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## **People & Communities (P&C) Service**

### **Finance and Performance Report – Closedown 2018**

#### **1. SUMMARY**

##### **1.1 Finance**

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

##### **1.2. Performance and Portfolio Indicators – March 2018 Data (see sections 4&5)**

<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>No Target</b>	<b>Total</b>
Mar Performance (No. of	4	2	6	26	38
Mar Portfolio (No. of indicators)	0	1	5	0	6

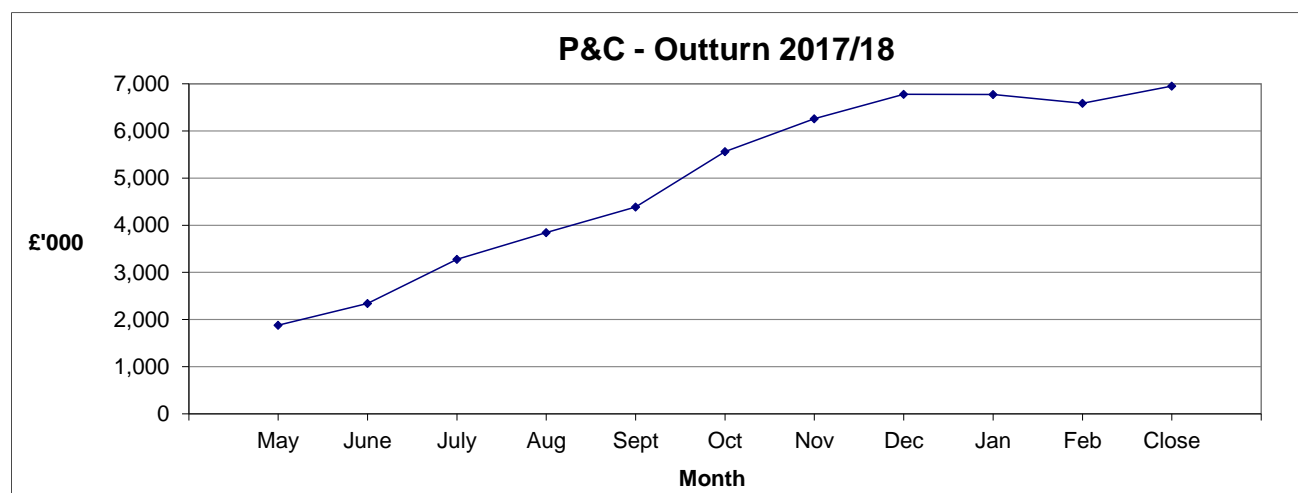
#### **2. INCOME AND EXPENDITURE**

##### **2.1 Overall Position**

<b>Forecast Variance Outturn (Feb) £000</b>	<b>Directorate</b>	<b>Original Budget 2017/18 £000</b>	<b>Budget 2017/18 £000</b>	<b>Actual £000</b>	<b>Outturn Variance £000</b>	<b>Outturn Variance %</b>
252	Adults & Safeguarding	135,238	133,087	133,161	73	0.1%
768	Commissioning	38,792	46,983	47,809	826	1.8%
-172	Communities & Safety	5,047	6,888	6,724	-164	-2.4%
8,262	Children & Safeguarding	103,587	105,723	116,358	10,635	10.1%
-209	Education	19,022	20,014	19,601	-413	-2.1%
-215	Executive Director	494	-107	-369	-262	245.0%
<b>8,687</b>	<b>Total Expenditure</b>	<b>302,182</b>	<b>312,588</b>	<b>323,283</b>	<b>10,695</b>	<b>3.4%</b>
-2,101	Grant Funding	-39,991	-73,022	-76,764	-3,742	5.1%

6,586	<b>Total</b>	262,191	239,567	6,953	6,953	2.9%
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The service level finance & performance report for 2017/18 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 Closedown 2017/18, the overall P&C position is an overspend of £6,953k.

As well as making savings through transformation, the service has faced significant demand pressures, particularly in children's services related to the rising number of looked after children, a national trend, and in Learning Disability services. Similarly, as demand increased on the NHS and the acute sector in particular, combined with improved performance in reducing delayed transfers of care from hospital, so did spending levels on Older Adults.

In many cases, planned transformation and demand management strategies delivered significant savings although to a delayed timescale. Financial mitigations were identified across the directorate, in particular a major one-off grant deployment reported against Strategic Management - Adults.

The increase in outturn since last month is £367k. Significant changes are detailed below:

- In Adults and Safeguarding, the outturn on the Strategic Management – Adults line is £532k lower than the previous forecast as a result of further application of one-off grant funding to offset pressures elsewhere in the service.
- In Adults and Safeguarding, the outturn in the Older People locality teams is a £584k higher pressure than was forecast in February. The change is mainly due to increases in care costs over the last six weeks of the year (reflecting trends seen throughout the year) and a higher level of debt adjustments resulting concerted efforts to address outstanding debt ahead of the transfer to the new financial system.
- In Adults and Safeguarding, the outturn in the Physical Disability Service was £97k worse than previously forecast. While care costs have remained lower than expected through the year, the level of income secured from the NHS for service-users with health needs has been lower than expected. Work is ongoing to ensure appropriate funding is received.

- In Adults and Safeguarding, the outturn for Adult Mental Health is £242k lower than that reported in February as a result of lower than expected costs, and higher than expected savings delivery, over the last six weeks of the year.
- In Children and Safeguarding, the Strategic Management outturn has increased by £104k since the position reported in February. Despite over achieving the overall vacancy savings target the final figure was less than previously forecast.
- In Children and Safeguarding, the Children in Care outturn has increased by £227k due to additional unexpected costs from transitional arrangements for a complex case and an increase in in-house fostering placements.
- In Children and Safeguarding, the final Legal Proceedings outturn has increased by £111k due to higher than anticipated costs for February and March due to the number of cases being managed by the service and the increase in presentation of end year invoices by providers.
- In Children and Safeguarding, the final outturn across several of the Dedicated Schools Grant (DSG) funded budgets, including High Needs Top-Up, SEN placements, and Out of School tuition have worsened significantly since previous forecasts. This is as a result of a continuing increase in numbers and complexity of need, alongside a requirement to fund a large number of backdated payments primarily to Post-16 providers. As these budgets are funded from the DSG these pressures are managed as part of the overall DSG rather than impacting on the P&C bottom line.
- In Grant Funding, the Financing DSG contribution has increased to reflect the final contribution to DSG funded services.

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

(De Minimis reporting limit = £160,000)

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

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

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

## 2.5 Key Activity Data

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

### 2.5.1 Key activity data to March 2018 for **Looked After Children (LAC)** is shown below:

Service Type	BUDGET				ACTUAL (Mar)				VARIANCE		
	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Mar 18	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	3	1.24	£169k	2,978.65	0.24	£26k	235.45
Residential - secure accommodation	0	£k	52	0.00	0	0.08	£30k	6,755.00	0.08	£30k	6,755.00
Residential schools	16	£1,160k	52	1,408.53	18	15.77	£1,962k	2,676.81	-0.23	£802k	1,268.28
Residential homes	22	£3,018k	52	2,656.43	39	34.39	£5,708k	3,348.21	12.39	£2,690k	691.78
Independent Fostering	263	£10,304k	52	784.53	270	262.20	£11,098k	830.54	-0.8	£795k	46.01
Supported Accommodation	15	£1,244k	52	1,247.14	28	24.90	£1,829k	1,455.98	9.9	£586k	208.84
16+	25	£608k	52	467.73	7	7.45	£87k	216.77	-17.55	£521k	-250.96
Growth/Replacement	-	£868k	-	-	-	-	£k	-	-	£868k	-
Pressure funded within directorate	-	£k	-	-	-	-	£k	-	-	£k	-
<b>TOTAL</b>	<b>342</b>	<b>£17,344k</b>			<b>365</b>	<b>346.03</b>	<b>£20,884k</b>		<b>4.03</b>	<b>£3,540k</b>	
In-house fostering - Basic	212	£2,053k	56	172.89	197	181.75	£1,864k	180.67	-30.25	£189k	7.78
In-house fostering - Skills	212	£1,884k	52	170.94	197	183.79	£1,681k	186.35	-28.21	£203k	15.41
Kinship - Basic	40	£439k	56	195.84	45	41.60	£414k	184.01	1.6	£25k	-11.83
Kinship - Skills	11	£39k	52	68.78	11	10.96	£39k	69.59	-0.04	£k	0.81
In-house residential	5	£556k	52	2,138.07	3	3.35	£495k	2,840.24	-1.65	£61k	702.18
Growth*	0	£297k	-	0.00	0	0.00	£k	0.00	-	£297k	-
<b>TOTAL</b>	<b>257</b>	<b>£4,674k</b>			<b>245</b>	<b>226.70</b>	<b>£4,492k</b>		<b>-30.3</b>	<b>£181k</b>	
Adoption	376	£3,236k	52	165.51	428	407.85	£3,512k	162.95	31.85	£275k	-2.56
Concurrent Adoption	5	£91k	52	350.00	5	3.20	£58k	350.00	-1.8	£33k	0.00
<b>TOTAL</b>	<b>381</b>	<b>£3,327k</b>			<b>433</b>	<b>411.05</b>	<b>£3,570k</b>		<b>31.85</b>	<b>£243k</b>	
<b>OVERALL TOTAL</b>	<b>980</b>	<b>£25,345k</b>			<b>1043</b>	<b>983.78</b>	<b>£28,946k</b>		<b>5.58</b>	<b>£3,602k</b>	

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.

\*Represented potential growth of in-house foster placements to be managed against the LAC Placements budget but did not occur.

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

Ofsted Code	BUDGET			ACTUAL (Mar 18)				VARIANCE			
	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Mar 18	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	102	99.04	£6,904k	£68k	4	1.04	£739k	£5k
Hearing Impairment (HI)	3	£100k	£33k	2	2.00	£74k	£37k	-1	-1.00	£26k	£4k
Moderate Learning Difficulty (MLD)	3	£109k	£36k	8	5.33	£109k	£20k	5	2.33	£k	£16k
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	£75k	£k
Physical Disability (PD)	1	£19k	£19k	5	3.40	£67k	£20k	4	2.40	£48k	£1k
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	42	42.35	£2,101k	£50k	7	7.35	£610k	£7k
Speech, Language and Communication Needs (SLCN)	3	£163k	£54k	2	2.00	£89k	£45k	-1	-1.00	£74k	£10k
Severe Learning Difficulty (SLD)	2	£180k	£90k	2	2.00	£217k	£108k	0	0.00	£36k	£18k
Specific Learning Difficulty (SPLD)	8	£164k	£20k	7	5.65	£220k	£39k	-1	-2.35	£56k	£18k
Visual Impairment (VI)	2	£64k	£32k	2	2.00	£55k	£28k	0	0.00	£9k	£5k
Recoupment	-	-	-	-	-	£106k	-	-	-	£106k	-
<b>TOTAL</b>	<b>157</b>	<b>£8,573k</b>	<b>£55k</b>	<b>172</b>	<b>163.77</b>	<b>£9,942k</b>	<b>£60k</b>	<b>15</b>	<b>6.77</b>	<b>£1,369k</b>	<b>£5k</b>

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

		BUDGET			ACTUAL (Mar 18)				Year End		
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 Mar 18	DoT	Current Average Unit Cost (per week) £	DoT	Actual £000	DoT	Variance £000
Adult Disability Services	Residential	31	£1,121k	£1,807k	29	↔	£994	↓	£1,676k	↑	-£131k
	Nursing	20	£928k	£965k	22	↑	£960	↓	£1,153k	↓	£188k
	Community	669	£292k	£10,149k	641	↓	£332	↓	£10,098k	↓	-£51k
<b>Total expenditure</b>		<b>720</b>		<b>£12,921k</b>	<b>692</b>				<b>£12,927k</b>		<b>£6k</b>
<b>Income</b>				-£1,646k					-£1,687k	↓	-£41k
<b>Further savings assumed within forecast</b>										↓	£k
<b>Net Total</b>				<b>£11,275k</b>							<b>-£36k</b>
Learning Disability Services	Residential	313	£1,386k	£22,560k	307	↓	£1,368	↔	£22,450k	↑	-£110k
	Nursing	8	£2,132k	£887k	7	↔	£1,842	↔	£695k	↓	-£192k
	Community	1,272	£614k	£40,637k	1,282	↓	£650	↑	£44,980k	↑	£4,343k
<b>Learning Disability Service Total</b>		<b>1,593</b>		<b>£64,084k</b>	<b>1,596</b>				<b>£68,125k</b>		<b>£4,041k</b>
<b>Income</b>				-£2,825k					-£3,452k	↑	-£627k
<b>Further savings assumed within forecast as shown in Appendix 1</b>											0
<b>Net Total</b>				<b>£61,259k</b>							<b>£3,414k</b>

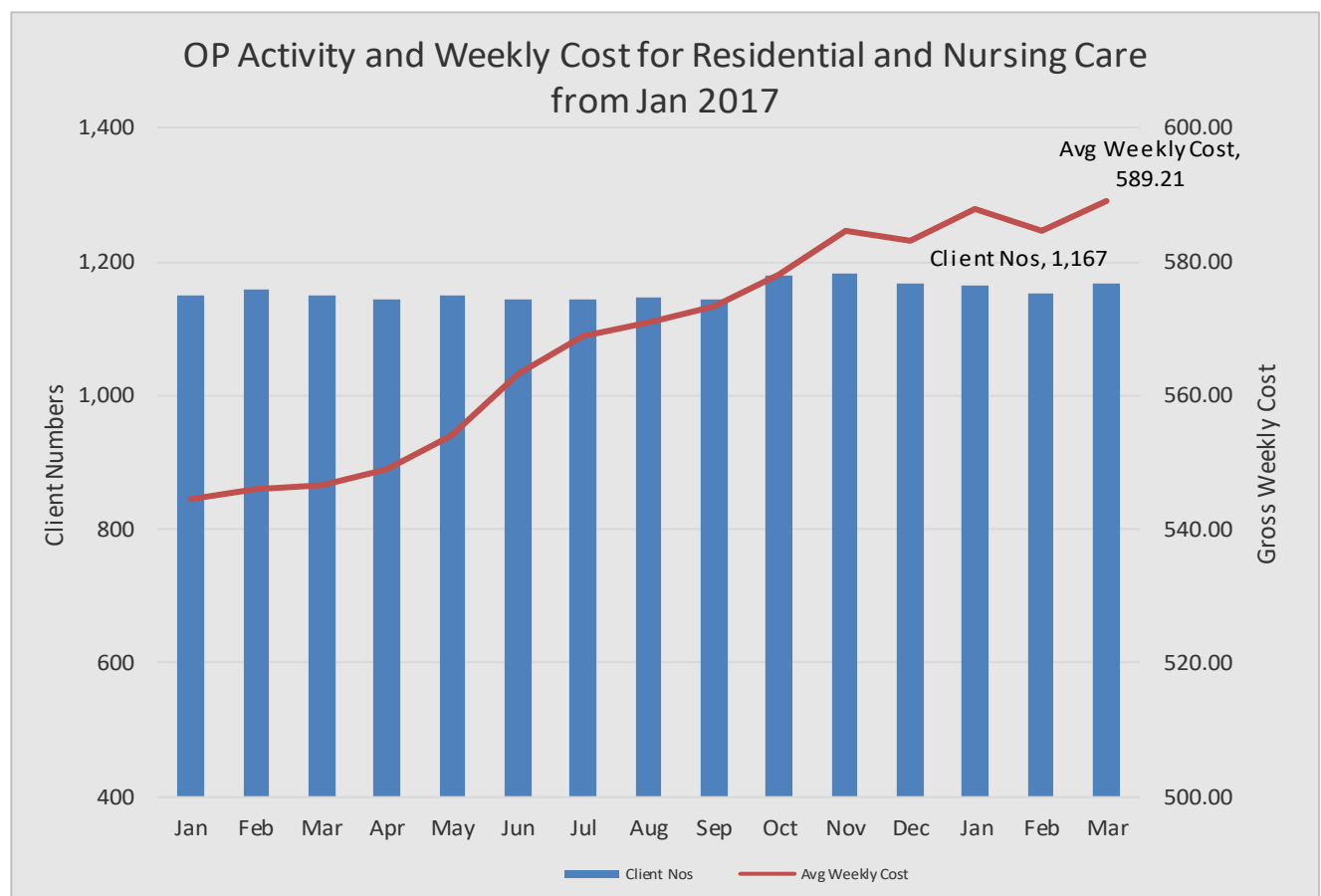
### 2.5.4 Key activity data to end of March for **Adult Mental Health Services** is shown below:

		BUDGET			ACTUAL (Mar)				Year End		
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 Mar 18	DoT	Current Average Unit Cost (per week) £'s	DoT	Spend £000's	DoT	Variance £000's
Adult Mental Health	Community based support	24	£72	£90k	17	↓	£163	↑	£128k	↓	£38k
	Home & Community support	154	£88	£709k	177	↓	£76	↓	£721k	↓	£12k
	Nursing Placement	13	£803	£544k	16	↔	£630	↔	£568k	↑	£24k
	Residential Placement	65	£736	£2,493k	68	↑	£700	↑	£2,514k	↓	£21k
	Supported Accommodation	133	£119	£828k	130	↓	£143	↓	£633k	↓	-£195k
	Direct Payments	20	£235	£245k	13	↔	£252	↑	£183k	↑	-£62k
	Income			-£368k					-£698k		-£330k
<b>Adult Mental Health Total</b>		<b>409</b>		<b>£4,541k</b>	<b>421</b>				<b>£4,049k</b>		<b>-£492k</b>

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

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

OP Total	BUDGET			ACTUAL (Mar 18)				Year End		
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	Actual £000	D o T	Variance £000
Residential	447	£483	£11,593k	455	↑	£508	↑	£12,668k	↓	£1,075k
Residential Dementia	347	£536	£9,984k	378	↑	£552	↑	£10,910k	↓	£926k
Nursing	301	£715	£11,694k	273	↓	£728	↑	£11,350k	↑	-£343k
Nursing Dementia	55	£753	£2,253k	61	↑	£805	↑	£2,187k	↔	-£66k
Respite			£1,303k					£1,234k	↓	-£69k
Community based										
~ Direct payments	248	£173	£2,239k	220	↓	£282	↑	£3,120k	↑	£881k
~ Day Care			£941k					£832k	↓	-£109k
~ Other Care			£4,976k					£4,548k	↓	-£428k
~ Homecare arranged	1,608	per hour £15.70	£13,265k	1,251	↓	per hour £16.06	↓	£13,543k	↑	£279k
<b>Total Expenditure</b>	<b>3,006</b>		<b>£58,247k</b>	<b>2,638</b>				<b>£60,391k</b>		<b>£2,144k</b>
Residential Income			-£8,306k					-£9,567k	↓	-£1,261k
Community Income			-£8,099k					-£7,575k	↑	£524k
Health Income			-£9k					-£31k	↓	-£21k
<b>Total Income</b>			<b>-£16,415k</b>					<b>-£17,173k</b>		<b>-£758k</b>



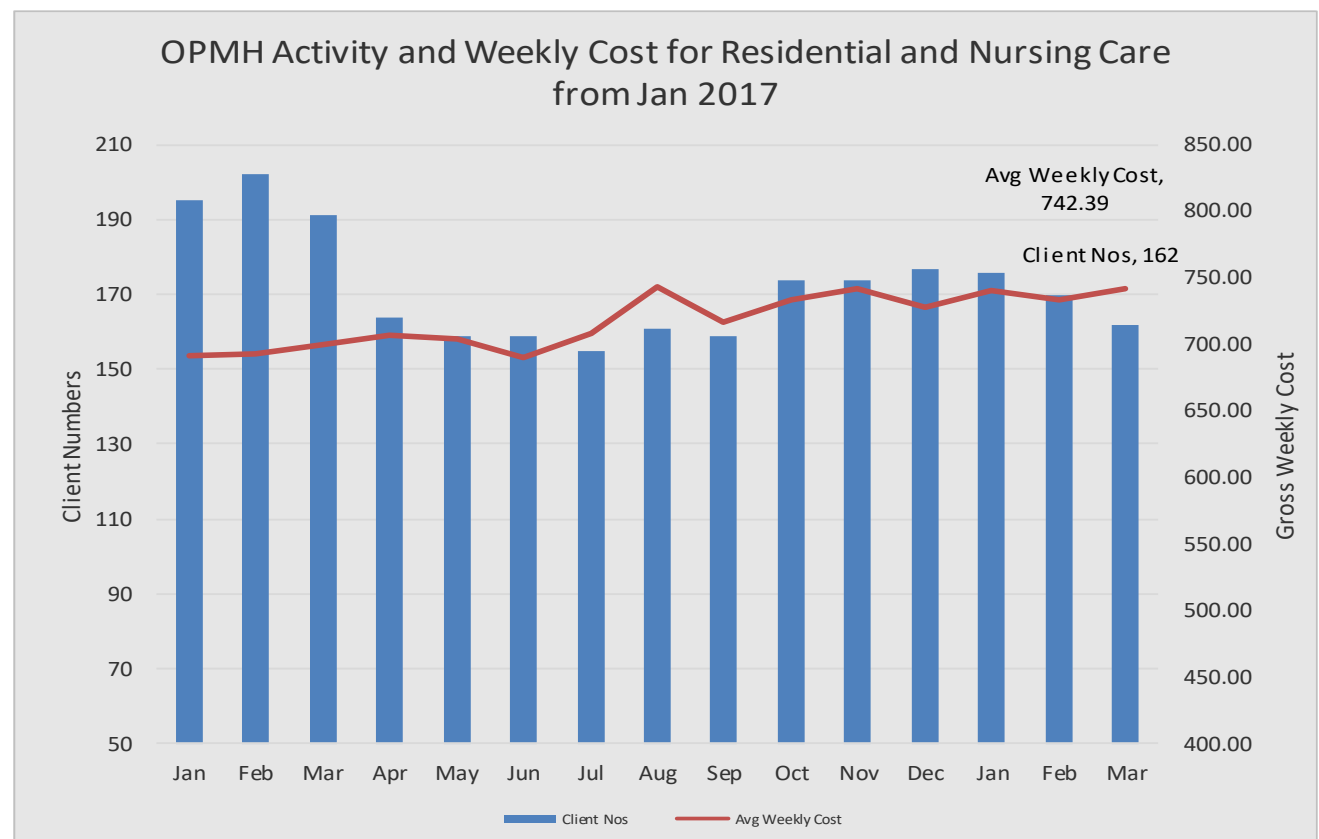
**2.5.6** Key activity data to the end of March for **Older People Mental Health (OPMH)** Services is shown below:

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.

OPMH Total	BUDGET			ACTUAL (Mar 18)				Year End		
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	Actual £000	D o T	Variance £000
Residential	14	£663	£503k	26	↑	£590	↓	£660k	↓	£156k
Residential Dementia	28	£533	£802k	24	↑	£554	↓	£1,051k	↑	£249k
Nursing	16	£740	£610k	22	↓	£771	↑	£732k	↓	£122k
Nursing Dementia	90	£747	£3,526k	90	↓	£830	↑	£4,231k	↓	£706k
Respite			£10k					£9k	↑	-£1k
Community based										
~ Direct payments	16	£207	£165k	13	↑	£510	↔	£265k	↑	£101k
~ Day Care			£3k					£9k	↓	£6k
~ Other Care			£38k					£50k	↑	£12k
~ Homecare arranged	45	per hour £15.95	£546k	52	↑	per hour £16.08	↓	£626k	↑	£79k
Total Expenditure	209		£6,204k	227				£7,634k		£1,430k
Residential Income			-£862k					-£902k	↑	-£41k
Community Income			-£244k					-£364k	↑	-£120k
Health Income			£k					-£375k	↓	-£375k
Total Income			-£1,106k					-£1,266k		-£535k



### **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**

The 2017/18 Capital spend totaled £85.464m, resulting in a £10.022m overspend as slippage did not meet the anticipated capital variation adjustment. Significant changes in the following schemes have been the major contributory factors to this;

- Fulbourn Primary School; £1,338k accelerated spend as works at the site progressed ahead of the original contractor programme.
- Hatton Park, Longstanton; £306k slippage in 2017/18 due to some fixtures, fittings and ICT budgets not being spent in full during the financial year.
- Meldreth, Primary School: £840k slippage in 2017/18 due to the projects start on site being delayed from November 2017 to February 2018.
- Melbourn Primary; £413k accelerated spend. Project is currently 3 week ahead of schedule.
- Wyton Replacement Primary; £467k accelerated spend as the works on site are progressing ahead of the anticipated schedule.
- Northstowe Secondary School; £494k slippage due to design work commencing later than anticipated to incorporate the SEN provision.
- Bottisham Village College; £1,160k accelerated spend. Contractor made progress significantly ahead of the anticipated schedule of works, with a significant amount of work completed in February 2018.
- Cambridge Additional Places; £1,099k slippage due to two main factors. Delays in the kitchen refurbishment works and a revised completion date of 26 June rather than 29 May 2018 at St Bedes and the Chesterton element of the scheme not starting on site until next financial year.
- Alconbury Secondary and SEN Provision; £720k slippage on the Secondary School element. Design stage has not progressed since the beginning of the financial year as the developer is reviewing the masterplan for Alconbury development and no site has yet been allocated.
- Hampton Gardens Secondary; Final costs confirmed, overspend of £510k, jointly shared with Peterborough City Council. These costs relate to ICT not funded by the ESFA £225k, £75k on the reprogramming of the multi-use games area and £200k access works to the A15.
- Orchard Park Primary early years provision; £341k slippage in 2017/18 as the project is currently on hold pending the outcome of a review.
- LA maintained Early Years Provision; £304k slippage in 2017/18 as progress on
- Condition & Maintenance; £317k overspend is due to higher than expected costs (£197k) for kitchen ventilation works required to meet health and safety standards and projects requiring urgent attention to ensure school remained operational. The remaining £120k is due to urgent works to maintain schools condition.
- Temporary Accommodation; £778k overspend it has been necessary to provide additional mobiles at Spring Common Special School which had required substantial investment (£617k) to make the accommodation suitable.



#### **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 have been developed in conjunction with the Peoples & Communities management team and link service activity to key Council outcomes. The revised set of measures includes 15 of the previous set and 23 that are new. The measures in this report have been grouped by outcome, then by responsible directorate. The latest available benchmarking information has also been provided in the performance table where it is available. This will be revised and updated as more information becomes available. Work is ongoing with service leads to agree appropriate reporting mechanisms for the new measures included in this report and to identify and set appropriate targets.

Four indicators are currently showing as RED:

- **Number of children with a Child Protection (CP) Plan per 10,000 children**

During March we saw the numbers of children with a Child Protection plan decrease from 498 to 477.

The introduction of an Escalation Policy for all children subject to a Child Protection Plan was introduced in June. Child Protection Conference Chairs raise alerts to ensure there is clear planning for children subject to a Child Protection Plan. This has seen a decrease in the numbers of children subject to a Child Protection Plan.

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

In March the number of Looked After Children held at 697. This figure includes 63 UASC, 9% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.

Actions being taken include:

- A weekly Threshold to Resources Panel (TARP), chaired by the Assistant Director for Children's Services to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. Decisions and Children's Plans are monitored via a tracker which also takes into account the children's care plan- discussed in the Permanency Monitoring Group.
- A monthly Permanency Monitoring Group (PMG) considers all children who are looked after, paying attention to their care plan, ensuring reunification is considered and if this is not possible a timely plan is made for permanence via Special Guardianship Order, Adoption or Long Term Fostering.
- TARP links with the monthly High Cost Placements meeting, which as of January 2018 started to be chaired by the Assistant Director for Children's Services. The panel ensures that required placements meet the child or young person's needs and are cost effective and joint funded with partners where appropriate.

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.

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

Performance remains 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 – and there are currently 62 service users identified as being in employment yet to have a recorded review in the current year.

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

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

In February 2018, there were 506 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 735 delays – a reduction of 31%. The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.

Delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's remain the key drivers of ASC bed-day delays.

## **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 (Feb) £'000		Service	Budget 2017/18	Actual 2017/18	Outturn Variance	
			£'000	£'000	£'000	%
Adults & Safeguarding Directorate						
-4,403	1	Strategic Management - Adults	-8,880	-13,815	-4,935	56%
82		Principal Social Worker, Practice and Safeguarding	1,316	1,379	63	5%
-130	2	Autism and Adult Support	800	656	-143	-18%
-103		Carers	668	615	-53	-8%
Learning Disability Services						
-20	3	LD Head of Service	5,625	5,497	-127	-2%
999	3	LD - City, South and East Localities	33,562	34,617	1,055	3%
1,903	3	LD - Hunts & Fenland Localities	27,148	29,028	1,880	7%
56	3	LD - Young Adults	4,258	4,381	123	3%
477	3	In House Provider Services	5,519	5,992	474	9%
0		NHS Contribution to Pooled Budget	-17,113	-17,113	0	0%
Older People and Physical Disability Services						
467	4	OP - City & South Locality	19,068	19,825	757	4%
-19	4	OP - East Cambs Locality	6,024	6,170	146	2%
291	4	OP - Fenland Locality	9,001	9,295	294	3%
149	4	OP - Hunts Locality	12,411	12,685	275	2%
0		Discharge Planning Teams	2,009	1,990	-19	-1%
51		Shorter Term Support and Maximising Independence	6,781	6,752	-29	0%
61	5	Physical Disabilities	11,685	11,843	158	1%
Mental Health						
-180	6	Mental Health Central	1,363	1,191	-173	-13%
-154	7	Adult Mental Health Localities	6,008	5,582	-425	-7%
725	7	Older People Mental Health	5,836	6,590	754	13%
252		Adult & Safeguarding Directorate Total	133,087	133,161	73	0%
Commissioning Directorate						
-252	8	Strategic Management –Commissioning	2,658	2,324	-334	-13%
-61		Access to Resource & Quality	1,014	943	-71	-7%
-28		Local Assistance Scheme	321	292	-29	-9%
Adults Commissioning						
160	9	Central Commissioning - Adults	26,700	26,897	197	1%
-30		Integrated Community Equipment Service	711	739	28	4%
41		Mental Health Voluntary Organisations	3,934	3,992	58	1%
Childrens Commissioning						
-51		Commissioning Services	2,510	2,464	-46	-2%
490	10	Home to School Transport – Special	8,008	8,507	499	6%
500	11	LAC Transport	1,126	1,650	524	47%
768		Commissioning Directorate Total	46,983	47,809	826	2%

Forecast Variance Outturn (Feb) £'000	Service		Budget 2017/18 £'000	Actual 2017/18 £'000	Outturn Variance £'000   %	
Communities & Safety Directorate						
-40		Strategic Management - Communities & Safety	214	195	-19	-9%
-122	12	Youth Offending Service	1,469	1,347	-121	-8%
-10		Central Integrated Youth Support Services	428	409	-18	-4%
0		Safer Communities Partnership	1,561	1,560	-1	0%
0		Strengthening Communities	436	429	-7	-2%
0		Adult Learning & Skills	2,781	2,785	3	0%
0		Learning Centres	0	-1	-1	0%
-172		Communities & Safety Directorate Total	6,888	6,724	-164	-2%
Children & Safeguarding Directorate						
822	13	Strategic Management – Children & Safeguarding	3,969	4,895	926	23%
91		Partnerships and Quality Assurance	1,892	1,978	86	5%
515	14	Children in Care	13,441	14,183	742	6%
-82		Integrated Front Door	2,711	2,630	-81	-3%
0		Children’s Centre Strategy	317	330	12	4%
-25		Support to Parents	2,952	2,919	-33	-1%
3,549	15	Looked After Children Placements	17,344	20,884	3,540	20%
585	16	Adoption Allowances	4,406	5,001	595	14%
686	17	Legal Proceedings	1,540	2,337	797	52%
SEND Specialist Services (0-25 years)						
98	18	SEND Specialist Services	7,739	7,911	172	2%
86		Children’s Disability Service	6,467	6,527	60	1%
200	19	High Needs Top Up Funding	13,573	15,747	2,174	16%
1,202	20	Special Educational Needs Placements	8,973	10,342	1,369	15%
53	21	Early Years Specialist Support	965	706	-259	-27%
636	22	Out of School Tuition	1,119	1,939	820	73%
District Delivery Service						
21		Safeguarding Hunts and Fenland	4,913	4,923	10	0%
-84		Safeguarding East & South Cambs and Cambridge	4,248	4,168	-80	-2%
-32		Early Help District Delivery Service –North	4,309	4,218	-91	-2%
-58	23	Early Help District Delivery Service – South	4,845	4,720	-125	-3%
8,262		Children & Safeguarding Directorate Total	105,723	116,358	10,635	10%

Forecast Variance Outturn (Feb) £'000	Service	Budget 2017/18 £'000	Actual 2017/18 £'000	Outturn Variance £'000   %	
Education Directorate					
0	Strategic Management - Education	725	683	-42	-6%
-30	Early Years' Service	1,397	1,310	-88	-6%
4	Schools Curriculum Service	58	60	2	3%
90 <sup>24</sup>	Schools Intervention Service	1,077	1,183	106	10%
-94 <sup>25</sup>	Schools Partnership Service	753	608	-145	-19%
10	Children's' Innovation & Development Service	185	160	-25	-14%
-125	Teachers' Pensions & Redundancy	2,936	2,898	-38	-1%
Infrastructure					
4	0-19 Organisation & Planning	3,662	3,634	-28	-1%
0	Early Years Policy, Funding & Operations	90	85	-4	-5%
-68	Education Capital	160	79	-80	-50%
0	Home to School/College Transport – Mainstream	8,972	8,901	-71	-1%
-209	Education Directorate Total	20,014	19,601	-413	-2%
Executive Director					
0	Executive Director	416	699	283	68%
-215	Central Financing	-523	-1,069	-546	104%
-215 <sup>26</sup>	Executive Director Total	-107	-369	-262	245%
8,181	Total	312,588	323,283	10,695	3%
Grant Funding					
-2,101 <sup>27</sup>	Financing DSG	-40,518	-44,260	-3,742	9%
0	Non Baselined Grants	-32,504	-32,504	0	0%
-2,101	Grant Funding Total	-73,022	-76,764	-3,742	5%
6,586	Net Total	239,567	246,519	6,953	3%

## 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	Budget 2017/18	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>1) Strategic Management – Adults</b>	<b>-8,880</b>	<b>-13,815</b>	<b>-4,935</b>	<b>-56%</b>
<p>Strategic Management – Adults is underspent by £4,935k at the end of 2017/18, which is £532k more underspent than was reported in February. The underspend is due primarily to the re-prioritisation of grant funded activity in response to Adults Services pressures, relating particularly to an increased performance in delayed transfers of care (DTC), bringing with it an increased need for the delivery of complex packages of care for older people.</p> <p>In addition, throughout the year vacancy savings have been higher than budgeted for, and efficiencies have been made within the Transport service.</p>				
<b>2) Autism &amp; Adult Support</b>	<b>800</b>	<b>656</b>	<b>-143</b>	<b>-18%</b>
<p>The Autism and Adult Support Team is -£143k underspent at the end of the year. 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>				
<b>3) LD – Overall LDP Position</b>	<b>76,111</b>	<b>79,516</b>	<b>3,405</b>	<b>4%</b>
<p>At the end of 2017/18, the Learning Disability Partnership is £3,405k over budget overall at year-end, which is a £10k lower than forecast at the end of February.</p> <p>Demand pressures have been higher than expected, despite positive work that has reduced the overall number of people in high-cost out-of-area in-patient placements. New package costs and increases in the costs of existing packages were higher than expected in the final months of 2016/17 and continued to be high in 2017/18 due to increased needs identified at reassessment that we had a statutory duty to meet.</p> <p>Savings under-delivered by £1.4m in-year, as a result of slippage of planned work and a lower level of delivery per case than anticipated. This is partially due to the need to devote energy to fee uplift negotiations with providers, which resulted in uplifts that were within the allocated budget, and difficulties with staff retention. In addition there have been delays in work where for example to progress we need engagement of the NHS outside of Cambridgeshire area. Nevertheless, £3.5m of savings were delivered in-year, which will also make a contribution to 18/19 savings through the full-year effect of cost reductions, and the majority of work not undertaken in 17/18 will be done in 18/19 instead further contributing to planned savings.</p> <p>In-year, the pressure was mitigated by a number of actions, particularly the expansion of the dedicated reassessment and brokerage capacity funded by the Transformation Fund and the sharing of learning and expertise with social work teams to drive additional efficiencies as part of business as usual work. These actions will continue into 18/19, enabling savings delivery to start from a strong position.</p> <p>In House Provider Services had a pressure throughout 17/18 mainly as a result of the level of slippage on staff costs as a result of vacancies not being as high as expected. The provider units have managed with reducing budgets for several years, with a reduction of 6.4% in 2017/18. Staffing levels continue to be reviewed by the units in order to ensure staff members are being used as efficiently as possible, but a minimum level of staffing is required in units to ensure safe service delivery and to meet the regulatory standards of the Care Quality Commission.</p>				

Service	Budget 2017/18	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>4) Older People's Services</b>	<b>46,504</b>	<b>47,975</b>	<b>1,471</b>	<b>3%</b>

An overspend of £1.471m is reported at year end across Older People's locality budgets. This is a worsening of £583k on the position reported in February.

The cost of care worsened by £191k in the final 6 weeks of the year, despite seeing reductions in the previous 2 months, linked mainly to the efforts to reduced delayed discharges from hospitals. It is also in part due to back-dated loading of some packages, and lower than expected levels of Direct Payments clawed-back as unused, all of which were identified through year-end processes. These should be improved with the introduction of new processes linked to the implementation of ERP Gold and Mosaic. Overall the cost of care was £2.171m over budget for the year, while income from client contributions was £765k higher than budgeted.

Additionally, debt write offs were £173k higher than the allowance made for them in the forecast outturn. The increase in write offs in this period is largely due to a concerted effort to clear outstanding debt before the transfer to ERP Gold.

Staffing budgets overspent by £65k, with £50k of this being in City and South locality. This overspend is due to expenditure on agency staff who are covering vacant posts. The teams are trying to recruit permanent staff to these posts, but continue to suffer from staff shortages in the care market.

Service	Budget 2017/18	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>5) Physical Disabilities</b>	<b>11,685</b>	<b>11,843</b>	<b>158</b>	<b>1%</b>
<p>The Physical Disabilities team overspent by £158k in 2017/18, increasing by £97k from the February forecast.</p> <p>There has been lower than expected demand during the year leading to an underspend on cost of care, however this has been offset by underachieving savings from both Direct Payment balance recoveries and securing appropriate funding for service users with health needs.</p>				
<b>6) Mental Health Central</b>	<b>1,363</b>	<b>1,191</b>	<b>-173</b>	<b>-13%</b>
<p>Mental Health Central underspent by £173k in 2017/18, which is £7k lower than was forecast in February. This is due to an in-year underspend on the Section 75 contract, in addition to the previously reported efficiency on the Section 75 contract value, which was updated in line with the restructure of Mental Health Services undertaken during 2016/17.</p>				
<b>7) Mental Health Services</b>	<b>11,844</b>	<b>12,172</b>	<b>329</b>	<b>3%</b>
<p>Mental Health Services overspent by £329k in 2017/18, which is £242k lower than was forecast in February.</p> <p>The underlying overspend on cost of care was £1.061m as the result of demand pressures that have been evident during the course of 2017/18, notably on nursing care. Quality and Assurance panel is well established and CPFT continue to scrutinize packages before funding is approved, but savings delivery was significantly impacted.</p> <p>Savings resulting from securing appropriate funding for service users with health needs have over-achieved, offsetting the cost of care position by £700k, and there was a small overspend on staffing.</p>				
<b>8) Strategic Management - Commissioning</b>	<b>2,658</b>	<b>2,324</b>	<b>-334</b>	<b>-13%</b>
<p>Strategic Management Commissioning has underspent by £334k in 2017/18.</p> <p>The Grants to Voluntary Organisations budget underspent by £196k, due to the Home Start/Community Resilience Grant where the re-commissioning of this service ceased in 16/17 (£168k), and a £28k underspend in Small Grants in 2017/18. This therefore reduced the 2017/18 committed expenditure. In addition, as a result of the vacancies held during the Commissioning Directorate restructure and further staff turnover throughout the year, the Commissioning Directorate over-achieved their vacancy saving target by £138k. This was a one-off saving and the expectation is that the Commissioning Directorate will be operating at full capacity during 2018/19.</p>				
<b>9) Central Commissioning – Adults</b>	<b>26,700</b>	<b>26,897</b>	<b>197</b>	<b>1%</b>
<p>Central Commissioning – Adults has a pressure of £197k at year-end mainly due to lower than expected income from the NHS for Funded Nursing Care. This is a flat daily rate paid to the Council by the NHS for in-county nursing placements. While the overall number of nursing placements has increased in year, they are proportionately more out-of-county, resulting in lower than expected FNC.</p>				



Service	Budget 2017/18	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>10) Home to School Transport –Special</b>	<b>8,008</b>	<b>8,507</b>	<b>499</b>	<b>6%</b>
<p>The Home to School Transport – Special Budget is £499k overspent at the end of 2017/18. This is due to a higher than expected number of transport applications from children attending special schools, with an increase of 8% in the number of Cambridgeshire pupils attending Special Schools in the Autumn and Spring Terms of Academic Year 17/18 compared to 16/17, and an 11% increase in pupils with Education, Health and Care Plans (EHCPs) over the same period.</p> <p>While savings have been made through successful routes tenders, savings activities around Independent Travel Training and Personal Transport Budgets (PTB) have not been achieved which further increased the pressure on the budget. Further, savings around an anticipated reduction in pupils with EHCPs have not been achieved due to the increase in pupils with EHCPs</p>				
<b>11) LAC Transport</b>	<b>1,126</b>	<b>1,650</b>	<b>524</b>	<b>47%</b>
<p>Looked After Children Transport is 524k overspend at the end of 2017/18. The overall increase in Looked after Children has meant that more children are requiring Home to School Transport. Many of these children are placed out of county and/or at a significant distance away from their schools leading to high transport costs.</p> <p>The anticipated overspend stayed relatively steady throughout the year reflecting the fact that, while there was a significant increase at end of 2016/17 and the start of 2017/18, the overall LAC numbers have only increased slowly throughout the rest of the year.</p>				

Service	Budget 2017/18	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>12) Youth Offending Service</b>	<b>1,469</b>	<b>1,347</b>	<b>-121</b>	<b>-8%</b>
<p>The Youth Offending Service (YOS) outturn position is an under spend of £121k, a reduction of £1k reported in February. Based on low incidents of secure remand for young offenders in recent years, the YOS remand equalisation earmarked reserve has been reduced, creating a non-recurrent under spend of £90k this year. There was an under spend of £15k against the permanent remand budget. The remaining £16k under spend is across a number of non-pay budgets, including staff training.</p>				
<b>13) Strategic Management – Children &amp; Safeguarding</b>	<b>3,969</b>	<b>4,895</b>	<b>926</b>	<b>23%</b>
<p>The Children and Safeguarding Director budget outturn position is an overspend of £926k.</p> <p>The Children's Change Programme (CCP) delivered savings of £669k in 2017/18 by integrating children's social work and children's early help services into a district-based delivery model. However, historical unfunded pressures of £886k still remained. These consisted of £706k around the use of agency staffing and unfunded posts of £180k. The Business Support service pressure of £245k was managed in year and will manage out entirely by 2018/19. Agency need has been reduced based on a 15% usage expectation in 2017/18 but use of agency staff remained 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>A further cost of £336k was due to the service not being awarded an expected grant from the DFE, anticipation of this grant had been built in as an income stream and this has now resulted in a shortfall in the required staffing budget.</p> <p>The service also over achieved its vacancy saving target by £336k.</p>				
<b>14) Children in Care</b>	<b>13,441</b>	<b>14,183</b>	<b>742</b>	<b>6%</b>
<p>The Children in Care budget outturn position is an over spend of £742k. This is an increase of £227k since last month mainly due to additional unexpected costs for transitional arrangements for a complex case (£174k) and an increase in in-house fostering placements.</p> <p>The 14-25 Teams 1-3 are £268k over budget. The over spend is predominantly due to costs for one young person that is transitioning to adults. We have also seen an increase in the overall number of care leavers in the service by 24% from 260 in April 17 to 322 in March 2018 which has put pressure on budget lines for essential allowances and setting up home costs.</p> <p>The 14-25 Team 4 are £181k over budget. This is predominantly due to delays in the Home Office making decisions about care leavers' adult asylum status, resulting in the need to fund accommodation and expenses for young people pending them being able to work or claim benefits.</p> <p>The final position also includes use of additional funding from DCLG (£100k) to build authorities' resilience and capacity for ongoing support of this cohort. Whilst the additional funding is welcomed the underlying overspend is due to a shortfall between the grant received from the Home Office for former looked after unaccompanied asylum seeking young people who are now over 18 and the costs incurred in supporting them. The local authority has a duty to support this cohort of young people as care leavers. Pending young people being granted an asylum seeking status as young adults, they are not able to claim benefits or obtain housing and require support from the local authority until the Home Office has made a decision.</p>				

Service	Budget 2017/18	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<p><b>Children In Care continued;</b></p> <p>Cambridgeshire has seen an increase of 109% in the size of this cohort (from 45 young people to 94) in this financial year as a number of looked after children (including those newly arrived in Cambridgeshire this year) have turned 18.</p> <p>The Supervised Contact team is forecasting to be £322k over budget. This is due to the use of additional relief staff and external agencies. There are currently 201 Supervised Contact Cases which equate to approximately 140 supervised contact sessions a week.</p>				
<b>15) Looked After Children Placements</b>	<b>17,344</b>	<b>20,884</b>	<b>3,540</b>	<b>20%</b>
<p>The outturn position is a £3.5m overspend, as reported last month.</p> <p>It is positive that the overall numbers of looked after children increased only slowly throughout the year. This demonstrates that the demand management activity had a positive impact on numbers of looked after children and numbers of external placements. However the composition of placement types and costs indicates that a small but significant number of children were in receipt of very intensive and costly packages of support. The Access to Resources team are working with providers to ensure that support and cost matches need for all children.</p> <p>Overall LAC numbers at the end of March 2018, including placements with in-house foster carers, residential homes and kinship, are 698, 1 more than February 2018. This includes 61 unaccompanied asylum seeking children (UASC).</p> <p>External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of March are 365, 10 more than reported at the end of February.</p>				

Service	Budget 2017/18	Actual	Outturn Variance	
	£'000	£'000	£'000	%

**Looked After Children Placements continued;**

External Placements Client Group	Budgeted Packages	28 Feb 2017 Packages	31 Mar 2018 Packages	Variance from Budget
Residential Disability – Children	1	2	3	+2
Child Homes – Secure Accommodation	0	0	0	0
Child Homes – Educational	16	17	18	+2
Child Homes – General	22	37	39	+17
Independent Fostering	263	264	270	+7
Supported Accommodation	15	27	28	+13
Supported Living 16+	25	8	7	-18
<b>TOTAL</b>	<b>342</b>	<b>355</b>	<b>365</b>	<b>23</b>

'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 going forward include:

- Weekly panel considering all admissions to care and requests for escalation of resources, attended by Access to Resources and operational managers to ensure that the plans for children remain focussed and those 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. This has resulted in timely and planned endings of high cost placements where appropriate.
- All new admissions to care have to be agreed at Assistant Director or Service Director level.
- Continued provision of the Hub (No Wrong Door) provision working with 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.
- The management of this budget will move to the Commissioning Directorate from April 2018 and will be monitored via the monthly Placement Budget/Sufficiency Strategy meetings.

Longer Term Actions:

A business case that seeks investment to ultimately deliver reductions in overall numbers of children in care and increase the proportion of those remaining in care that are placed with in-house fostering households was approved by General Purposes Committee in December. This includes an independent evaluation that commenced in January 2018 to establish whether the progress of children through the care system and spending too long in care is a factor in the numbers of children in care being higher than statistical neighbours. The first stage of this work has been completed and has informed the wider service development that is being presented to the Children and Young People's Committee in May 2018.

Service	Budget 2017/18	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>16) Adoption</b>	<b>4,406</b>	<b>5,001</b>	<b>595</b>	<b>14%</b>
<p>The Allowances budget outturn position is an overspend of £595k.</p> <p>Our contract with Coram Cambridgeshire Adoption (CCA) provides for 39 adoptive placements pa. In 2017/18 we required an additional 20 adoptive placements. There was also a need to purchase inter agency placements to manage this additional requirement and ensure our children receive the best possible outcomes. This resulted in an overspend of £351k.</p> <p>The Adoption/SGO allowances pressure of £244k is due to an increase in SGOs over and above our growth forecasts. We have seen an increase of 15% (28 SGOs) in 2017/18 against a planned full year rise of 9%. The increase in Adoption and Special Guardianship orders is however 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>				
<b>17) Legal Proceedings</b>	<b>1,540</b>	<b>2,337</b>	<b>797</b>	<b>52%</b>
<p>The Legal Proceedings budget outturn position is an overspend of £797k. This is an increase of £111k from last month which was due to a higher than anticipated increase in costs for February and March due to the number of cases being managed by the service and the increase in presentation of end year invoices by providers.</p> <p>Numbers of care applications increased by 52% from 2014/15 (105) to 2016/17 (160), mirroring the national trend. There are currently 96 open sets of care proceedings. Whilst the numbers of ongoing care proceedings have reduced by around 14% since 1 April 2017 we have consistently had around 100 cases which exceeded the previous year's number of completed legal proceedings and caused significant pressure on the budget.</p> <p>Whilst we are now in a position of having 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.</p>				

Service	Budget 2017/18	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>18) SEND Specialist Services</b>	<b>7,739</b>	<b>7,911</b>	<b>172</b>	<b>2%</b>
<p>The SEND Specialist Services outturn position is an overspend of £172k, which is an increase of £74k from last month. This was caused by:</p> <ul style="list-style-type: none"> <li>- An increase in the cost of Primary aged pupils without an EHCP, in receipt of an alternative provision package from the SEND District Teams, some of which are supplemented by external tuition agency support due to capacity constraints within the District Teams. These children have either been permanently excluded, are at risk of permanent exclusion or have non in-patient medical needs.</li> <li>- A shortfall in income generated through the SEND traded service offer. Due to a recruitment delay, we were not able to maximise the level of income generated through the Cambridgeshire Steps programme.</li> <li>- The cost of providing Educational Psychology services increased at year end due to the use of agency staff to deliver the statutory work of the service</li> <li>- The cost of providing equipment for children in mainstream settings</li> </ul> <p><u>Actions going forward:</u></p> <ul style="list-style-type: none"> <li>- We will increase the level of income generated through an expanded traded offer, through the roll out a county-wide, therapeutic approach to behaviour management called Cambridgeshire Steps. A new post will lead on the training and business development of the model across Cambridgeshire and Peterborough. We expect the programmes to reduce challenging behaviour in children with social, emotional and mental health difficulties and those for whom challenging behaviour links to their autism spectrum condition. We also expect that this programme will help to reduce permanent exclusions and to reduce challenging behaviour in children with social, emotional and mental health difficulties and those for whom challenging behaviour links to their autism spectrum condition.</li> <li>- Informed by the current review of social, emotional and mental health (SEMH) provision, improve the outcomes and target funding to best meet the needs of children and young people locally through a clear and coherent graduated approach. A financially sustainable model that best meets needs in the community and improve outcomes will be introduced</li> <li>- We will review physical equipment and ICT/ICT equipment criteria and application process for the mainstream equipment budget and will implement a Memorandum of Understanding in relation to equipment needs of children in an education setting and agreed by the Integrated Community Equipment Store Children's Equipment Group.</li> </ul>				
<b>19) High Needs Top Up Funding</b>	<b>13,573</b>	<b>15,747</b>	<b>2,174</b>	<b>16%</b>
<p>Numbers of young people with Education Health and Care Plans (EHCP) in Post-16 Further Education providers continue to increase and as a result the year-end pressure of £2.1m over budget. This budget is funded from the Dedicated Schools Grant (DSG) High Needs Block and for this financial year, this pressure has been managed within the overall available DSG resources.</p> <p>£147k of this pressure was caused by increasing the level of funding for Speech and Language Therapy. From 2018/19, this work, commissioned jointly with Peterborough City Council, will fully funded at a fixed price. A permanent budget allocation has been identified and as such there will not be a recurrent budget pressure in 2018/19.</p> <p><u>Actions going forward:</u></p> <p>Through the current Strategic Review of High Needs Provision, we have developed an action plan to ensure longer term financial sustainability of this budget whilst improving outcomes for young people. In summary, the initial focus will be on:</p> <ul style="list-style-type: none"> <li>- A review of the current decision making matrix, to ensure it is sufficiently robust and that the right decisions are made at the most appropriate level in the management hierarchy, according to complexity and value. This will include a comparative review of processes and decision making</li> </ul>				

in other local authorities, including our closest statistical neighbours. We will upskill staff to ensure they are empowered in their decision making and will provide support through an enhanced moderation process

- A review of the Education Health Care Needs (EHCN) Assessment Threshold Guidance to achieve fairness and equity of access to EHCN assessment for children who need it and greater efficiency, effectiveness and transparency in decision making
- A review of the Statutory Assessment Team, to ensure sufficient resource is allocated to undertake monitoring reviews, seeking initially to maximise the amount of SEND reform grant funding that is earmarked to provide capacity to the service. We will ascertain the business need for additional monitoring or standalone unit and attribute the likely saving from this work, by mapping of expected review process including 'deep dive' to ensure top-up funding spent in schools and settings is monitored in the most effective way.
- A comprehensive review of SEN funding for schools and Further Education (FE) colleges. This will include proposals for a tiered funding model for children who have special educational needs, and have needs that require additional support over and above the notional funding in budgets. In full consultation with Cambridgeshire's Schools' Forum, a review of the funding levels (hourly rates) for FE top up funding (Element 3 DSG) including full benchmarking exercise with statistical neighbours is underway. We will seek to develop a new funding model for post-16 and will explore the potential for a tiered funding model for FE colleges.

## 20) SEN Placements

8,973

10,342

1,369

15%

The SEN Placements outturn position is an overspend of £1.4m, which is an increase of £168k from last month. The majority of this increase relates to a lower than expected level of LDP income for one particular young person (c. £50k) and an increase in Recoupment costs (c. £100k).

Overall this budget has seen an increase in pressure from a rise in the 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 were concerns about the local schools meeting their educational needs, the SEN Placement budget has funded the educational element of the 52 week residential placement; often these were residential schools given the level of learning disability of the young children, which are generally more expensive.

The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).

### Actions going forward:

- SEND Sufficiency work is underway to inform future commissioning strategy. This will set out what the SEND need is across Cambridgeshire, where it is and what provision we need in future, taking account of demographic growth and projected needs;
- Three new special schools to accommodate the rising demand over the next 10 years. One school opened 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;
- SEND Commissioning Strategy and action plan are being developed with a focus on children and young children with SEND in Cambridgeshire accessing mainstream education;
- Work on coordination of reviews for ISEPs to look at returning in to county;
- A full review of all High Needs spend is required due to the ongoing pressures and proposed changes to national funding arrangements;
- All out county placements are in the process of being reviewed and, where appropriate, re-negotiation of packages is taking place; and
- Agree principles for community support/alternative packages of support across all agencies for children and young people up to 25 years who may come under Transforming Care.

Service	Budget 2017/18	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>21) Early Years Specialist Support</b>	<b>965</b>	<b>706</b>	<b>-259</b>	<b>-27%</b>
<p>The Early Year Access Fund (EYAF) budget underspent by £317k in 17/18, as costs were funded from the new SEN Inclusion Fund (SENIF). For 18/19, the entirety of the EYAF budget has been transferred into the new SENIF budget to assist fund the support costs for 3 and 4 year olds.</p> <p>In addition, there was a small underspend on the Childcare Access Fund (-£20k), and small overspends on the Children Educated at Home budget (£44k) and the Therapy budget (£34k) following the outcome from Tribunal, where funding for one additional young person was agreed in each instance.</p>				
<b>22) Out of School Tuition</b>	<b>1,119</b>	<b>1,939</b>	<b>820</b>	<b>73%</b>
<p>The Out of School Tuition outturn position is a £0.8m overspend, which is an increase of £185k from last month. The increase is due to a higher number of children taking up their hours, than previously anticipated and a higher number of children accessing new packages due to breakdown of placement.</p> <p>Several key themes have emerged throughout the year, which have had an impact on the need for children to receive a package of education, sometimes for prolonged periods of time:</p> <ul style="list-style-type: none"> <li>• Casework officers were not always made aware that a child's placement was at risk of breakdown until emergency annual review was called.</li> <li>• Casework officers did not have sufficient access to SEND District Team staff to prevent the breakdown of an education placement in the same way as in place for children without an EHCP.</li> <li>• There were insufficient specialist placements for children whose needs could not be met in mainstream school.</li> <li>• There was often a prolonged period of time where a new school was being sought, but where schools put forward a case to refuse admission.</li> <li>• In some cases of extended periods of tuition, parental preference was for tuition rather than in-school admission.</li> </ul> <p>There has been an increase in the number of children with an Education Health and Care Plan (EHCP) who are awaiting a permanent school placement. The delay was due to the nature and complexity of the needs of these children. Many of these children are in Key Stage 1 and did not have a permanent placement due to a lack of provision for this cohort of children. In addition, there were a number of children and young people who had a Statement of SEN/EHCP and had been out of school for some time. A smaller cohort of Primary aged children who were permanently excluded, or those with long term medical absence from school, sometimes required external tuition packages when SEND Specialist Teaching capacity is full.</p> <p><u>Actions going forward:</u></p> <ul style="list-style-type: none"> <li>• A new process has been established to ensure all allocations and packages are reviewed in a timely way and that there is oversight of moves back into full time school. The transfer of the Out of School Tuition budget to the SEND Services (from November 17) enables more opportunities to use resources differently and to have more cost effective in-house tuition. There have been discussions with the Transformation Team and following the outcomes and recommendations of several large scale provisions and funding reviews, we aim to look at the extension of the existing team in order to prevent placement breakdown more effectively and provide high quality teaching to a smaller number of children who need tuition.</li> <li>• Immediate interim controls have been placed on access to this budget. Casework officers and Statutory Assessment Team Leaders must request new packages or increases to existing packages with the budget holder. This is vital in order to understand the nature of requests and bring in swift additional support from SEND District Teams. This is not a long term solution and the budget holder is working with the Transformation Team to investigate whether the pump-priming of the SEND District Teams with additional staff could either prevent the breakdown of</li> </ul>				



placement (and therefore reduce the need for packages of education) or provide in-house tuition at a cheaper rate.

- The current Tuition Provider Framework is up for recommissioning in March 2018. It has been agreed to extend the framework by 12 months in order to give time to look at more sustainable and in-house provision. These decisions and a business case will be formulated using the data and recommendations given through the SEMH Review, High Needs Block Review and SEND Sufficiency Review. The Tuition Provider Contract is zero-based and requires no minimum fulfilment.
- In the short term, it has been agreed to review all cases open to tuition with casework officers as a matter of urgency. This will involve rag rating cases according to confidence that tuition will be ceasing soon (e.g. next steps to a school are in place), safeguarding and financial concerns.

Service	Budget 2017/18	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>23) Early Help District Delivery Service - South</b>	<b>4,845</b>	<b>4,720</b>	<b>-125</b>	<b>-3%</b>
<p>The Early Help District Delivery Service outturn position is an under spend of £125k. This under spend was mainly the result of vacancy savings accrued from DSG funded posts throughout the year. DSG funded vacancy savings were retained within each individual service and did not contribute towards the Children and Safeguarding Directorate's £1m vacancy savings target for 2017/18. Instead, the DSG-vacancy savings accrued were offset against a number of DSG budget pressures across other services, which allowed for these pressures to be managed within the overall available DSG resources.</p>				
<b>24) Schools Intervention Service</b>	<b>1,077</b>	<b>1,183</b>	<b>106</b>	<b>10%</b>
<p>The Schools Intervention Service is £106k overspent at the end of 2017/18. A larger than anticipated number of maintained schools have required Local Authority interventions which has reduced the ability of advisers to trade in order to generate income, resulting in the year-end overspend. There have been further pressures due to a reduction in Service Level Agreement buy-ins from schools for Governor Services.</p>				
<b>25) Schools Partnership Service</b>	<b>753</b>	<b>608</b>	<b>-145</b>	<b>-19%</b>
<p>The Schools Partnership Service is £145k underspent at the end of 2017/18. This is primarily due to applying grant funding within the Virtual School. In addition to this there was a small underspend on the Dedicated Schools Grant element of the service.</p>				
<b>26) Executive Director &amp; Central Financing</b>	<b>-107</b>	<b>-369</b>	<b>-262</b>	<b>245%</b>
<p>The net outturn position for the Executive Director budget area is a £262k underspend.</p> <p>Nationally, local authorities are currently permitted greater flexibility in use of capital receipts (proceeds from sales of assets) to fund any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs. The Council was already making use of this flexibility – and following a recent review a further £193k of eligible expenditure was identified within People &amp; Communities.</p> <p>The remaining underspend resulted from a number of smaller savings achieved across the directorate.</p>				
<b>27) Financing DSG</b>	<b>-40,518</b>	<b>-44,263</b>	<b>-3,742</b>	<b>9%</b>
<p>Within P&amp;C, spend of £40.5m is funded by the ring fenced Dedicated Schools Grant. A contribution of £3.74m has been applied to fund pressures on a number of High Needs budgets including Top-up Funding (£2.17m); SEN Placements (£1.36m); Out of School Tuition (£0.82m); less any associated underspends (£0.65m). The total DSG position is currently being finalised and will be reported to Schools Forum in due course. The underlying deficit will then need to be managed as part of the ongoing review of High Needs funding.</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
<b>Grants as per Business Plan</b>		
Public Health	Department of Health	331
Better Care Fund	Cambs & P'Boro CCG	23,468
Social Care in Prisons Grant	DCLG	319
Unaccompanied Asylum Seekers	Home Office	1,622
Staying Put	DfE	132
Youth Offending Good Practice Grant	Youth Justice Board	531
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	1,855
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
Adult Skills Grant	Skills Funding Agency	2,294
AL&S National Careers Service Grant	European Social Fund	284
Non-material grants (+/- £160k)	Various	116
<b>Total Non Baselined Grants 2017/18</b>		<b>32,504</b>

Financing DSG	Education Funding Agency	40,518
<b>Total Grant Funding 2017/18</b>		<b>73,022</b>

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

Directorate	Grant Total £'000
Adults & Safeguarding	2,603
Commissioning	21,305
Children & Safeguarding	4,727
Education	21
Community & Safety	3,847
<b>TOTAL</b>	<b>32,504</b>

## APPENDIX 4 – Virements and Budget Reconciliation

### Virements between P&C and other service blocks:

	Eff. Period	£'000	Notes
<b>Budget as per Business Plan</b>		<b>237,311</b>	
Multiple Policy Lines	Apr	-292	Corporate Capacity Review (CCR) adjustments
Multiple Policy Lines	Apr	311	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-Jan	429	Grants to Voluntary Organisations from Corporate Services
Central Integrated Youth Support Services	Sept	261	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
Strategic Management - Commissioning	Oct	382	Healthwatch to Commissioning from Corporate services
Multiple Policy Lines	Dec / Feb	482	Annual staff related Insurance
Physical Disabilities	Jan	-31	Redundancy Savings to Corporate
<b>Budget 2017/18</b>		<b>239,567</b>	

## APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 1 April 2017	2017/18		Year End Balance 2017/18	Notes
		Movements in 2017/18	Balance at Close 17/18		
	£'000	£'000	£'000	£'000	
<b><u>General Reserve</u></b>					
P&C carry-forward	540	-7,493	-6,953	-6,953	Overspend £6,953k applied against General Fund.
<b>subtotal</b>	<b>540</b>	<b>-7,493</b>	<b>-6,953</b>	<b>-6,953</b>	
<b><u>Equipment Reserves</u></b>					
IT for Looked After Children	133	-69	64	64	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
<b>subtotal</b>	<b>133</b>	<b>-69</b>	<b>64</b>	<b>64</b>	
<b><u>Other Earmarked Reserves</u></b>					
<b>Adults &amp; Safeguarding</b>					
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	-133	55	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	200	Provision made in respect of a dispute with another County Council regarding a high cost, backdated package
<b>Commissioning</b>					
Capacity in Adults procurement & contract management	143	-143	0	0	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 tender processes
Home to School Transport Equalisation reserve	-240	296	56	56	A £296k contribution has been made back to reserves to account for 2017/18 having fewer schools days where pupil require transporting
Reduce the cost of home to school transport (Independent travel training)	60	0	60	60	Programme of Independent Travel Training to reduce reliance on individual taxis
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		Year End Balance 2017/18	Notes
		Movements in 2017/18	Balance at Close 17/18		
	£'000	£'000	£'000	£'000	
Disabled Facilities	44	-5	38	38	Funding for grants for disabled children for adaptations to family homes.
<b>Community &amp; Safety</b>					
Youth Offending Team (YOT) Remand (Equalisation Reserve)	150	-90	60	60	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
<b>Children &amp; Safeguarding</b>					
Child Sexual Exploitation (CSE) Service	250	-250	0	0	The funding was required for a dedicated Missing and Exploitation (MET) Unit and due to a delay in the service being delivered this went back to GPC to obtain approval, as originally the Child Sexual Exploitation service was going to be commissioned out but now this was bought in house within the Integrated Front Door and this funding was required in 2017/18 to support this function (1 x Consultant Social Worker & 4 x MET Hub Support Workers).
<b>Education</b>					
Cambridgeshire Culture/Art Collection	47	106	153	153	Providing cultural experiences for children and young people in Cambs - fund increased in-year due to sale of art collection
ESLAC Support for children on edge of care	36	-36	0	0	Funding for 2 year post re CIN
<b>Cross Service</b>					
Develop 'traded' services	30	-30	0	0	£30k was 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 funded 3 staff focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	110	-110	0	0	Used for repairs & refurb to council properties: £5k Linton; £25k March; £20k Norwich Rd; £10k Russell St; Alterations: £50k Havilland Way Supported the implementation of the in-house fostering action plan: £74k
Other Reserves (<£50k)	149	-43	106	106	Other small scale reserves.
<b>subtotal</b>	<b>1,423</b>	<b>-694</b>	<b>728</b>	<b>728</b>	
<b>TOTAL REVENUE RESERVE</b>	<b>2,096</b>	<b>-8,256</b>	<b>-6,161</b>	<b>-6,161</b>	

Fund Description	Balance at 1 April 2017	2017/18		Year End Balance 2017/18	Notes
		Movements in 2017/18	Balance at Close 17/18		
	£'000	£'000	£'000	£'000	
<b><u>Capital Reserves</u></b>					
Devolved Formula Capital	780	980	1,760	717	Devolved Formula Capital Grant is a three year rolling program managed by Cambridgeshire Schools.
Basic Need	0	32,671	32,671	0	The Basic Need allocation received in 2017/18 is fully committed against the approved capital plan.
Capital Maintenance	0	4,476	4,476	0	The School Condition allocation received in 2017/18 is fully committed against the approved capital plan.
Other Children Capital Reserves	1,448	1,777	3,225	5	£5k Universal Infant Free School Meal Grant c/fwd.
Other Adult Capital Reserves	379	3,809	4,188	56	Adult Social Care Grant to fund 2017/18 capital programme spend.
<b>TOTAL CAPITAL RESERVE</b>	<b>2,607</b>	<b>43,713</b>	<b>46,320</b>	<b>778</b>	

(+) 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 £'000	Scheme	Revised Budget for 2017/18 £'000	Actual Spend (Close) £'000	Outturn Variance (Close) £'000	Total Scheme Revised Budget £'000	Total Scheme Forecast Variance £'000
	<b>Schools</b>					
41,560	Basic Need - Primary	38,750	37,434	-1,316	274,415	-8,455
26,865	Basic Need - Secondary	29,520	29,810	289	219,592	22,259
841	Basic Need - Early Years	1,687	1,042	-645	5,442	192
1,650	Adaptations	1,945	1,719	-227	3,442	919
248	Specialist Provision	242	12	-230	9,810	0
3,000	Condition & Maintenance	3,000	3,316	317	27,400	0
1,076	Schools Managed Capital	1,760	3,024	1,264	12,022	-664
150	Site Acquisition and Development	150	137	-13	650	0
1,500	Temporary Accommodation	1,500	2,278	778	15,500	0
2,095	Children Support Services	383	3	-380	2,693	75
5,354	Adult Social Care	5,278	5,432	153	36,029	0
-6,664	CFA Capital Variation	-10,305	0	10,305	-37,825	0
1,533	Capitalisation of Interest Costs	1,533	1,258	-275	6,846	0
<b>79,208</b>	<b>Total CFA Capital Spending</b>	<b>75,442</b>	<b>85,464</b>	<b>10,022</b>	<b>576,016</b>	<b>14,326</b>

#### Basic Need - Primary £8,455k reduction in scheme cost

A total scheme variance of -£8,455k 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 (Trumpington Park) 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 provide for a 0.5FE extension of the school from 1FE to 1.5FE to ensure it can respond to future demand for places.
- Melbourn Primary; £281k increase due to changes to project scope including works to an early years provision.
- Morley Memorial Primary School; £443k increase due to updating of milestones 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 at Alconbury Weald (£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 Primary School 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 School project.

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

### **Basic Need - Primary £1,316k 2017/18 slippage**

The following schemes have experienced significant slippage in 2017/18;

- Meldreth Primary incurred slippage of £840k due to the scheme experiencing a delay in the commencement on site from November 2017 to February 2018.
- Barrington Primary School £108k slippage in 2017/18 as the project has been re-phased to achieve a September 2020 completion. As a consequence, anticipated spend on planning and design work is not as great as had been expected this financial year.
- Hatton Park Primary School scheme reporting slippage of £306k due to fixtures, fittings and ICT budgets not being spent in full during the financial year and contingencies not being required.
- Histon Additional Places scheme experienced £125k slippage from December 2017 to January 2018 due to delays in the planning application being approved and an extension of 2 weeks to the tender process.
- Wintringham Park Primary in St Neots has incurred £219k slippage due to design work not progressing as anticipated.
- Gamlingay Primary School scheme experienced £456k slippage in 2017/18 due to the start on site being delayed from January 2018 to late February 2018 as a consequence of the planning process. A transportation report was required before approval granted.
- North West Cambridge Primary incurred £150k slippage in 2017/18 as the associated housing development has not yet commenced therefore the scheme has not progressed to the design and planning stage.
- Pendragon Primary scheme has experienced £150k slippage as the housing development associated with the scheme has not commenced.
- Chatteris New School experienced £208k slippage in 2017/18, the withdrawal of an approved bid by the sponsor to open the new school as a Free School from September 2018 and recent demographics which show the scheme is needed less urgently than originally thought has required the re-evaluation of options for providing the additional places required. The additional places will now be delivered as an extension of the age range at Cromwell Community College and has meant a new design proposal was required and the scheme has not yet progressed beyond the concept design stage

These are offset by £59k accelerated spend in 2017/18 on Bellbird Primary, Sawston scheme. Burwell Primary School has experienced £105k overspend in 2017/18 due to additional costs associated with asbestos removal. Fulbourn Primary School has experienced £1,338k accelerated spend as works are progressing ahead of original contractor programme. Wyton Primary scheme has experienced £467k accelerated spend as the project is progressing better than initially forecast.

**Basic Need – Secondary £22,259k increased total scheme cost**

A total scheme variance of £22,259k 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 land purchase 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 ahead of receipt of that funding. The school will transfer the budget to the Council to fund this.
- Northstowe Secondary scheme has increased by £19,600k due to the addition of SEN provision of which 40 places are to be funded by the ESFA 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 £289k 2017/18 overspend**

An in-year overspend for Littleport of £405k and accelerated spend on Trumpington Community College of £384k for IT equipment and final contractor payments, has been offset with slippage on Northstowe Secondary (£494k) due to design work commencing later than anticipated. Alconbury Secondary and SEN scheme has incurred £710k slippage which relates to the secondary school element. The design stage on this project has not progressed since the beginning of the financial year as the developer is reviewing the masterplan for Alconbury development and no site has yet been allocated. Slippage has also occurred on North West Fringe (£350k) as the project has been rephased by 1 year. The project at St Bede's and Chesterton to deliver additional places in Cambridge has slipped by £1,099k due to two main factors. Delays in the kitchen refurbishment works and a revised completion date of 26 June rather than 29 May 2018 at St Bedes and the Chesterton element of the scheme not starting on site until next financial year.

Bottisham Village College has experienced £1,160k of accelerated spend due to revised contractor reports indicating the project is ahead of the scheme's original schedule. Additional costs of £510k have been incurred on Hampton Garden Secondary school, a joint scheme with Peterborough City Council. These costs relate to ICT not funded by the ESFA £225k, reprogramming of the multi-use games area (£75k) and access works to the A15 (£200k).

**Basic Need – Early Years £192k increased scheme cost**

Increased scheme cost (£592k) to cover identified Early Years commitments. The scheme has subsequently been reduced by £400k as this element has been added in future years to the Morley Memorial Primary School project to undertake the building of Early Years annex as part of this scheme.

**Basic Need – Early Years £645k 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. Further slippage of £304k has been experienced on the early years project at Peckover, Wisbech.

**Adaptations £919k increased total scheme cost**

Morley Memorial Primary School 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 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 £400k of which has been transferred from the Basic Need – Early Years budget to provide an Early Years annex as part of the scheme.

**Adaptations £222k 2017/18 slippage**

Morley Memorial Primary School scheme has incurred a slight delay in the start on site that has resulted in £132k slippage in 2017/18. The project will meet its completion date of September 2018. The remaining slippage has occurred at Holme.

**Schools Managed Capital £1,264k 2017/18.**

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. The 2017/18 position relates to schools funded capital of £1,981k which has matching funding to offset the impact. Devolved Formula Capital has a carry forward into 2018/19 of £717k

**Condition, Maintenance and Suitability £317k 2017/18 overspend**

Condition & Maintenance; £317k overspend is due to higher than expected costs (£197k) for kitchen ventilation works required to meet health and safety standards and projects requiring urgent attention to ensure school remained operational. The remaining £120k is due to urgent works to maintain schools condition.

**Temporary Accommodation £778k 2017/18 overspend**

It had been anticipated at Business Planning that the current stock of mobiles would prove sufficient to meet demand. Unfortunately, it has proved necessary to provide additional mobiles at Spring Common Special School which had required substantial investment (£617k) to make the accommodation suitable.

## 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. The allocation for P&C's negative budget adjustments has been calculated as follows, shown against the slippage position for 2017/18:

2017/18					
Service	Capital Programme Variations Budget £000	Outturn Variance (Close) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Outturn Variance (Close) £000
P&C	-10,305	0	0	0%	10,305
<b>Total Spending</b>	<b>-10,305</b>	<b>0</b>	<b>0</b>	<b>0%</b>	<b>10,305</b>

At the end of the 2017/18 financial year the Capital Variation budget has not been utilised. This will be offset with additional borrowing of £10,305k.

## 6.2 Capital Funding

2017/18				
Original 2017/18 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2017/18 £'000	Spend – Outturn £'000	Forecast Funding Variance - Outturn (Feb) £'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	1,043	-717
3,904	Adult specific Grants	4,188	4,132	-56
17,170	S106 contributions	14,800	11,696	-3,104
0	Early Years Grant	1,443	1,443	0
0	Capitalised Revenue Funding	0	0	0
2,725	Other Capital Contributions	3,804	3,758	-46
26,464	Prudential Borrowing	21,145	35,089	13,944
-8,845	Prudential Borrowing (Repayable)	-8,845	-8,845	0
<b>79,208</b>	<b>Total Funding</b>	<b>75,442</b>	<b>85,463</b>	<b>10,021</b>



The overall net impact of the movements within the capital plan a required increase to Prudential Borrowing of £13,944k in 2017/18, this is due to;

£3,104k is S106 funding which has not been received as anticipated, due to timing differences in the delivery of housing development. The remainder is due to in year overspends and capital plan not meeting the capital variation expectation of £10,305k.


£56k Adult Specific grant which is to be carried forward into future years, along with £717k of Devolved Formula Capital which represents the School DFC programme, a rolling three-year programme; and accounts for 16/17 and 17/18 rolled forward funds.


## APPENDIX 7 – Performance at end of March 2018

Outcome		Adults and children are kept safe								
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
% of adult safeguarding enquiries where outcomes were at least partially achieved	Adults & Safeguarding	73.0%	n/a	95.0%	Aug	↑	Improving	n/a	n/a	Performance is improving
% of people who use services who say that they have made them feel safer	Adults & Safeguarding	83.2%	n/a	84.8%	2016/17	↑	No target	n/a	n/a	Performance is improving
Rate of referrals per 10,000 of population under 18	Children & Safeguarding	298.6	n/a	330.1	Mar	↓	No target	455.8	548.2	The referral rate is favourable in comparison to statistical neighbours and the England average
% children whose referral to social care occurred within 12 months of a previous referral	Children & Safeguarding	12.54%	20.0%	12.50%	Mar	↑	On Target	22.3%	21.9%	Performance in re-referrals to children's social care is below the ceiling target and is significantly below average in comparison with statistical neighbours and the England average.

Outcome		Adults and children are kept safe								
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
Number of children with a Child Protection Plan per 10,000 population under 18	Children & Safeguarding	37.1	30.0	35.5	Mar		Off Target	36.93	43.3	<p>During March we saw the numbers of children with a Child Protection plan decrease from 498 to 477.</p> <p>The introduction of an Escalation Policy for all children subject to a Child Protection Plan was introduced in June. Child Protection Conference Chairs raise alerts to ensure there is clear planning for children subject to a Child Protection Plan. This has seen a decrease in the numbers of children subject to a Child Protection Plan.</p>
Proportion of children subject to a Child Protection Plan for the second or subsequent time (within 2 years)	Children & Safeguarding	27.9%	n/a	10.4%	Mar		No target	22.5%	18.7%	The rate is favourable in comparison to statistical neighbours and the England average


Outcome		Adults and children are kept safe								
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 population under 18	Children & Safeguarding	51.9	40	51.9	Mar	➡	Off Target	44.9	62	<p>In March the number of Looked After Children held at 697. This figure includes 63 UASC, 9% 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: A weekly Threshold to Resources Panel (TARP), chaired by the Assistant Director for Children's Services to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. Decisions and Children's Plans are monitored via a tracker which also takes into account the children's care plan- discussed in the Permanency Monitoring Group.</p> <p>A monthly Permanency Monitoring Group (PMG) considers all children who are looked after, paying attention to their care plan, ensuring reunification is considered and if this is not possible a timely plan is made for permanence via Special Guardianship Order, Adoption or Long Term Fostering.</p> <p>TARP links with the monthly High Cost Placements meeting, which as of January 2018 started to be chaired by the Assistant Director for Children's Services. The panel ensures that required placements meet the child or young person's needs and are cost effective and joint funded with partners where appropriate.</p> <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>


Outcome	Adults and children are kept safe									
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
Number of young first time entrants into the criminal justice system, per 10,000 of population compared to statistical neighbours	Community & Safety	3.68	n/a	3.23	Q3		No target			Awaiting comparator data




Outcome	Older people live well independently									
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
Number of contacts for community equipment in period	Adults & Safeguarding		n/a				No target	n/a	n/a	New measure, currently in development
Number of contacts for Assistive Technology in period	Adults & Safeguarding		n/a				No target	n/a	n/a	New measure, currently in development
Proportion of people finishing a reablement episode as independent (year to date)	Adults & Safeguarding	57.3%	57%	57.7%	Mar		On Target	n/a	n/a	Performance above target and improving



Outcome		Older people live well independently								
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 monthly number of bed day delays (social care attributable) per 100,000 18+ population	Adults & Safeguarding	157	114	151	Feb		Off Target	n/a	n/a	<p>In February 2018, there were 506 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 735 delays – a reduction of 31%. The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles &amp; responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.</p> <p>Delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's remain the key drivers of ASC bed-day delays.</p>
Number of Community Action Plans Completed in period	Adults & Safeguarding	104	n/a	98	Feb		No target	n/a	n/a	Performance decreased against the previous period.
Number of assessments for long-term care completed in period	Adults & Safeguarding	158	n/a	183	Mar		No target	n/a	n/a	Performance increased against the previous period.









Outcome		Older people live well independently								
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	Adults & Safeguarding	326.3	564.0	343.2	Mar		On Target	n/a	n/a	<p>The implementation of the Transforming Lives model, combined with a general lack of available residential and nursing beds in the area has continued to keep admissions below national and statistical neighbour averages.</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>

Outcome		People live in a safe environment								
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
Victim-based crime per 1,000 of population compared to statistical neighbours (hate crime)	Community & Safety	54.87	n/a	57.59	Q3		No target	55.81	69.23	New measure, in development

Outcome		People with disabilities live well independently								
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
Proportion of adults with a primary support reason of learning disability support in paid employment (year to date)	Adults & Safeguarding	3.5%	6.0%	3.6%	Mar		Off Target	n/a	n/a	Performance remains 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 – and there are currently 62 service users identified as being in employment yet to have a recorded review in the current year. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)
Proportion of adults in contact with secondary mental health services in paid employment	Adults & Safeguarding	13.3%	12.5%	13.0%	Feb		On Target	n/a	n/a	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.
Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family	Adults & Safeguarding	76.2%	72.0%	71.2%	Mar		Within 10%	n/a	n/a	Performance is slightly below target

Outcome		People with disabilities live well independently								
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
Proportion of adults in contact with secondary mental health services living independently, with or without support	Adults & Safeguarding	81.2%	75.0%	81.5%	Feb	↑	On Target	n/a	n/a	Performance has improved marginally against the previous period.
Proportion of adults receiving Direct Payments	Adults & Safeguarding	23.3%	24.0%	23.6%	Mar	↑	Within 10%	n/a	n/a	Performance is slightly below target
Proportion of carers receiving Direct Payments	Adults & Safeguarding	95.1%	n/a	95.0%	Mar	↓	No target	n/a	n/a	Direct payments are the default option for carers support services, as is reflected in the high performance of this measure.

Outcome		Places that work with children help them to reach their full potential								
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
% of EHCP assessments completed within timescale	Children & Safeguarding	100.0%	n/a	91.4%	Mar	↓	No target			Performance remains high despite a fall in comparison to the previous period
Number of young people who are NEET, per 10,000 of population compared to statistical neighbours	Children & Safeguarding	243.5	n/a	260.3	Mar	↓	No target	213.8	271.1	The rate increased against the previous reporting period, however remains favourable compared to the England average.

Outcome	Places that work with children help them to reach their full potential									
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
Proportion of young people with SEND who are NEET, per 10,000 of population compared to statistical neighbours	Children & Safeguarding	6.9%	n/a	7.6%	Q4		No target			Performance fell in comparison to the previous reporting period.
KS2 Reading, writing and maths combined to the expected standard (All children)	Education	52.5%	n/a	58.7%	2016/17		No target	61.3%	61.1%	Performance increased but remains below that of our statistical neighbours and the England average.
KS4 Attainment 8 (All children)	Education	51.5%	n/a	47.7%	2016/17		No target	47.5%	46.3%	Performance fell in comparison to the previous reporting period but is above the average for our statistical neighbours and the England average.
% of Persistent absence (All children)	Education	11.0%	n/a	n/a			No target	n/a	10.8%	Data currently unavailable - not released at local authority level.
% Fixed term exclusions (All children)	Education	3.5%	n/a	3.7%	Feb		No target	-	-	Performance fell slightly in comparison to the previous reporting period.
% receiving place at first choice school (Primary)	Education	91.3%	n/a	93.2%	Sep		No target	n/a	n/a	Performance increased slightly in comparison to the previous reporting period.
% receiving place at first choice school (Secondary)	Education	92.9%	n/a	92.5%	Sep		No target	n/a	n/a	Performance fell slightly in comparison to the previous reporting period.
% of disadvantaged households taking up funded 2 year old childcare places	Education	69.6%	n/a	82.4%	Autumn term 2017		No target	n/a	n/a	Performance increased significantly in comparison to the previous reporting period.

Outcome	Places that work with children help them to reach their full potential									
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
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Primary Schools)	Education	82.4%	n/a	82.5%	Feb	↑	No target	89.4%	88.0%	Performance increased slightly in comparison to the previous reporting period, but remains below average in comparison to our statistical neighbours and the England average.
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Secondary Schools)	Education	85.5%	n/a	88.8%	Feb	↑	No target	86.8%	80.5%	Performance increased slightly in comparison to the previous reporting period, and remains above average in comparison to our statistical neighbours and the England average.
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Special Schools)	Education	93.1%	n/a	93.1%	Feb	→	No target	96.0%	92.9%	Performance remains comparable to the previous reporting period and is above the England average.
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Nursery Schools)	Education	100.0%	n/a	100.0%	Feb	→	No target	100.0%	98.0%	Performance remains high and is above the England average.

Outcome		The Cambridgeshire economy prospers to the benefit of all residents								
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
Proportion of new apprentices per 1,000 of population, compared to national figures	Community & Safety		n/a				No target			New measure in development
Engagement with learners from deprived wards as a proportion of the total learners engaged	Community & Safety		n/a				No target			New measure in development

## APPENDIX 8 – P&C Portfolio at end of March 2018

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p><b>Building Community Resilience Programme:</b> Sarah Ferguson / Elaine Matthews</p>	<p>The Communities and Partnership Committee in Cambridgeshire have signed off an ambitious Delivery Plan, focused around four key priorities. One of these is to accelerate the work to build community resilience, working in partnership to maximize the capacity across the public sector. The Committee will be receiving a report at the end of May which starts to set out some of the key principles for the work. Discussions have started with District Council's and Peterborough, to create a shared community resilience strategy.</p> <p>Nearly £600k is in the process of being allocated to good ideas which are emerging from community and partner organisations to deliver services differently in a way which could reduce spend for the County Council. The Innovate and Cultivate fund is being reviewed in September/ October 2018 with Members, with a view to making recommendations based on the learning from the pilot.</p> <p>The Communities and Partnership Committee have agreed a Committee delivery plan which contains four main themes - Community Resilience; Tackling Deprivation; Employment and Skills; and Partnership working. Reflecting the cross cutting nature of this community and the support it can bring to all service committees, this delivery plan includes key roles for the five Area Champions (elected members taken from the C&amp;P Committee and politically representative of their District), including supporting the recruitment of key workers (Reablement offices, care and foster parents).</p>	<p><b>GREEN</b></p>
<p><b>Children's Centres:</b> Helen Freeman / Sarah-Jane Smedmor</p>	<p>The new Child and Family Centre offer launched at the beginning of April and has been communicated to families, partners, staff and members. An update paper went to CYP committee in March and performance will be reported back to this committee in due course.</p> <p>Work to look at opportunities to align the service offer across Cambridgeshire and Peterborough is now being investigated. This is alongside work with various colleagues across the health centre looking at how better integration with community healthy delivery could improve services for families. This includes work to establish midwifery 'Community Hubs' from Child and Family Centres as part of the Better Births programme.</p>	<p><b>GREEN</b></p>



<p><b>Change for Children:</b> Sarah-Jane Smedmor / James Gemmell</p>	<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 are being explored and monitored;</p> <ul style="list-style-type: none"> <li>• The viability of a different delivery model for safeguarding services including multi-disciplinary co-located teams that work together to tackle domestic abuse, substance misuse and mental health issues.</li> <li>• Whether the current offer being delivered by the SPACE team can be mainstreamed into the District teams. The SPACE project has now finished- 30.04.18. The women involved are being supported by Early Help and CCA as appropriate.</li> <li>• 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</li> <li>• Review of the fostering service and the Hub provision</li> <li>• Review provision in the Integrated Front Door in response to the recent self-assessment and Peer Review</li> <li>• Using technology / different ways of working to increase productivity across the service</li> <li>• Restrict the use of out of hours support provided by external providers (following the introduction of planned out of hours working for District Teams). This review has been undertaken. Much of the planned out of hours support is now provided by Family Workers. However, this is being considered again with Edge of Care Services as a whole within the Change for Children Programme.</li> <li>• Further opportunities to share services with Peterborough CC</li> </ul>	<p><b>GREEN</b></p>
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Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>0-19 Commissioning:</b> Janet Dullaghan	<p>The JCU with CCS and CPFT has made good progress to formalise joint commissioning arrangements and work together to identify an exciting programme that will deliver transformation of 0-19 services to an integrated model in line with policy directives, improving the quality of services for children and families.</p> <p>The next step is to prepare the detailed plan which will set out the timescales, and resources for transforming each of the current service specifications within scope against the framework of principles and themes. These next steps are to be agreed at the next transformation steering board for CCS/CPFT on 5/04/2018</p>	<b>GREEN</b>

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Mosaic:</b> Sue Grace / Joanne Hopkins	<ul style="list-style-type: none"> <li>• Overall programme is on target for go-live for Adult Services on the 1 October subject to the resolution of the risks allocated to LGSS and some interface work to be finished</li> <li>• The Children's work with Mosaic is paused and Children's IT systems will be considered at GPC on 29 May.</li> <li>• The main risks with the programme are the stability of ERP Gold and its potential impact on Mosaic and the provision of the new Disaster Recovery arrangements by LGSS IT which are essential for Mosaic go-live</li> </ul>	<b>GREEN</b>
<b>Accelerating Achievement:</b> Jon Lewis	<p>Although the achievement of most vulnerable groups of children and young people is improving, progress is slow and the gap between vulnerable groups and other children and young people remains unacceptably wide. Accelerating the Achievement of Vulnerable Groups is a key priority of the Local Authority's School Improvement Strategy 2016-18 and an action plan has been developed. The AA Steering Group is monitoring the implementation of this plan.</p>	<b>AMBER</b>