

**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR YEAR ENDING 31ST
MARCH 2011**

To: **Cabinet**

Date: **14th June 2011**

From: **LGSS: Director of Finance**

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

Forward Plan ref: **2011/034** *Key decision:* **Yes**

Purpose: **This report:**

- **Details the performance of the Council for the 2010/11 financial year. The report follows the broad structure of the Integrated Resources and Performance Report submitted each month, but provides further detail in areas such as Schools, Reserves and Treasury Management Activities.**
- **Is a management report that precedes the production of the Council's formal Statement of Accounts. Although the Outturn Report and Statement of Accounts reconcile to one another, it is the statutory Statement of Accounts on which the audit opinion is formed.**

Recommendations: **That Cabinet:**

- 1. Note the revenue expenditure of Services in 2010/11, and in particular the delivery of a better than break-even position (section 3.1).**
- 2. Approves the Prudential Borrowing requirement of £4m to bridge the shortfall in capital receipts funding (section 10.2).**
- 3. Considers the Legal advice and agree to the drafting of a Deed of Variation in relation to Brightfield Investments – S106 Agreement: Land at Evolution Business Park, Butt Lane, Milton, Cambridge (section 10.2).**

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1. PURPOSE

To present financial and performance information for the financial year 2010/11.

2. OVERVIEW

The following table provides a snapshot of the Authority's performance for the financial year 2010/11.

Area	Measure	Year-End Position		DoT
Revenue Budget	Variance (£m)	-£3.3m	G	↑
Basket Key Performance Indicators	Number at target (%)	78.1% (25 of 32)	G	↑
Capital Programme	Number of projects to budget and time (%)	53.5% (108 of 202)	A	↓
Balance Sheet Health	Variance of net borrowing activity from plan (£m)	+£3m	G	↑

2.1 The key exceptions included in the summary analysis are:

- Revenue Budget; overall the outturn position is a -£3.3m underspend (-1.0%) for 2010/11. This is a significant achievement following the financial cuts the council has faced this financial year (see section 12.1). Further information on the key exceptions is provided in section 3.2.
- Key Performance Indicators; overall 25 out of the Council's basket of 32 key performance indicators were on target at year-end. See section 9 for further details.
- Capital Programme; 108 out of 202 current projects are on time and budget at year-end. This is mainly as a result of slippage and cuts to the programme. In addition, there is a shortfall of £4m in capital receipts that will require Prudential Borrowing to bridge the funding gap, which will require Cabinet approval. In addition, Cabinet is also asked to agree to the drafting of a Deed of Variation in relation to Brightfield Investments – S106 Agreement: Land at Evolution Business Park, Butt Lane, Milton, Cambridge. See section 10.2 for further details.

- Balance Sheet Health; end of year figure shows the variance of actual net borrowing (a positive figure represents additional borrowing than what was planned). This can vary considerably due to the profile of cashflows throughout the year. There were investments of £19m at the end of the year. The budget has come in with a small underspend of -£211k. See section 11.2 for further details.

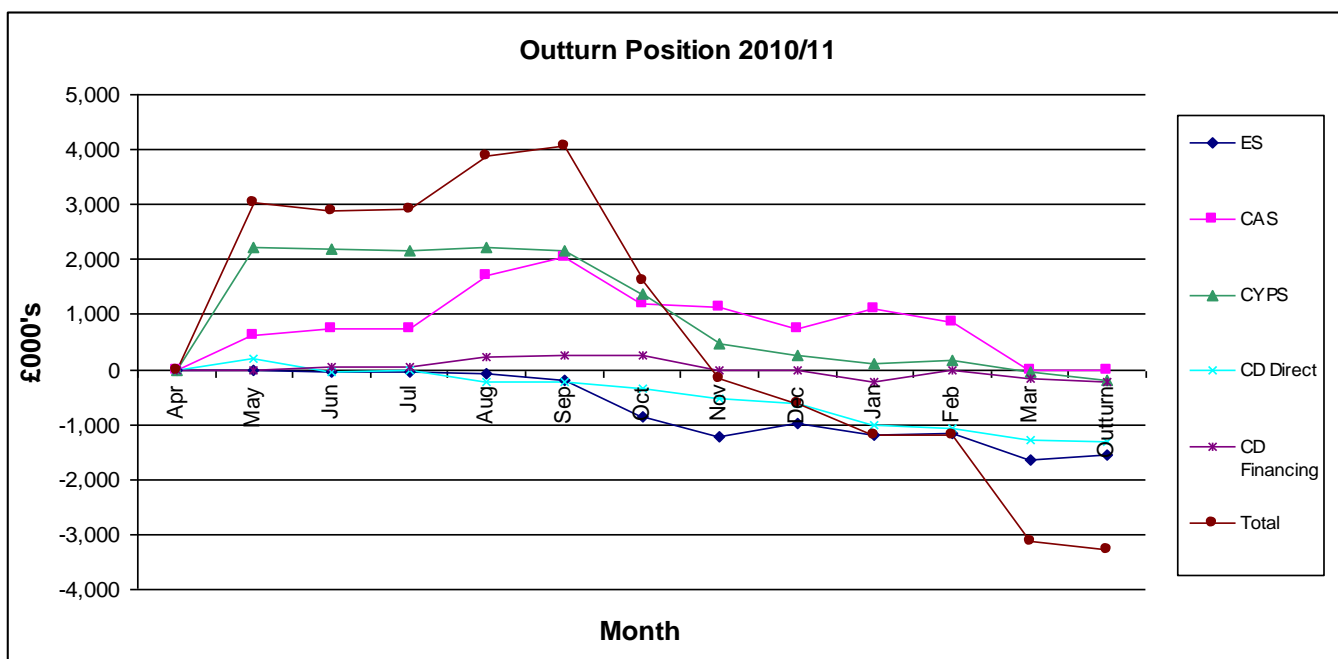
3. REVENUE BUDGET, ISSUES AND ACTIONS

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

(1) Services	(2) Revised Budget £'000	(3) Application of Carry Forwards £'000	(4) Total Funds (2)+(3) £'000	(5) Actual Spending £'000	(6) (7) Variation		(8) (9) Transfer to (+) / from (-):-	
					£'000	%	Carry Forwards & Other Reserves £'000	General Balances £'000
Environment Services	56,104	484	56,587	55,029	-1,558	-2.8%	1,708	-150
Community & Adult Services	156,815	502	157,317	157,317	0	0.0%		
Children & Young People's Services	94,061	2,319	96,380	96,176	-203	-0.2%	203	
Corporate Directorates:								
- Direct & Support Services	6,488	684	7,172	5,873	-1,299	-18.1%	1,299	
- Financing & Debt Charges	27,883		27,883	27,672	-211	-0.8%		211
Total Service Spending	341,350	3,989	345,339	342,068	-3,271	-0.9%	3,210	61
Financing Items	-5,926		-5,926	-5,927	-1	0.0%	1	
Total Spending 2010/11	335,425	3,989	339,414	336,141	-3,272	-1.0%	3,211	61

Notes:-

1. Key to column 6: + signifies overspend or reduced income, - signifies underspend or increased income.
2. The Environment Services (ES) variation in column 6 includes Winter Maintenance and Priority Investments, where specific arrangements for over/under spends exist. Excluding these items the underlying position for ES is -£1,544k underspend.
3. Revised budgets include Corporate Allocations, which move "overhead" costs from Corporate Directorates to front-line services.



3.2 Key exceptions and emerging issues are identified below.

Service	Key Exceptions	Impacts and Actions
ES	A total Service underspend of -£1.6m is being reported at year-end.	<p>The priority investment for the A14 inquiry, agreed as part of the Integrated Planning Process (IPP), has not yet all been spent in this financial year due to the Government's decision to axe the funding for this scheme. However, this funding, located within Growth and Infrastructure, may still be required in assisting with any improvements to the current road. The unspent funding at year-end is £73k. This unused funding is to be carried forward to 2011/12 by the use of the Service Operational Savings Fund.</p> <p>Two other priority investments that were agreed as part of the IPP have not spent all the funding allocated in this financial year due to delays in the issuing of government guidance. However, the funding will still be required for these schemes, the Pitt Review (Floods and Water Act work) and Economic assessment, both within Environment and Regulation. The unspent monies at year-end are £61k and £30k respectively. This unused funding is to be carried forward to 2011/12 by the use of the Service Operational Savings Fund.</p> <p>If these figures, -£164k in total, are excluded</p>

Service	Key Exceptions	Impacts and Actions
	<p>The following issue has been identified as an exception:</p> <p>Asset Management: -£435k underspend.</p> <p>See the ES Finance and Performance Report for details of individual variances (link provided in section 13.1).</p>	<p>then the “true” Service underspend would be - £1,544k.</p> <p>The reported outturn position is due to a number of factors, lower costs than expected relating to Street Lighting PFI procurement, a reduction in the price of energy for Street Lighting and also lower costs payable to a contractor than were expected. Funding had also been held for termination costs of leases and the cost of stock due to the advent of the PFI contract. However, as the PFI contract has been delayed slightly these costs will be incurred next financial year, and so it is therefore intended to carry this money forward by way of the Operational Savings account.</p>
CAS	<p>A balanced budget is being reported at year-end.</p> <p>The following issues have been identified as exceptions:</p> <p>Executive Director CAS: -£1.1m underspend.</p> <p>Director of Strategy & Commissioning: -£1.7m underspend.</p> <p>Quality & Transformation: -£1.1m underspend.</p>	<p>The 2009/10 deficit of £530k has been written into the 2010/11 accounts and is therefore absorbed within this break-even position.</p> <p>Following the grant reductions and the reallocation of savings across the Directorate, the Executive Director’s budget holds £300k, and the balance represents the savings achieved to offset the 09/10 deficit.</p> <p>£1.6m is to be received from NHS Cambridgeshire for the new 2010/11 Winter pressure grant (this has been invoiced for).</p> <p>The Comprehensive Spending Review (October 10) announced the continuation of some funding streams through the formula</p>

Service	Key Exceptions	Impacts and Actions
	<p data-bbox="357 454 655 524">Older People: £1.5m overspend.</p> <p data-bbox="357 1151 767 1220">Learning Disability Services: £1.5m overspend.</p> <p data-bbox="357 1624 719 1738">Physical Disability and Sensory Services: £661k overspend.</p>	<p data-bbox="828 230 1516 378">grant. For example, £2.1m of the Social Reform Grant was to be used in future years to carry on the transformation of the services and this has assisted in balancing the budget this year.</p> <p data-bbox="828 454 1516 562">The pressure on the pool budget is c£1.9m (with the Council's share being £1.5m), which is mainly on residential care and continuing care.</p> <p data-bbox="828 600 1034 633"><i>Actions taken:</i></p> <ul data-bbox="828 678 1516 898" style="list-style-type: none"> • Partners continue to implement the action plan prepared in 2009/10 and review this on a monthly basis. • Reablement model started in September 10 and has been operational countywide since November. <p data-bbox="828 936 1516 1084">Discussions are on going with NHS Cambridgeshire regarding the use of new funding announced by the Government on 14th January 2011.</p> <p data-bbox="828 1151 1516 1258">The overspend on the pool is £1.9m (with the Council's share being £1.5m), which is due to high demand and lower attrition rate.</p> <p data-bbox="828 1296 1034 1330"><i>Actions taken:</i></p> <ul data-bbox="828 1375 1516 1563" style="list-style-type: none"> • Renegotiation of costs with providers of high cost placements (over £1k a week). • Review of out of County placements. • Rigorous scrutiny on all packages and application of substantial and critical criteria. <p data-bbox="828 1637 1516 2036">This is mainly due to the number of additional packages that began in the last quarter of 2009/10 (that have a full year effect in 2010/11), and the continued higher demand and lower attrition than expected in the first part of this financial year. In addition, changes in the provision of funding from the Independent Living Fund (there will be no funding provided from the ILF to new service users this year) has resulted in an estimated extra pressure of £250k this year.</p>

Service	Key Exceptions	Impacts and Actions
	<p>See the CAS Finance and Performance Report for details of individual variances (link provided in section 13.1).</p>	<p><i>Actions taken:</i></p> <ul style="list-style-type: none"> • A thorough review is being undertaken and management actions are in place to address this.
CYPS	<p>A total Service underspend of -£203k is being reported at year-end.</p> <p>The following issues have been identified as exceptions:</p> <p>Central Financing: -£4.5m underspend.</p>	<p>£4.5m of savings has been identified from across CYPS to off-set pressures. These savings followed a major review by all CYPS budget holders to identify and cease non essential spend.</p> <p><i>Actions taken:</i></p> <ul style="list-style-type: none"> • In August £2.7m of budget was vired from a wide range of budgets across CYPS to the central financing line. The vast majority of savings offered up were relatively small scale. Large savings were made from the one-off cash investment set aside in the Integrated Plan for the development of Connexions services (£200k); Staying Put funding where numbers have not grown as quickly as previously expected (£350k); Home to School Transport grant funding where activity could be curtailed (£206k); Youth Opportunity grant funding where activity could be curtailed (£130k); and unallocated CAMH grant funding (£113k). The contingency funding for unexpected Social Care costs (£200k) was also applied to this budget. <p>In addition £1.8m was released through removing savings from unplanned vacancies</p>

Service	Key Exceptions	Impacts and Actions
	<p>See the CYPS Finance and Performance Report for details of individual variances (link provided in section 13.1).</p>	<p><i>Actions taken:</i></p> <ul style="list-style-type: none"> The Placement Strategy was developed and implemented during the year. The Strategy sets out the expectations of future numbers of children looked after, the placement mix and the actions to be delivered to achieve this. For the longer term, service redesign is being influenced significantly by the need to reduce the number of children and young people being looked after. <p>The actions in the Placement Strategy are already starting to take effect and Looked After Children numbers in total at the end of March were 477 (down from a peak of 508 in September).</p>
CD (including LGSS Cambridge Office)	<p>A total Service underspend of -£1.5m is being reported at year-end.</p> <p>There are no individual issues that are deemed to be exceptional items that require further information being provided within this report.</p> <p>See the CD Finance and Performance Report for details of individual variances (link provided in section 13.1).</p>	n/a

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

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

Note: material variances are considered to be in excess of either +/- 0.5% of the Services' overall net budget or +/- 0.1% of the Council's net budget (£340k), whichever is the greater.

4. SCHOOLS

4.1 Since 2006/07, funding for schools was transferred from the County Council revenue support grant to the Dedicated Schools Grant (DSG). As well as funding individual school budgets (known as ISB), it also funds a range of central support services for schools. Cambridgeshire receives an allocation of funding per pupil and works with Cambridgeshire Schools Forum to decide the allocation of the DSG.

4.2 Total schools balances as at 31st March 2011 are as follows:

	31 st March 2010 £m	31 st March 2011 £m	Change £m
Nursery Schools	0.4	0.4	0.0
Primary Schools	10.7	11.8	+1.1
Secondary Schools	-0.3	3.4	+3.7
Special Schools	0.3	0.3	0.0
Sub Total	11.1	15.9	+4.8
Other Balances (incl. Pools and Contingency Funds, Community Focussed Extended Schools and Sports Centres)	6.7	7.0	+0.3
TOTAL	17.8	22.9	+5.1

It should be noted that further to the DSG, schools balances include funding from the School Standards Grant (SSG), Post 16 funding and various Standards Fund grants. Schools that had converted to Academy status prior to 31st March 2011 are no longer reported by the Local Authority and therefore are not included with the figures.

The change in schools balances can be attributed to a number of reasons:

- Several secondary schools have successfully reduced or cleared the level of deficit held.
- Some schools will have delayed or cancelled spending decisions due to the uncertainty around future years funding levels.
- Reduction in Devolved Formula Capital funding has also led some schools to reconsider and reprioritise revenue resources to allow for the possibility of capitalisation in future years.
- Cluster funds distributed to some schools late in the financial year.

- 4.3 Analysis will be undertaken to look at the individual changes in balances and appropriate challenge given to those schools in a deficit position and those with excessive balances. Further analysis will be carried out throughout the year to ensure that schools are spending in accordance with their submitted budgets and recovery plans.
- 4.4 Schools retain balances for a number of reasons and as part of the revised Balance Control Mechanism any uncommitted balances in excess of 10% (secondary) or 16% (primary/special/nursery) of the school's budget share is considered excessive and will be subject to claw-back.
- 4.5 If a school is classed as not meeting the minimum floor targets for attainment, any balance in excess of 5% (secondary) or 8% (primary/special/nursery) is considered excessive and will be subject to local authority learning directorate officers determining how some of the excess could be best used to raise attainment levels. Any amounts clawed back would be re-allocated to the same school to use on agreed expenditure to raise attainment.
- 4.6 The balances can be further analysed in the tables below:

Sector	Schools with Reported Deficit Balances as at 31st March 2011	% of Schools with Deficit Balances
Nursery	0	0%
Primary	4	2%
Secondary	6	21.4%
Special	3	37.5%
Total Schools	13	5.8%

Value of revenue deficits as at 31st March 2011:

Deficit	Nursery	Primary	Secondary	Special	Total
£500k+	0	0	0	0	0
£300k - £500k	0	0	1	0	1
£100k - £300k	0	0	3	1	4
£60k - £100k	0	0	1	0	1
£20k - £60k	0	1	0	2	3
£10k - £20k	0	1	1	0	2
£1k - £10k	0	2	0	0	2

Value of surplus revenue balances held by schools as at 31st March 2011:

Surplus	Nursery	Primary	Secondary	Special	Total
£0k - £10k	0	3	2	0	5
£10k - £20k	0	15	0	0	15
£20k - £40k	2	35	1	1	39

£40k - £70k	1	88	3	0	92
£70k - £100k	2	32	2	1	37
£100k - £130k	1	11	2	1	15
£130k - £160k	0	7	2	1	10
£160k - £200k	0	3	2	0	5
£200k - £300k	0	1	4	1	6
£300k - £400k	0	0	1	0	1
£400k+	0	0	3	0	3

Please note: the figures in 4.2 and 4.6 are based on the year-end returns from schools. However, following further validation of the CFR returns the final information on Schools balances published by the Department for Education may differ slightly.

5. GENERAL RESERVE BALANCES

5.1 Balances on the general reserve as at 31st March 2011 are £6.2m as set out below:

County Fund Balance	2010/11 Final Outturn £m
Balance as at 31st March 2010	8.694
Changes Arising:-	
Funding for Pressures & Developments Reserve	-2.604
Winter Maintenance	-0.150
Debt Charges	0.211
Balance as at 31st March 2011	6.151

5.2 As a minimum it is proposed that General Reserves should be no less than 2% of the non-school spend of the Council. At present, General Reserves are 1.8% of net revenue expenditure. Going forward it is proposed that General Reserves should be no less than 1.5% of gross non-school expenditure of the Council. This has therefore been taken account of and dealt with as part of the Integrated Planning Process (IPP) process for 2011/12, so that this balance will be 1.5% in future years.

6. REVIEW OF OTHER RESERVES

6.1 The Council reviews the final level of its overall reserves at outturn each year, in addition to assessing the adequacy of reserves as part of the Integrated Planning Process (IPP). Reserves have long provided vital flexibility in the Council's financial management and no changes are proposed in the operation of these reserves going forward. Details of the Council's earmarked reserves are set out in Appendix 1.

Corporate Invest to Transform (ITT) Fund:

6.2 The ITT Fund provides interest free loans to Services (other than schools) to pump-prime revenue schemes where investment will permit savings or increases in performance, which will enable the loans to be repaid. In addition to this, non-repayable loans, from which funding is then top-sliced from future Integrated Planning (IP) rounds, have also been made available to services.

The table below provides an overview of the current status of the corporate fund for this financial year and the next four years:

('+' = surplus, '-' = deficit)

	2010/11	2011/12	2012/13	2013/14	2014/15
	£'000	£'000	£'000	£'000	£'000
Balance b/f	1,984	1,477	1,638	3,057	4,586
Loan Advances	-917	-836	-120	-	-
Loan Repayments	1,150	509	1,318	1,529	539
Other Adjustments ¹	-740	488	221	-	-
Balance c/f	1,477	1,638	3,057	4,586	5,125

1. 'Other Adjustments' balances are made up of the following:-

- **2010/11** - £738k received via IPP to fund non-repayable loans.
- £254k paid out to fund the G2G Card (CYPS) - carried forward from 09/10.
- £825k paid out to prop up IPP in 2010/11.
- £399k to fund the Library Trust (CAS).
- **2011/12** - £738k received via IPP to fund non-repayable loans.
- £250k to fund the Library Trust (CAS).
- **2012/13** - £221k received via IPP to fund non-repayable loans.

6.3 A number of projects have progressed slightly differently than originally planned, but only the following projects are deemed to be 'exceptional' items:

- Café at Cambridge Central Library (CYPS)
- Groomfields (CYPS)
- Office Accommodation (Workwise) (CD)
- Workwise – further funding extension (CD)

Details about why these loans have not progressed as planned can be found in appendix 2.

7. TREASURY MANAGEMENT ACTIVITY

7.1 This section summarises the expenditure and income for debt financing, which is held as a central budget within the Corporate Directorates, and complies with the reporting requirements in the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management.

	Budget £'000	Actual £'000	Variation £'000
Interest Payments	11,650	12,162	512
Interest Receipts	-	-288	-288
Loan Repayments	17,977	15,439	-2,538
	29,627	27,313	-2,314

- 7.2 Loan repayments were underspent as a result of not charging MRP on the Guided Busway project due to it being incomplete as at 31st March 2010. Interest payments were overspent as a result of debt levels and interest rates being slightly higher than the level assumed in the budget for the year. However, this is partially offset by interest received on surplus balances. It should be noted that the variance shown here differs to the total indicated for the Debt Charges outturn position (section 11.2), as that budget includes a number of items outside the CIPFA definition.

- 7.3 The change in the authority's loan debt over the year was as follows:

	1st April 2010 £'000	Loans Raised £'000	Loans Repaid £'000	31st March 2011 £'000
Long-Term Debt	267,143	15,000	-	282,143
Temporary Debt	29,450	67,850	48,100	49,200
	296,593	82,850	48,100	331,343
Less Investments	4,500			19,700
Net Debt	292,093			311,643

The increase in net debt is partly due to new loans being raised as one source of financing the capital programme.

- 7.4 Long-term debt consists of loans for periods exceeding one year (at either fixed or variable rates of interest) and the average rate of interest paid on this long-term debt was 4.37%. Temporary debt consists of loans for periods of less than one year, and interest paid on temporary debt was 0.7% over the year.
- 7.5 Each year the authority must approve limits known as Prudential Capital Indicators for the level of its external financing costs and the maximum limits on total debt. The outcome for 2010/11 compares with approved limits as follows:

	Approved £'000	Actual £'000
Financing Costs		
% of Net Revenue Expenditure	10.8%	8.0%
Authorised Limit for Debt	494,999	331,343
Operational Boundary for Debt	464,999	331,343
Interest Rates Exposure (as % of total debt)		
Fixed Rate	80 – 100%	100%
Variable Rate	0 – 20%	0%
Debt Maturity (as % of total debt)		

Under 1 year	0 – 40%	18%
1 – 2 years	0 – 20%	0%
2 – 5 years	0 – 20%	7%
5 – 10 years	0 – 20%	4%
Over 10 years	50 – 90%	71%

- 7.6 Financing costs are below the approved limit because of the underspend on debt charges, and all debt levels are within the approved limits.

8. DEBT MANAGEMENT

8.1 Summary:

Over 90 day balances have continued to reduce by a further £192k in the March period. This leaves the final 90 day position £365k within the 2010/11 target figure of £1.4m, which represents a significant achievement given these difficult economic times.

8.2 Community and Adult Services (CAS):

Balances for CAS reduced by a further £239k in the last period, which resulted in them achieving a net 90 day position of £782k against a cash target level of £1.26m.

8.3 Children and Young People's Services (CYPS):

Over 90 day balances have reduced by a further £12k leading into year end. CYPS have operated well within their combined cash target levels with current balances totalling just £9k against a target of £60k.

Service finance and debt team staff have worked closely on emerging debt to successfully bring in outstanding schools debt, before month / year-end. Year-end balances for Cambridgeshire Music have also improved thanks to the joint working in this area.

8.4 Environment Services (ES):

Over 90 day balances increased by £63k as a direct result of emerging developer debts which are all with legal for collection. ES' final year-end position was £192k above their target level for over 90 days debt, although the long outstanding Parish Council debt of £50k was finally resolved and paid.

8.5 Corporate Directorates (CD):

The 90 day balances improved slightly leading into year-end. The final over 90 day position for Corporate Directorates was £24k against the target cash limit of £50k.

9. PERFORMANCE TARGETS, ISSUES AND ACTIONS

- 9.1 The election of a new Government in May 2010 caused substantial change in performance management of local authorities. The inspection of local authorities through the Comprehensive Area Assessment was ended, and the requirement for local authorities to negotiate and agree performance targets through Local Area Agreements was dropped from April 2011.

The associated set of performance indicators, the National Indicator Set, was also dropped as part of the change. A significant proportion of these indicators have been dropped during the year as data collections have ceased (e.g. the Place Survey, the TellUs survey). An end of year report detailing the performance of activities of the whole Council using a comprehensive indicator set, as has been done in previous years under Best Value Performance Indicators and National Indicators, will not therefore be produced this year.

Government also reviewed the requirements for local authorities to provide data, which led to the publication of the Single Data List, a list of all of the data that local government was required to provide to central government. The list is available at <http://www.communities.gov.uk/localgovernment/decentralisation/tacklingburdens/singledatalist/>. Although the targets associated with National Indicators have been dropped, the list shows there are still a number of data returns that are required to be submitted by local government, particularly in the area of children's services, adult social services and finance.

In March 2011, a new performance framework was considered by Cabinet. The new framework emphasised the need for proportionate collection and efficient use of data, and identified Services as being best placed to establish the data required for effective performance management. For the upcoming year, Services have therefore reviewed the information they will collect to manage performance in the light of both the requirements of government and the information required to effectively manage the services they provide.

The remainder of section 9 analyses the key performance indicators that formed part of the monitoring for the Integrated Plan 2010.

- 9.2 There were 46 indicators on the Corporate Scorecard in 2010-11, organised by the Strategic Objectives and Service Delivery Principles contained in the Integrated Plan 2010. These were as follows:

- **Strategic Objective 1:** Enabling people to thrive, achieve their potential and improve their quality of life
- **Strategic Objective 2:** Supporting and protecting vulnerable people
- **Strategic Objective 3:** Managing and delivering the growth and development of sustainable communities
- **Strategic Objective 4:** Promoting improved skills levels and economic prosperity across the county, helping people into jobs and encouraging enterprise
- **Strategic Objective 5:** Meeting the challenges of climate change and enhancing the natural environment

- **Service Delivery Principle 1:** Focusing on delivering high-quality and efficient services
- **Service Delivery Principle 2:** Listening and being responsive to the needs of Cambridgeshire
- **Service Delivery Principle 3:** Working in partnership to achieve a shared vision for Cambridgeshire ¹

Of these key indicators, 6 were deleted after data collection was stopped during the year. They have therefore been excluded from this analysis. It is not possible to give an outturn figure nor make an estimate for a further 8 indicators, so they have also been excluded from the analysis.

This leaves 32 indicators for which a provisional end of year result or estimate is available. The table below shows the overall number that hit target at the end of the year and which Strategic Objective or Service Delivery Principle they were organised by:

	Indicators that did not hit target	Indicators that hit target	Total	% hit target
Strategic Objective 1	1	1	2	50.0%
Strategic Objective 2	4	1	5	20.0%
Strategic Objective 3		3	3	100.0%
Strategic Objective 4		2	2	100.0%
Strategic Objective 5		3	3	100.0%
Service Delivery Principle 1	2	11	13	84.6%
Service Delivery Principle 2		4	4	100.0%
Total	7	25	32	78.1%

Overall, 78.1% of targets were hit (this figure is not comparable to previous years because the cohort of indicators included in the calculation is different).

Performance was strong in most areas, but weaker when judged by number of targets hit in Strategic Objective 2. Commentary on these indicators can be found in appendix 3. The commentary does not show any clear pattern, although very stretching targets can mask good levels of performance when compared nationally (for example in rolling out self-directed support Cambridgeshire does well, and in finding education, employment or training opportunities for young people leaving care Cambridgeshire does as well or better than the majority of comparable areas around the country).

¹ Service Delivery Principle 3 does not contain any indicators for which information is available. See the quarterly partnership reports to Cabinet for an update on the work of key partnerships.

- 9.3 The following indicators did better than target by more than 10%, and therefore represent areas of much better than expected performance:

Strategic Objective	Measure	Frequency	What is good?	Format	Data for period:	Actual	Target
SO1	LI206 % Young people aged 13-19 participating in Youth Service Activities (YTD)	M	High	%	31-Mar-11	12.4	8
SO3	LI511 (NI169) Non-principal roads where maintenance should be considered	A	Low	%	31-Mar-11	7	9
SO5	LI508 (NI197) Improved local biodiversity – active management of local sites	A	High	%	31-Mar-11	57	52
SDP1	LI031 % of staff from ethnic minorities as a % of the workforce	M	High	%	31-Mar-11	4.86	4.1
SDP1	NI179 Value for money	M	High	£0,000	31-Mar-11	18473	15536
SDP1	LI044 Value of outstanding invoices per age range >6 months	M	Low	£	31-Mar-11	771000	990000
SDP2	LI303 Response to FOI requests within specified timescales - fail rate	M	Low	%	31-Mar-11	2.9	10

- 9.4 The following indicators missed target in 2010/11:

Strategic Objective	Measure	Frequency	What is good?	Format	Data for period:	Actual	Target
SO1	NI008 Adult participation in sport and active recreation	A	High	%	31-Mar-11	23.2	26.2
SO2	LI401a 1C (NI130) Proportion of people using social care who receive self-directed support	M	High	%	31-Mar-11	46.4	80
SO2	NI148 Care leavers in EET	M	High	%	31-Mar-11	65.9	73
SO2	NI032 Repeat incidents of domestic violence	Q	Low	%	31-Mar-11	34	28
SO2	LI414a 2C (NI131) Delayed transfers of care from hospital	M	Low	Rate per 100,000	28-Feb-11	13.1	8.9

SDP1	Percentage of appraisals completed on time	A	High	%	31-Mar-11	91.8	96
SDP1	Finance - Capital	M	High	Number	31-Mar-11	Amber	Green

9.5 The table below shows how many have improved, stayed steady and got worse compared to the previous year:

Direction of travel (compared to previous year)	Indicators that did not hit target	Indicators that hit target	Total
Deteriorated	1	2	4
Stayed steady		2	2
Improved	5	12	16
n/a	1	9	10
Total	7	25	32

Those marked 'n/a' are indicators for which a previous year is not available. This way of showing the data about indicators shows whether they have improved in absolute terms, rather than relative to the target. Most of the indicators that did not hit target have shown improvement compared to the previous year.

The data shows there is one indicator that did not hit target and is not showing improvement in absolute terms:

- Repeat incidences of domestic violence
 - This indicator measures the rate of domestic violence cases that are reviewed at a Multi Agency Risk Assessment Conference (MARAC) that are repeat referrals i.e. have also been considered by the same MARAC within the previous 12 months. MARACs review the most serious cases of domestic violence. This indicator is a guide to the effectiveness of joint-agency working to reduce the repeat incidences of the most serious cases of domestic violence.
 - A low repeat rate means that the MARAC does not deal with a significant proportion of repeat referrals. Although this may be regarded as good (because it suggests victims of domestic violence are only being victimised once), it may also indicate that cases that should be referred to the MARAC are not, or that the quality of the data collection behind the indicator is poor, or that victims are not becoming known to agencies if they are victimised for a second time.
 - National findings on 'mature' MARACs suggest that the repeat rate will likely continue to rise to a peak of 40-50%. It is expected that the rate in Cambridgeshire will follow this rising trend. Previous year's targets were agreed in the Local Area Agreement, before MARACs had become established, and the target for 2011-12 has been revised in light of the national findings, and to reflect the different situations in each district.

- This indicator is closely monitored by the CE(F) management team in their quarterly performance report and will be reported on an exception basis to Cabinet as part of the regular Integrated Resources and Performance Report. Work is ongoing to develop the MARAC process through the new Multi Agency Referral Unit.

10. CAPITAL PROGRAMME, ISSUES AND ACTIONS

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

Service	No. of Programmes	No. on Budget	No. on Time	Target end of Feb	Actual end of Feb
ES	64	51	53	41 schemes to budget and time.	41 schemes to budget and time.
CAS	27	26	16	16 schemes to budget and time.	16 schemes to budget and time.
CYPS	81	50	67	36 schemes to budget and time.	36 schemes to budget and time.
CD	30	28	16	15 schemes to budget and time.	15 schemes to budget and time.

10.2 Key exceptions and emerging issues are identified below:

Service	Key Exceptions	Impacts and Actions
ES	<p>ES' capital programme is reporting a year-end underspend of -£10.7m at year-end.</p> <p>The following schemes have been identified as exceptions:</p> <p>Environment and Regulation: -£5.2m underspend.</p>	<p>It should be stressed that this reported underspend represents changes in the timing of payments, as many projects involve spending across a number of years, and not underspends on the total scheme value.</p> <p>On Environment and Regulation, more specifically, Waste Management Infrastructure projects, there is an overspend relating to the design costs element for the Witchford Recycling centre. There is currently an on-going dispute with Capita Symonds regarding the design costs, which officers are working to resolve. However, most of the costs for the Witchford Recycling Centre will now fall in 2011/12 and the scheme therefore shows as an underspend in 2010/11. The overall scheme is programmed to come in on budget, due to savings against the construction budget.</p>

	<p>Housing Growth / Community Infrastructure funding: -£3.2m underspend.</p> <p>Guided Busway: balanced budget.</p> <p>See the ES Finance and Performance Report for further details (link provided in section 14.1).</p>	<p>Schemes funded by the Housing Growth Fund have been delayed and the funding for these has been rolled forward into 2011/12 to fund this work.</p> <p>Expenditure on the Guided Busway is in line with that detailed in the most recent cashflow statement. Due to further delays in the project during 2010/11, expenditure is higher than originally projected for the year, but there remains the expectation that these additional costs will be recovered from the contractor as part of the final risk share agreement. The Outturn position is therefore being reported as zero. Clearly there are a number of on-going issues on this capital project, which have been well documented elsewhere.</p>
CAS	<p>CAS' capital programme is reporting a year-end underspend of -£4.6m at year-end.</p> <p>The following schemes have been identified as exceptions:</p> <p>Croylands / Larkfields: -£1.2m underspend.</p> <p>Adult Social Services: -£895k underspend.</p>	<p>It should be stressed that this reported underspend represents changes in the timing of payments, as many projects involve spending across a number of years, and not underspends on the total scheme value.</p> <p>The completion of this programme is dependant upon the sale of the Croyland site, which has yet to be sold. The delayed sale of the site has impacted the start and completion dates of this project.</p> <p>The underspend of £895k will contribute to the upgrade of the SWIFT package. A new contract has been signed with Northgate to buy the new version of SWIFT (social care database). The value of the contract is currently c£1.8m (plus</p>

	See the CAS Finance and Performance Report for further details (link provided in section 14.1).	c£150k annual maintenance).
CYPS	<p>CYPS' capital programme is reporting a year-end underspend of -£13.3m at year-end.</p> <p>The following schemes have been identified as exceptions:</p> <p>Primary New Communities schemes: -£3.7m underspend.</p> <p>Secondary schemes: -£2.6m underspend.</p> <p>Building Schools for the Future: -£4m underspend.</p> <p>See the CYPS Finance and Performance Report for further details (link provided in section 14.1).</p>	<p>It should be stressed that this reported underspend represents changes in the timing of payments, as many projects involve spending across a number of years, and not underspends on the total scheme value.</p> <p>This is made up of:</p> <ul style="list-style-type: none"> • £2.7m slippage at Trumpington Meadows due to delays at the design stage in order to meet the target budget. • £1m slippage due to delayed starts at Northstowe and North West Cambridge (Huntingdon / Madingley Road and NIAB) projects. <p>A two month slippage on the start date at the Comberton VC phase 2 project in order to resolve traffic calming and drainage planning conditions and for contractor mobilisation.</p> <p>Incorrect budget phasing in 2010/11. Most of this will now fall into 2011/12.</p>
CD	CD's capital programme is reporting a year-end underspend of -£6.2m.	It should be stressed that this reported underspend represents changes in the timing of payments, as many projects involve spending across a number of years, and not underspends on the total scheme value.

	<p>The following schemes have been identified as exceptions:</p> <p>General Protection and Response to Economic Uncertainty: -£2m underspend.</p> <p>Corporate Accommodation: -£364k underspend.</p> <p>Better Utilisation of Property Assets (BUPA): -£1.3m underspend.</p> <p>Fire Compartment Surveys and Implementation: -£567k underspend.</p> <p>Huntingdon Office Rationalisation: £550k overspend.</p> <p>See the CD Finance and Performance Report for further details (link provided in section 14.1).</p>	<p>Rephasing of proposals under this scheme has created an underspend position in 2010/11.</p> <p>This scheme is for DDA improvements to Council properties. Works are requested on an ad-hoc basis and spend only amounted to £35k in 2010/11, resulting in an underspend position of -£364k.</p> <p>This was due to a reduced number of projects being progressed to business case stage during 2010/11 and County Farms Viability works progressing more slowly than expected.</p> <p>There were delays to planned works on the Shire Hall site under the Fire Compartment Surveys and Implementation scheme, which meant that no spend was incurred in 2010/11. This was a timing decision to fit in with other works being carried out on site as part of the BUPA programme, thereby ensuring minimum disruption to employees, and does not reflect an overall reduction in scheme costs.</p> <p>This is partly due to additional costs incurred by decontaminating the site following a petrol spillage at a neighbouring site. £338k remediation recovery was secured to cover these costs.</p>
<ul style="list-style-type: none"> The capital receipts funding budgeted to fund the overall capital programme in 2010/11 was £6.7m. However, the actual capital receipts achieved was £2.7m. Therefore there is a shortfall of £4m in capital receipts. It is recommended that this funding gap be bridged using Prudential Borrowing, which requires Cabinet approval. 		

Cabinet is therefore asked to approve this level of borrowing.

- **Brightfield Investments – S106 Agreement: Land at Evolution Business Park, Butt Lane, Milton, Cambridge**

Planning permission was granted at this site for the change of use of former egg production buildings to light industrial and warehousing, together with a new vehicular access, car parking and servicing.

As part of the planning permission, the Council negotiated a transport S106 payment. An invoice for £93,749 (the transport S106 payment) was raised against Brightfield Investments in February 2010.

The Debt Team were unable to recover this sum and therefore the matter was referred to County Legal. Following a meeting with Brightfield Investments and several months of discussion, Brightfield have made it clear that they cannot afford to pay and are seeking to defer their S106 payment. They are seeking to pay once they have managed to rent out their second and third warehouses. This deferral would be achieved through a Deed of Variation. Brightfield have eventually been able to raise £1,600 in cleared funds, which is now available to the Council to cover the legal costs of doing this.

In an effort to explore the possibility of recovering the £93,749 through formal legal proceedings, County Legal advised that issuing a claim would incur additional costs to those already spent including a court fee of £630 plus associated legal costs. County Legal Officers have researched the mortgages against the homes of the three S106 signatories through Land Registry. All of them are heavily mortgaged and therefore it is unlikely that enforcing a judgement debt through a charge on the properties will have any real prospect of success.

County Legal advised that there is no real possibility of enforcing a judgement debt as Brightfield simply does not have the means to settle the debt. In the process, additional costs would be incurred without producing any further payment.

The Legal advice on this situation is as follows:

- Legal proceedings will give no real prospect of recovering the debt and will incur additional costs.
- Drafting a Deed of Variation will regularise the debt situation whilst ensuring the Council receives £1,600 in costs.
- In these circumstances the S106 agreement as varied is the best security for the debt.

Cabinet is asked to consider the Legal advice and agree to the drafting of a Deed of Variation.

Service	Emerging Issues	Impacts and Actions
ES	None	

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

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

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

Measure	Target end of March	Actual end of March
Net borrowing activity from plan, £m	£324m	£327m
Level of debt outstanding (owed to the council) – 4-6 months, £m	£0.4m	£0.3m
Level of debt outstanding (owed to the council) – >6 months, £m	£1.0m	£0.8m
Invoices paid by due date (or sooner), %	95%	98.7%

It should be noted that the actual borrowing activity shown above has been adjusted for cash held on behalf of the PCT, so will differ from the table shown in the Treasury Management section (section 7).

11.2 Key exceptions and emerging issues are identified below:

Key exceptions	Impacts and actions
None	

Emerging issues	Impacts and actions
Variance of net borrowing activity from plan forecast at year-end	The final outturn position for debt charges is an underspend of - £211k, which is as a result of some small variances on internal interest recharged in the authority.

12. EXTERNAL AND CONTEXTUAL ISSUES

12.1 2010/11 has been a year of financial challenge. At the beginning of the year the new Coalition Government announced revenue and capital reductions of £2.9m and £2.5m respectively for Cambridgeshire to assist in achieving £1.165bn in-year cuts to Local Government. Further grants reductions of £0.573m (revenue) and £1.861m (capital) were then applied to Cambridgeshire. The implications of these funding stream

reductions were assessed in order for the cuts to be absorbed within the council's operations. A great deal of hard work, accompanied by the application of reserve funding to offset some of the shortfall, ensured the council produced an underspend position at year-end.

- 12.2 Going forward, 2011/12 will be the most difficult financial situation in the council's history, as it deals with the twin pressures of increasing demand (because of an increasing and ageing population) and inflation, coupled with a 14% reduction in the core funding received from Government. With savings of £50.4m to be achieved in 11/12 and £160.6m to be achieved over the next five years, will result in significant improvements to the way the council delivers its services. This has been addressed and accounted for as part of the 2011/12 Integrated Planning Process (IPP).

- 12.3 An initial assessment of these issues is set out below.

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

Key issues	Impacts and actions
2011/12's financial situation.	<p>The significant level of savings to be achieved in 2011/12 could impact on the council producing a balanced budget at year-end.</p> <p><i>Suggested actions:</i></p> <ul style="list-style-type: none"> Processes are in place to closely monitor the required savings on a monthly basis. This will ensure that any discrepancy from the Integrated Plan will be flagged at the earliest opportunity to Senior Management Team and Cabinet, so that the necessary corrective action can be sought.

13. FURTHER INFORMATION

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

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

ES Finance and Performance Report	http://www.cambridgeshire.gov.uk/council/finance/spending/monthly/Environment+Services.htm
CD Finance and Performance Report	http://www.cambridgeshire.gov.uk/council/finance/spending/monthly/Corporate+Directorates.htm

14. IMPLICATIONS

Resources and Performance:

- 14.1 This report provides the year-end resources and performance information for the council and so has a direct impact.

Statutory, Legal and Risk:

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

Equality and Diversity:

- 14.3 There are no significant equality and diversity implications.

Engagement and Consultation:

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

SOURCE DOCUMENTS:

ES Budgetary Control Report (Outturn). CAS Budgetary Control Report (Outturn). CYPS Budgetary Control Report (Outturn). CD Budgetary Control Report (Outturn). Capital Monitoring Report (Outturn). Performance Management Report and Corporate Scorecard (Outturn). Aged Debt per Directorate – as at 31 st March 11.	Room 301, Shire Hall, Cambridge
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APPENDIX 1: Reserves

Fund Description	Balance at 31 March 2010	2010-11		Notes
		Movements in 2010-11	Balance at 31 Mar 2011	
	£000s	£000s	£000s	
General Reserves				
- County Fund Balance	8,694	-2,543	6,151	
- Services				
1CYPS	33	246	279	Includes Service outturn position
2ES	1,061	1,706	2,767	Includes Service outturn position and Priority Investment balances
3CAS	-530	530	0	Includes Service outturn position
4CD	919	909	1,828	Includes Service outturn position
subtotal	10,177	847	11,025	
Earmarked				
- Specific Reserves				
5Insurance	7,093	931	8,024	
6Invest to Transform – Corporate	2,323	-847	1,477	
7Invest to Transform – Services	592	45	637	
8Pressures & Developments Reserve	3,033	-604	2,429	
9Headroom to be Deployed	0	5,354	5,354	Created as part of 11/12's IPP
10Grant Holding Reserve	0	4,763	4,763	£4.5m is LPSA Reward Money and £258k is Community Transport Grant (11/12)
subtotal	13,041	9,643	22,684	
Trading Units				
11CYPS	-295	295	0	
12CAS	0	0	0	
13CD	70	0	70	
subtotal	-225	295	70	
Equipment Reserves				
14CYPS	143	340	483	
15ES	388	-167	221	
16CAS	124	-100	24	
17CD	782	-86	696	
subtotal	1,437	-13	1,424	
Other Earmarked Funds				
18CYPS	1,058	-217	841	
19ES	5,744	4,779	10,523	Includes delayed damages in respect of the Guided Busway
20CAS	1,005	-718	287	
21CD	461	391	852	
subtotal	8,268	4,235	12,503	
SMLs (LMS etc)				
22LMS Schools	17,830	5,130	22,960	Excludes schools which converted to Academy status prior to 31 st March 2011
23SIPF	-1	1	0	3 to 5 year loans made to schools using their balances
subtotal	17,829	5,131	22,960	
GRAND TOTAL	50,527	20,138	70,665	

APPENDIX 2: Corporate Invest to Transform Fund

Name of Project	Café @ development at Cambridge Central Library
Lead Officer	Richard Ware
Type of Loan	Repayable
Total Loan Amount Approved	£200,000
Payback Period	5 years

Funding & Costs:	
Total value of funding drawn down to date?	£200,000
Total value of repayments made to date (if applicable)?	£87,500 (to March 2011)
Has the actual expenditure/repayments been made in line with the original bid submission? If not, why not?	No – The completion of the new Central Library was delayed, which subsequently delayed the opening of the Café. The payback of the loan is to be made from trading income generated at the Café. The expectation is that the loan will be repaid over 5 years from the commencement of trading. £50k was repaid in year 1, £37.5k in years 2-5.
Results:	
Is the project generating the savings it set out to?	In 2010/11 the project is not yet delivering the expected contribution. Sales levels in 2010 have not shown any growth.
If savings are not being generated as planned, why is this?	The level of sales have not reached the forecast levels. Cost base is high as the service is delivered throughout Library opening hours 7 days per week.
What action is been taken to get savings back on track?	Complete review of service. Staffing levels have been reduced by 35%. A range of marketing strategies have been introduced to increase sales.
Are performance improvements being delivered as planned?	No – see above.
If performance improvements are not been delivered as planned, why is this?	Traffic reaching the Café through the Central Library has not been as high as anticipated. Because of slow evening use of the Café, operating hours have been reduced to lower operating costs.
What action is been taken to get performance back on track?	A range of marketing strategies in an effort to increase sales including a joint strategy with the Huntingdon Library cafeteria service.

Name of Project	Groomfields
Lead Officer	Richard Ware
Type of Loan	Repayable
Total Loan Amount Approved	£300,000
Payback Period	5 years

Funding & Costs:	
Total value of funding drawn down to date?	£300,000
Total value of repayments made to date (if applicable)?	£120,000
Has the actual expenditure / repayment been made in line with the original bid submission? If not, why not?	Yes
Results:	
Is the project generating the savings it set out to?	No
If savings have not been generated as planned, why is this?	The ITT loan was originally intended to help restructure Groomfields and increase the volume of business. There was some growth of business, but this was at low margins and the restructured business resulted in increased losses overall.
What action has been taken to get savings back on track?	A further restructure has been implemented aimed at returning the business to profitability. This restructuring has further reduced the number of staff and volume of business with the aim of concentrating on work with the highest margins.
Have performance improvements been delivered as planned?	Planned performance improvements were initially delivered, e.g. expanding the range of services delivered and updating machinery used by the business.
If performance improvements have not been delivered as planned, why is this?	As stated above the business structure envisaged in the original ITT loan has now been abandoned. Other performance improvements, e.g. associated with updated machinery, continue to be delivered.
What action has been taken to get performance back on track?	The business change proposed in the ITT submission has now been abandoned and a further restructuring undertaken to concentrate on the most profitable business areas.

Name of Project	Office Accommodation (Workwise)
Lead Officer	Nick Dawe
Type of Loan	Repayable
Total Loan Amount Approved	£682,000
Payback Period	4 years

Funding & Costs:	
Total value of funding drawn down to date?	£682,000
Total value of repayments made to date (if applicable)?	£357,100
Has the actual expenditure/repayments been made in line with the original bid submission? If not, why not?	No - loan repayments were due to be made from savings generated by the Workwise project. Delays in achieving the savings identified has resulted in the inability to repay the loan according to the original schedule.
Results:	
Is the project generating the savings it set out to?	No
If savings are not been generated as planned, why is this?	The savings were based on the assumption that CCC would be able to vacate a number of properties in the Cambridge area, including Mount Pleasant House, Park House, Babbage House and Signet Court. Savings in relation to Mount Pleasant House have been achieved but the leases for Park House and Babbage House do not end until 2012 and 2020, respectively, and the sale of Signet Court has not been achieved as a result of the property down-turn.
What action is been taken to get savings back on track?	Additional savings of £97k were secured from buildings identified for closure by the Head of Business Support and Facilities Management. The remainder of the shortfall was resolved during IPP.
Are performance improvements been delivered as planned?	No
If performance improvements are not been delivered as planned, why is this?	See above
What action is been taken to get performance back on track?	See above

Name of Project	Workwise Project – further funding extension
Lead Officer	Nick Dawe
Type of Loan	Repayable
Total Loan Amount Approved	£1,142,000
Payback Period	3 years

Funding & Costs:	
Total value of funding drawn down to date?	£1,142,000
Total value of repayments made to date (if applicable)?	£190,000
Has the actual expenditure/repayments been made in line with the original bid submission? If not, why not?	No - loan repayments were due to be made from savings generated by the Workwise project. Delays in achieving the savings identified has resulted in the inability to repay the loan according to the original schedule.
Results:	
Is the project generating the savings it set out to?	No
If savings are not been generated as planned, why is this?	The savings were based on the assumption that CCC would be able to vacate a number of properties in the Cambridge area, including Mount Pleasant House, Park House, Babbage House and Signet Court. Savings in relation to Mount Pleasant House have been achieved but the leases for Park House and Babbage House do not end until 2012 and 2020, respectively, and the sale of Signet Court has not been achieved as a result of the property down-turn.
What action is been taken to get savings back on track?	Additional savings of £97k were secured from buildings identified for closure by the Head of Business Support and Facilities Management. The remainder of the shortfall was resolved during IPP.
Are performance improvements been delivered as planned?	No
If performance improvements are not been delivered as planned, why is this?	See above
What action is been taken to get performance back on track?	See above

APPENDIX 3: Corporate Scorecard – end of year performance

SO	Measure	Frequency	What is good?	Format	Data for period:	Actual	Target	Status	Trend (compared to previous period)	Trend (compared to previous year)	Included in analysis?	Reason for not including	Indicator trend over year	Operational commentary (from Corvu)
S1	NI008 Adult participation in sport and active recreation	A	High	%	31-Mar-11	23.2	26.2	R	↑	↑	Y		Indicator did not meet target at year end. Although an increase was recorded each year for the last three years, the increase was not statistically significant.	Requested from Living Sport but not provided at time of writing.
S1	NI110 Young people' s participation in positive activities	A	High	%	31-Mar-10	80.4	80	G	↑	↑	N	Deleted; collection stopped		
S1	NI115 Substance misuse by young people	A	Low	%	31-Mar-10	9.6	9.1	A	↑	↑	N	Deleted; collection stopped		
S1	LI206 % Young people aged 13-19 participating in Youth Service Activities (YTD)	M	High	%	31-Mar-11	12.4	8	G	↑	↓	Y		Consistently better than target	Provisional performance for 2010/11 is 12.4%.
S1	NI069 Bullying (new target)	A	Low	%	31-Mar-10	28.1			↑	n/a	N	Deleted; collection stopped		

SO	Measure	Frequency	What is good?	Format	Data for period:	Actual	Target	Status	Trend (compared to previous period)	Trend (compared to previous year)	Included in analysis?	Reason for not including	Indicator trend over year	Operational commentary (from Corvu)
S2	LI401a 1C (NI130) Proportion of people using social care who receive self-directed support	M	High	%	31-Mar-11	46.4 ²	80	R	↑	↑	Y		Very stretching local target. CCC performs very well on this indicator compared to nationally. Steadily improving trend; performance improved quickly in 2010-11, proportion of clients using SDS in Mar 11 was twice that of Mar 10	Performance is continuing to increase and already above national year end target of 30%. New SDS report by key team issued via PMB to help monitoring by Key Team. In addition proportion of non-SDS direct payments is falling: 32:68 in June, 38:62 July, 41:59 August, 45:55 September and 48:52 October, 50:50 November, 52:48 December, 53:47 January, February 54:46, March 54:46 Growth rate of numerator and denominator suggests that not all new clients are going through SDS process.
S2	NI148 Care leavers in EET	M	High	%	31-Mar-11	65.9 ²	73	A	↓	↑	Y		Performance was between 5 - 15 percentage points below target for most of 2010-11.	Provisional performance for 2010/11 shows that 29 out of the 44 19 year old care leavers in the cohort were in employment, education or training (EET) and 14 were not. Challenging economic conditions especially have made it difficult to consistently achieve the target over the year though our performance is still better than our comparator authorities. Issues that the team support young people with dealing with in order

² Provisional figure, final end of year results are currently being calculated

SO	Measure	Frequency	What is good?	Format	Data for period:	Actual	Target	Status	Trend (compared to previous period)	Trend (compared to previous year)	Included in analysis?	Reason for not including	Indicator trend over year	Operational commentary (from Corvu)
														to take up education, employment or training opportunities include asylum status, health problems or parenthood.
S2	NI054 Services for disabled children	A	High	Number	31-Mar-10	63	63	G	↑	n/a	N	Deleted; collection stopped		
S2	NI040 Drug users in effective treatment	Q	Low	users	31-Dec-10	1213	1019	G	↓	↑	Y		On target in Dec 10. Consistently above target over the year, therefore predict to hit target.	Effective treatment is defined as follows:- A crack cocaine (but not cocaine only) or heroin misuser who receives a comprehensive assessment and care plan;- Is retained in treatment for 12 weeks or more;- or who is discharged from treatment before 12 weeks because they have become drug free or their treatment has been completed against the original objectives set in their care plan (defined as planned treatment exit).
S2	NI032 Repeat incidents of domestic violence	Q	Low	%	31-Mar-11	34	28	R	↓	↓	Y		Deteriorating trend (i.e. a larger proportion of MARAC referrals were repeats) over the year.	This indicator measures the rate of domestic violence cases that are reviewed at a Multi Agency Risk Assessment Conference (MARAC) that are repeat referrals. See fuller commentary at 9.5 above.

SO	Measure	Frequency	What is good?	Format	Data for period:	Actual	Target	Status	Trend (compared to previous period)	Trend (compared to previous year)	Included in analysis?	Reason for not including	Indicator trend over year	Operational commentary (from Corvu)
S2	LI414a 2C (NI131) Delayed transfers of care from hospital	M	Low	Rate per 100,000	28-Feb-11	13.1 ³	8.9	R	↑	↑	Y		Indicator has varied between 10.7 and 14.9 over the year, the median value being 12.7, which is an improvement on the previous year (median 13.35). Full end of year results are currently being calculated and will be available in June.	A significant reduction has been recorded both against the previous month (14.6 in January 2011) and against the same period last year (16.9 in February 2010) however target is unlikely to be met at year end. Winter pressures mean that admissions tend to increase over the December-February period which can have a negative impact on this indicator. Performance is now monitored monthly through the Urgent Care Network, and projects such as re-ablement and the Single Transition Team in Addenbrookes will help reduce delays further.
S3	LI511 (NI169) Non-principal roads where maintenance should be considered	A	Low	%	31-Mar-11	7	9	G	↔	↔	Y		Indicator has performed significantly better than target.	Provisional results indicate that maintenance should be considered on 7% of the County's non-principal classified road network. This is the same as in 2009/10 and is better than the Council's 2010/11 target of 9%.
S3	LI513 (NI047) People killed or seriously injured in road traffic accidents	M	Low	Number	31-Dec-10	339	³ 360	G	↑	↑	Y		Calendar year indicator - hit target	With an outturn of 339 we achieved our ten-year casualty reduction target of no more than 360 KSI casualties in 2010. This represents a reduction of more than 40% from the 1994-98

³ This is February's figure, final end of year results currently being calculated

SO	Measure	Frequency	What is good?	Format	Data for period:	Actual	Target	Status	Trend (compared to previous period)	Trend (compared to previous year)	Included in analysis?	Reason for not including	Indicator trend over year	Operational commentary (from Corvu)
														average baseline of 597, and is a major achievement particularly given that traffic across the county has grown by about 18% over this period.
S3	LI532 (NI198) Children travelling to school by car	A	Low	%	31-Mar-11	20.3	21	G	↑	↑	Y		Trend of fewer journeys to school by car has continued this year.	The figure is 20.3% compared with a target of no more than 21%.
S3	LI522 (NI155) Number of affordable homes delivered (gross)	A	High	Number	31-Mar-10	926	960	R	↑	n/a	N	Results not available, no estimate possible	Work on year end figure currently underway.	
S3	LI533 (NI177) Local bus passenger journeys originating in the authority area	A	High	Number	31-Mar-10	22.06 m	21.8m	G	↑	n/a	N	Results not available, no estimate possible	Work on year end figure currently underway.	
S3	LI521 (NI154) Net additional homes provided	A	High	Number	31-Mar-10	2166	2024	G	↓	n/a	N	Results not available, no estimate possible	Work on year end figure currently underway.	

SO	Measure	Frequency	What is good?	Format	Data for period:	Actual	Target	Status	Trend (compared to previous period)	Trend (compared to previous year)	Included in analysis?	Reason for not including	Indicator trend over year	Operational commentary (from Corvu)
S4	NI152b Working age people on out of work benefits in Fenland - difference between Fenland and regional average - LAA	Q	Low	%	30-Sep-10	3.5	3.6	G	↑	n/a	Y		Trend of narrowing of gap between rate of people of working age on benefits, comparing Fenland to regional average, over 2010-11.	Current performance of 3.5% is slightly above target. (Note change of definition from "working age" (16-64M/59F) to "People aged 16-64 on out of work benefits".)
S4	LI528 (NI171) New business registration rate - % of regional average	A	High	%	31-Dec-09	96	98	R	↑	n/a	N	Results not available, no estimate possible	Results for calendar year 2010 expected to be available in Autumn 2011	
S4	LI524 (NI163) Working age population qualified to at least Level 2	A	High	%	31-Dec-09	74.7	75	R	↑	n/a	N	Results not available, no estimate possible	Results for calendar year 2010 expected to be available in Autumn 2011	
S4	NI182 Satisfaction of businesses with local authority regulation services	Q	High	%	31-Mar-11	77	77	G	↑	↓	Y		Indicator has been between 75 - 80 % over last two years.	The out-turn position of 77% is slightly below the stretch target of 78.5%. NI182 will not be carried forward for 2011/2012.
S5	NI188 Adapting to climate change (CCC)	A	High	Number	31-Mar-10	2	2	G	↑	n/a	N	Deleted; collection stopped		

SO	Measure	Frequency	What is good?	Format	Data for period:	Actual	Target	Status	Trend (compared to previous period)	Trend (compared to previous year)	Included in analysis?	Reason for not including	Indicator trend over year	Operational commentary (from Corvu)
S5	NI185b CO2 reduction from Local Authority operations	A	Low	tonnes	31-Mar-10	90448	88765.4	R	↑	n/a	N	Results not available, no estimate possible		
S5	LI537 (NI192) Household waste recycled and composted - 12-month rolling average	M	High	%	31-Mar-11	53.69	52.5	G	↑	↑	Y		Performance of this indicator has generally tracked target consistently throughout the year.	NI 192 has already exceeded target, following the recycling of MBT outputs (metals and plastics).
S5	Business Mileage CCC_Total_12M ONTH	M	Low	Number	31-Mar-11	8308884	8119407	A	↑	↑	Y		The 12 month rolling average figure peaked in November 2011 and has since been on a positive trend.	From early provisional results it would appear that overall, for the first time in five years, the County Council's business mileage has reduced slightly. Whilst the figure is only 0.8% it shows progress in an area where mileage had been dramatically increasing over the last five year period. There is still work to do however, if we are to reach the SMT agreed target of 10% reduction in mileage by March 2013. This means we are now aiming for approximately 5% reduction in each of the next two years.

SO	Measure	Frequency	What is good?	Format	Data for period:	Actual	Target	Status	Trend (compared to previous period)	Trend (compared to previous year)	Included in analysis?	Reason for not including	Indicator trend over year	Operational commentary (from Corvu)
S5	LI508 (NI197) Improved local biodiversity – active management of local sites	A	High	%	31-Mar-11	57	52	G	↑	↑	Y			2010/11 target met - partly due to County Wildlife Site roadside verges managed positively by Highways Division.
S5	NI185a CO2 reduction from Local Authority operations	A	High	%					♦	n/a	N	Results not available, no estimate possible		
SD P1	LI044 Value of outstanding invoices per age range >6 months	M	Low	£	31-Mar-11	771000	990000	G	↑	↑	Y		Indicator was off target due to a large debt in Q3, but has now returned to targeted levels	
SD P1	LI032 Recruitment lead times	M	Low	days	31-Mar-11	30.01	33	G	↓	↑	Y		Indicator has been consistently better than target over the year	
SD P1	LI025 Sickness Absence (CCC)	M	Low	working days	31-Mar-11	7.2	7.8	G	♦	↑	Y		Indicator has been consistently better than target over the year	CCC has seen no upturn in sickness absence levels over the last 12 months. In fact CCC has achieved its best performance in this regard since 2001-02. In total, for the core workforce of 6,500 people, the Council lost only 7.67 working days per full-time employee. This represents amongst the strongest of performances for a public sector

SO	Measure	Frequency	What is good?	Format	Data for period:	Actual	Target	Status	Trend (compared to previous period)	Trend (compared to previous year)	Included in analysis?	Reason for not including	Indicator trend over year	Operational commentary (from Corvu)
														organisation of the size of the Council.
SD P1	Percentage of appraisals completed on time	A	High	%	31-Mar-11	91.8	96	A	↓	↑	Y			Performance has been steadily within 91 – 93% for the past three years. Prior to appraisal deadlines, reminders of the importance of performance management, how to undertake appraisals and the timelines are sent to all teams and published on Daily Brief. Thereafter, this indicator is monitored weekly by HR teams. They proactively identify where appraisal return rates are low and provide specific support to management teams as required.
SD P1	LI039 Payment of undisputed invoices within 30 days	M	High	%	31-Mar-11	98.73	97	G	↑	↑	Y		Indicator has been generally better than target over the year	
SD P1	LI031 % of staff from ethnic minorities as a % of the workforce	M	High	%	31-Mar-11	4.86	4.1	G	↑	↑	Y		Indicator has been consistently better than target over the year	
SD P1	NI179 VfM	M	High	£0,000	31-Mar-11	18473	15536	G	↑	↑	Y		Although indicator was forecast for much of the year to miss target, in fact indicator hit target at year end.	

SO	Measure	Frequency	What is good?	Format	Data for period:	Actual	Target	Status	Trend (compared to previous period)	Trend (compared to previous year)	Included in analysis?	Reason for not including	Indicator trend over year	Operational commentary (from Corvu)
SD P1	Finance - Capital	M	High	Number	31-Mar-11			A	↓	n/a	Y		See section 10 for more details.	
SD P1	Finance - CAS	M	High	Number	31-Mar-11			G	↔	n/a	Y		See table at 3.1 for monthly forecast outturn position	
SD P1	Finance - CD Direct	M	High	Number	31-Mar-11			G	↑	n/a	Y		See table at 3.1 for monthly forecast outturn position	
SD P1	Finance - CD Financing	M	High	Number	31-Mar-11			G	↑	n/a	Y		See table at 3.1 for monthly forecast outturn position	
SD P1	Finance - CYPS	M	High	Number	31-Mar-11			G	↑	n/a	Y		See table at 3.1 for monthly forecast outturn position	
SD P1	Finance - ES	M	High	Number	31-Mar-11			G	↓	n/a	Y		See table at 3.1 for monthly forecast outturn position	
SD P2	LI303 Response to FOI requests within specified timescales - fail rate	M	Low	%	31-Mar-11	2.9	10	G	↑	n/a	Y		Indicator introduced in August 10 and has been at or around target since November, and has been consistently within statutory limits since then.	
SD P2	LI068c Percentage of visits to CCC website that are successful	M	High	%	31-Mar-11	63	65	A	↓	n/a	Y		Indicator has been at or around target consistently over the year	

SO	Measure	Frequency	What is good?	Format	Data for period:	Actual	Target	Status	Trend (compared to previous period)	Trend (compared to previous year)	Included in analysis?	Reason for not including	Indicator trend over year	Operational commentary (from Corvu)
SD P2	LI321d Percentage of County Council calls answered within 20 seconds	M	High	%	31-Mar-11	84.7	80	G	↓	↔	Y		Indicator has been generally better than target over the year.	
SD P2	LI069 Contact Centre - Telephone Contact Handling Accuracy	Q	High	%	30-Sep-10	87	75	G	♦	n/a	N	Deleted; collection stopped		
SD P2	LI068b Satisfaction with website - difference between CCC and national average	M	High	% points	31-Mar-11	8	0	G	↑	n/a	Y		Indicator has been consistently better than target over the year, scoring between 2 and 9 percentage points better than the national average.	
SD P3	NI007 Environment for a thriving third sector	BE	High	%	31-Mar-09	15.3	19.2	A	♦	n/a	N	Results not available, no estimate possible	Data not available at time of writing	