
TOTAL CAPITAL RESERVE	2,607	30,381	32,988	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 (Sept)	Forecast Spend - Outturn (Sept)	Forecast Variance - Outturn (Sept)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	Schools						
41,560	Basic Need - Primary	38,750	18,558	36,992	-1,758	274,415	-8,445
26,865	Basic Need - Secondary	29,520	17,813	31,035	1,515	219,592	22,259
841	Basic Need - Early Years	1,687	314	1,346	-341	5,442	192
1,650	Adaptations	1,945	157	1,795	-150	3,442	919
248	Specialist Provision	242	-41	216	-26	9,810	0
3,000	Condition & Maintenance	3,000	4,222	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	141	150	0	650	0
1,500	Temporary Accommodation	1,500	855	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	3,809	5,278	0	36,029	0
-6,664	P&C Capital Variation	-10,305	0	-9,546	759	-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	45,827	75,442	0	569,095	14,261

Basic Need - Primary £8,445k reduction in scheme cost

A total scheme variance of -£8,445k 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 the reductions in scheme cost increased by £419k due to underspends on 2017/18 schemes which were completed 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 due to an underspend on the Isle of Ely Primary (£156k) as a result of a contingency not required and reduction in project cost (£472k) for the Barrington Scheme identified by the milestone 2 report.

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

In September an increase of £1,350k occurred due to continued development in the scope of Gamlingay Primary School scheme.

Basic Need - Primary £1,758k 2017/18 slippage

In addition 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 2017 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.

Histon Additional Places scheme has experienced £200k slippage from December 2017 to January 2018 due to delays in the planning application being approved. Wintringham Park has also incurred £52k slippage due to design work not progressing as anticipated.

Basic Need – Secondary £22,259k 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 £1,059k increase in costs due to additional specialist equipment being required as part of the capital build and further costs associated to planning requirements for the sport centre and increased land purchase costs required for the scheme.
- Bottisham Secondary scheme has increased by £2,269k due to works funded by a grant from the Education & Skills Funding Agency (ESFA) being carried out by the Council 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 EFSA and also the delivery of community sports provision which will attract S106 funding from South Cambridgeshire District Council.
- Cambourne Village College has experienced an increased scheme cost of £412k for the construction of a performance hall. Funding will be received from the district and parish councils to offset this increase.

Basic Need – Secondary £1,515k 2017/18 overspend

An in-year overspend for Littleport of £825k 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 (£470k) where the design stage 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 scheme's original schedule. Cromwell Community college is also experiencing accelerated spend of £150k to complete the design work to ensure the scheme can achieve the September 2019 completion date. Northstowe Secondary is expecting £300k slippage due to design work now expected to begin later than October 2017.

Basic Need – Early Years £400k reduction in scheme cost

The scheme has been reduced by £400k as this element has been added in future years to the Morley Memorial project to undertake the building of Early Years annex as part of this scheme.

Basic Need – Early Years £341k slippage

Orchard Park Primary early years provision has experienced slippage of £341k as the project is currently on hold pending the outcome of a review, therefore, it is not expected that any costs will be incurred in 2017/18.

Adaptations £919k increased total scheme cost

Morley Memorial has experienced additional total scheme costs of £919k 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, the further additional £477k is in regard to the Early Years aspect of £400k which has been transferred from the Basic Need – Early Years budget to undertake an Early Years annex as part 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 (Sept) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Sept) £000
P&C	-10,305	-759	759	7.4%	-
Total Spending	-10,305	-759	759	7.4%	-

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 (Sept) £'000	Forecast Funding Variance - Outturn (Sept) £'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 August 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	43.4	30.0	43.2	Aug-17	↑	R	38 (2016)	43.1 (2016)	During August, we saw the numbers of children with a Child Protection plan reduce slightly from 577 to 575. 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	51.8	40.0	51.6	Aug-17	↑	R	42.3 (2016)	60.0 (2016)	<p>The number of Looked After Children reduced from 689 to 687 in August. This includes 65 UASC, around 9.5% 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	93.8%	96.5%	92.9%	Aug-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			<p>This is not measured in July and August as these are school holidays and therefore no data is collected.</p> <p>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.</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
% 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.
The proportion pupils attending Cambridgeshire Nursery schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Aug-17	→	G			
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	82.8%	82.0%	83.7%	Jul-17	↑	G	88.4% (2016)	88.5% (2016)	163 out of 195 primary schools are 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	81.3%	75.0%	81.3%	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.
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%

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 & Maths at KS2</i>	Learning	30%	21%	27%	2016	↑	R			2016 data 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	0.5%	2.5% (Pro-Rata)	0.7%	Aug-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%	98.1%	Aug-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 15/16 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	47.5%	50.1%	47.9%	Aug-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%	58.5%	Aug-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	98.7	235 (Pro-Rata)	124.8	Aug-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	470.3	429	504.3	Jul-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	136.7	114	148.4	Jul-17	↓	R	N/A (Local Indicator)		<p>In July '17 there were 948 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 183.2 delays per 100,000 of 18+ population. For the same period the national rate was 156.3 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	12.8%	12.5%	12.7%	Aug-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>

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 people in the most deprived wards completing courses to improve their chances of employment or progression in work	Community & Safety		2,200	2,191	Jul-17	↑	G			<p>Figures to the end of July show that The number of people completing courser are currently 2,1919 learners taking courses in the most deprived wards.</p> <p>A targeted programme has started, focusing on increasing the participation in these deprived areas.</p> <p>The number of people completing courses will not be recorded until the end of the academic year. The target of 2,200 is end-of-year.</p>
The number of people starting as apprentices	Community & Safety		4,574	3,340	2016/17	↑	G			<p>Provisional figures for the number of people starting as apprentices by the end of the third quarter of 2016/17 are 3,340, compared with 3,280 for the same quarter in 2015/16 - an increase of 2%. This means that the 2016/17 target of 4,574 is on track to be achieved.</p>

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

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p>Transforming Lives Practice Governance Project Claire Bruin / Jane Heath</p>	<p>The project board has made the decision that the Transforming Lives Practice Governance Project will no longer be a project and will revert to the role of a governance group for Transforming Lives practice. The group will continue to be lead by the Principal Social Worker, who will oversee the process of reviewing actions on the project plan and turning them into actions for the group. The focus of the governance group will be on implementation of the Transforming Lives approach at service level and on ensuring cultural change; ongoing evaluation will be part of this role.</p> <p>The outcomes of quality audits will be used to inform the ongoing development of service implementation plans, and to set the direction for further training and development. The Principal Social Worker will also lead six reflective practice session each year. Standard agenda items for the group will include: service plans (quality and implementation), customer care and feedback plus celebrating best practice.</p> <p>As this is no longer a project, the group will no longer contribute to this Finance & Performance Report.</p>	<p>GREEN</p>
<p>Building Community Resilience Programme: Sarah Ferguson / Elaine Matthews</p>	<p>'Innovate and Cultivate Fund' was relaunched on 27th September by Cllr Steve Criswell and Cllr Mandy Smith – 65 organisations attended a workshop with service leads from the current priorities: Adult Social Care, Children and Families and the Waste Service. The fund has been split into two streams: a small grants scheme (£2k- £10k) focusing on capacity building and developing and strengthening community networks and a large grants scheme (up to £50k) with a focus on innovative projects and piloting new ideas and approaches. The small grants have a simplified one-stage application process and are no longer required to present to panel, and the large grants continue with the existing two-stage process. Both funds still require a return on council investment and must focus on one or more of the seven key outcomes that are prioritised by Cambridgeshire County Council for Cambridgeshire residents.</p> <p>The fourth cohort of Councillors have started the Councillors as Community Connectors programme – a peer learning programme led by Cllr Criswell, supported by officers and partners such as Support Cambridgeshire,, to share techniques and good practice to enable community building.</p> <p>A workshop for the Communities and Partnerships Committee was held in Wisbech focusing on deprivation, followed by a short tour of Waterlees.</p> <p>Parish Council Development Plan, which sets out how we will work together to support Town & Parish Councils, based on a survey of Parish Councillors and Clerks, has gone out to consultation. The plan has been developed with Parish Councils, District Councils and key support organisations.</p> <p>A full round of Time Credit network meetings has taken place, and training is planned this month for potential new earn partners that want to come on board.</p>	<p>GREEN</p>

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 agreed to the point of a jointly owned master spreadsheet <p>The next steps are to progress JCU governance in support of commissioning options and determine provider response to the recommended option. This was discussed at a board to board meeting in September. Critical to furthering the work stream is agreement of future savings from each of the commissioning organisations and clarity about future savings assumptions, this will be discussed at the November JCU following commissioner agreement of the financial envelope.</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, We await confirmation of the CCG's approach to contract award and provider response to the recommended option as these 2-elements will define the Local Authority approach.</p> <p>A draft Spec has been distributed to providers in support of their pursuance of the recommended option.</p>	<p>GREEN</p>

Programme/Project and Lead Director	Brief description and any key issues	RAG
Children's Centres: Helen Freeman / Theresa Leavy	The Public Children's Centre consultation closed on 22 nd September. A response document will be taken for discussion at Full Council on 17 th October, where Members will be asked to agree the proposals outlined in the consultation.	AMBER
Mosaic: Sue Grace / Joanne Hopkins	<p>New Board established, project team strengthened in terms of capacity and capability – including experienced project lead Joanne Hopkins – project plan & milestones and risks & issues revised and these are reviewed and updated at each project board.</p> <p>Technical workstreams progressing well and migration work is beginning in earnest. Reporting workstream is a little behind target due to resourcing issues – these have now been addressed.</p> <p>Developing strategies to engage and involve the wider business in the programme. Dedicated section on the website in development and shared with Board, training and support for Change Champions and Super Users underway.</p> <p>The plan for go-live of the system in the first quarter of 2018/19 will be reviewed in December as it is dependent on the results of the data migration and the implications of the delay in the go live date for ERP Gold, which needs to be worked through.</p> <p>Following review by colleagues in Children's Services we are no longer going to be adopting the Signs of Safety module and will be developing our own forms. Adults are looking at finance resourcing requirements for Mosaic as part of a wider review of Business Support functions.</p> <p>Amber status remains reflecting both the overall complexity, tight timelines and technical and business change challenges – current issues are identified below.</p> <ul style="list-style-type: none"> • In some areas Servelec are not providing the capacity and responsiveness we need – some issues around the process design workshops have been addressed but they are still not fully meeting our requirements; discussions are underway about the nature of the support relationship between Servelec and LGSS IT this too needs to be resolved. • The Accountancy budget code structure hasn't been finalised / agreed between Children's and Adults accountants. Work can continue on the service structure build but the code structure is required for the final build, and to determine the AP & AR interface specification, meetings scheduled to address this. • The new Adam DPS domiciliary care contract is being implemented during the development phase of mosaic financials and is unable to provide confirmed requirements at the moment. Mosaic Finance project will need to allow for these requirements once know and incorporate into the build. 	AMBER

Programme/Project and Lead Director	Brief description and any key issues	RAG
Accelerating Achievement: Keith Grimwade	<p>Although the achievement of most vulnerable groups of children and young people is improving, progress is slow and the gap between vulnerable groups and other children and young people remains unacceptably wide. Accelerating the Achievement of Vulnerable Groups is a key priority of the Local Authority's School Improvement Strategy 2016-18 and an action plan has been developed. The AA Steering Group is monitoring the implementation of this plan.</p>	AMBER
Children's Change Programme: Theresa Leavy / James Gemmell	<p>The aims of the project are to identify additional opportunities within children's services to ensure that our services are 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.</p> <p>The following options will be explored;</p> <ul style="list-style-type: none"> • Whether the current offer being delivered by the SPACE team can be mainstreamed into the District teams • Review a number of fixed term posts which were created as part of the earlier phases of the CCP to identify if learning / development has been embedded within the District teams • Review of the fostering service • Using technology / different ways of working to increase productivity across the service • Restrict the use of out of hours support provided by external providers (following the introduction of planned out of hours working for District Teams) • Further opportunities to share services with Peterborough CC 	GREEN