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**People & Communities (P&C) Service****Finance and Performance Report – October 2017****1. SUMMARY****1.1 Finance**

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

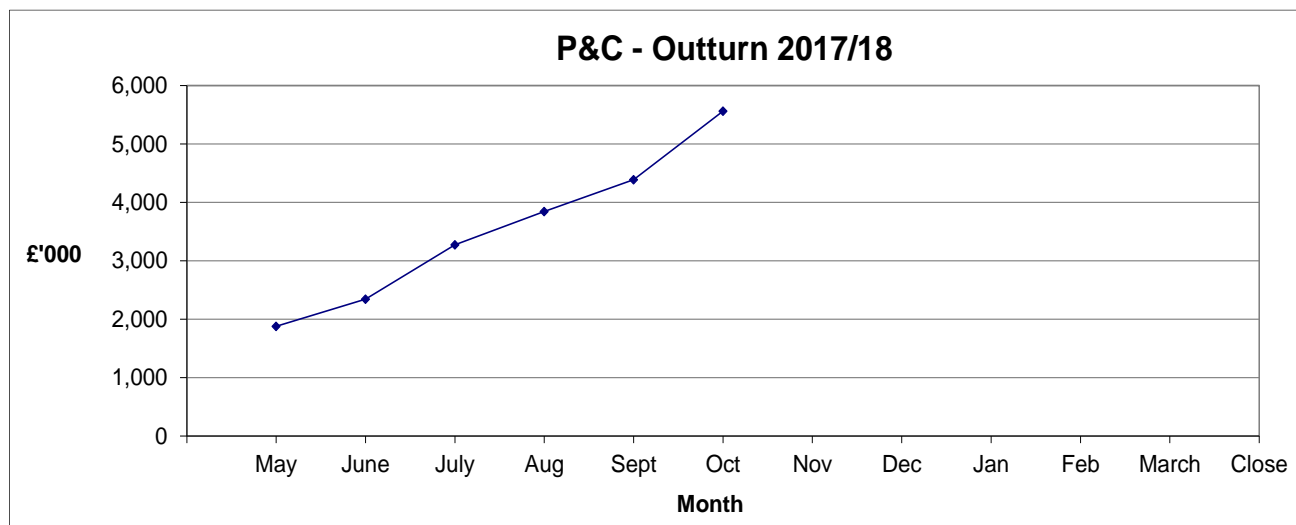
**1.2. Performance and Portfolio Indicators – Sept/Aug 2017 Data (see sections 4&5)**

Monthly Indicators	Red	Amber	Green	Total
Sept Performance (No. of indicators)	8	4	11	23
Aug Portfolio (No. of indicators)	0	3	4	7

**2. INCOME AND EXPENDITURE****2.1 Overall Position**

Forecast Variance Outturn (Sep) £000	Directorate	Original Budget 2017/18 £000	Current Budget 2017/18 £000	Current Variance £000	Forecast Variance Outturn (Oct) £000	Forecast Variance - Outturn (Oct) %
448	Adults & Safeguarding	147,601	146,193	1,374	3,275	2.2%
663	Commissioning	33,255	37,522	1,079	1,946	5.2%
-90	Communities & Safety	6,340	6,667	3,344	-107	-1.6%
3,818	Children & Safeguarding	91,863	93,181	2,580	5,105	5.5%
0	Education	19,008	19,973	-93	-98	-0.5%
210	Executive Director	494	-367	50	-2,810	766.6%
<b>5,050</b>	<b>Total Expenditure</b>	<b>298,560</b>	<b>303,170</b>	<b>8,334</b>	<b>7,311</b>	<b>2.4%</b>
-662	Grant Funding	-39,991	-64,163	-1,020	-1,749	2.7%
<b>4,388</b>	<b>Total</b>	<b>258,569</b>	<b>239,007</b>	<b>3,779</b>	<b>5,562</b>	<b>2.3%</b>

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



## 2.2 Significant Issues

At the end of October 2017 P&C is forecasting a pressure for the year of £5,562k.

As well as making savings through transformation, the service faces significant demand pressures, particularly in children's services related to the rising number of looked after children, a national trend. This month the report also acknowledges emerging pressures in Adults services, and risk will likely increase in this area as efforts to meet national delayed transfers of care targets step-up for winter.

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

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

The increase in forecast pressure since last month is £1,175k. Significant changes are detailed below:

- In Adults and Safeguarding, the forecast pressure on the Learning Disability Partnership increased by £811k as a result of some high-cost care packages agreed in month service-users who have transferred to in-patient placements and who have moved into the county and become this Council's responsibility. This is compounded by a review of expected savings delivery, which has highlighted slippage in the rate of reassessment work, pushing saving opportunities into 2018/19
- In Adults and Safeguarding, the forecast underspend in Physical Disabilities has decreased by £150k as a result of revised care cost projections for the remainder of the year following analysis of trends in the first two quarters.
- In Adults and Safeguarding, Older People's locality teams are forecasting a pressure of £1.858m. Demand for placements is higher than anticipated at the start of the year; preventative measures are reducing numbers of service user with low needs, but there has been an increase in demand for high cost, complex packages, borne out by an increasing number of residential and nursing placements.

- In Commissioning, the SEN Placements budget is forecasting a pressure of £700k, an increase of £200k since last month. There has been a further increase since the beginning of this academic year in the number of children and young people placed in 52 week residential placements. This budget pays for the educational element of those placements and is funded from the DSG High Needs Block.
- In Commissioning, the Out of School Tuition budget, within Commissioning Services is forecasting a pressure of £600k, an increase of £500k from last month. 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 is due to the nature and complexity of the needs of these children. This budget is funded from the Dedicated Schools Grant (DSG) High Needs Block.
- In Commissioning, the Home to School Transport – Special Budget is now forecasting a £340k pressure. This is due to a higher than expected number of transport applications from children attending special schools, with an increase of 6% in the number of Cambridgeshire pupils attending Special Schools in the first 7 weeks of Academic Year 17/18 compared to the same weeks in 16/17.
- In Commissioning, the LAC Transport budget is now forecasting a pressure of £450k, an increase of £200k from the previous month. 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. In addition, the distances travelled to school have also increased with volunteer drivers covering an additional 37,500 miles compared to the same point last year.
- In Children & Safeguarding, the Strategic Management forecast pressure has increased by £335k since last month. This is due to the service not being awarded an expected grant from the DFE, anticipation of this grant had been built in as an income and this has now resulted in a shortfall in the required staffing budget.
- In Children & Safeguarding, the Children in Care budget is forecasting a pressure of £240k. This is an increase of £169k since last month. £150k of the overall pressure is due to a forecast 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.
- In Children & Safeguarding, the Looked After Children (LAC) Placements budget is forecasting a pressure of £2,400k, an increase of £650k from the previous month. The increase is partly due to a reduction in the forecast savings in Supported Lodgings and The Hub due to late commencement of these resources coming on-stream.
- In Children & Safeguarding, the High Needs Top-Up budget is forecasting a pressure of £200k. Numbers of young people with Education Health and Care Plans (EHCP) in Post-16 Further Education providers continue to increase. This budget is funded from the DSG High Needs Block.
- The Executive Director budget is now forecasting an underspend of -£2,801k. This improvement of £3,020k is due to assumptions around the ability to re-prioritise grant funded activity (Improved Better Care Fund (iBCF), in response to Adults Services pressures as these emerge, this relates 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. This is part of a planned approach across at least the next 2 years.

It is the intention that any pressures on DSG funded services will be managed from within the overall available DSG for 2017/18.

## 2.3 Additional Income and Grant Budgeted this Period

(De Minimis reporting limit = £160,000)

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

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

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

## 2.5 Key Activity Data

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

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

Service Type	BUDGET				ACTUAL (Oct)				VARIANCE		
	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Oct 17	Yearly Average	Actual Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost diff +/-
Residential - disability	1	£143k	52	2,743.20	1	1.00	£133k	2,544.66	0	-£10k	-198.54
Residential - secure accommodation	0	£k	52	0.00	0	0.00	£k	0.00	0	£k	0.00
Residential schools	16	£1,160k	52	1,408.53	16	15.61	£1,838k	2,581.40	-0.39	£678k	1,172.87
Residential homes	22	£3,018k	52	2,656.43	35	33.35	£5,463k	3,257.18	11.35	£2,446k	600.75
Independent Fostering	263	£10,304k	52	784.53	263	261.36	£10,895k	800.33	-1.64	£592k	15.80
Supported Accommodation	15	£1,244k	52	1,247.14	25	23.35	£1,801k	1,569.73	8.35	£557k	322.59
16+	25	£608k	52	467.73	8	6.46	£59k	224.80	-18.54	-£549k	-242.93
Growth/Replacement	-	£868k	-	-	-	-	£467k	-	-	-£402k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£911k	-	-	-£911k	-
<b>TOTAL</b>	<b>342</b>	<b>£17,344k</b>			<b>348</b>	<b>341.13</b>	<b>£19,744k</b>		<b>-0.87</b>	<b>£2,400k</b>	
In-house fostering - Basic	212	£2,053k	56	172.89	185	174.10	£1,909k	181.19	-37.9	-£144k	8.30
In-house fostering - Skills	212	£1,884k	52	170.94	186	175.19	£1,633k	184.56	-36.81	-£252k	13.62
Kinship - Basic	40	£439k	56	195.84	43	43.09	£427k	182.72	3.09	-£11k	-13.12
Kinship - Skills	11	£39k	52	68.78	11	11.46	£39k	68.78	0.46	£k	0.00
In-house residential	5	£556k	52	2,138.07	4	3.35	£556k	3,191.14	-1.65	£k	1,053.08
Growth*	0	-£297k	-	0.00	0	0.00	£k	0.00	-	£297k	-
<b>TOTAL</b>	<b>257</b>	<b>£4,674k</b>			<b>232</b>	<b>220.54</b>	<b>£4,564k</b>		<b>-36.46</b>	<b>-£109k</b>	
Adoption	376	£3,236k	52	165.51	406	401.64	£3,449k	165.80	25.64	£213k	0.29
Concurrent Adoption	5	£91k	52	350.00	3	2.62	£47k	350.00	-2.38	-£44k	0.00
<b>TOTAL</b>	<b>381</b>	<b>£3,327k</b>			<b>409</b>	<b>404.26</b>	<b>£3,496k</b>		<b>25.64</b>	<b>£169k</b>	
<b>OVERALL TOTAL</b>	<b>980</b>	<b>£25,345k</b>			<b>989</b>	<b>965.93</b>	<b>£27,804k</b>		<b>-11.69</b>	<b>£2,460k</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.

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

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

BUDGET				ACTUAL (Oct 17)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Oct 17	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	98	£6,165k	£63k	94	97.42	£6,652k	£68k	-4	-0.58	£486k	£5k
Hearing Impairment (HI)	3	£100k	£33k	2	2.00	£74k	£37k	-1	-1.00	-£26k	£4k
Moderate Learning Difficulty (MLD)	3	£109k	£36k	6	4.71	£108k	£23k	3	1.71	-£1k	-£13k
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	-£75k	£k
Physical Disability (PD)	1	£19k	£19k	4	2.82	£71k	£25k	3	1.82	£52k	£6k
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	38	41.28	£1,885k	£46k	3	6.28	£394k	£3k
Speech, Language and Communication Needs (SLCN)	3	£163k	£54k	2	2.00	£90k	£45k	-1	-1.00	-£74k	-£10k
Severe Learning Difficulty (SLD)	2	£180k	£90k	1	1.00	£90k	£90k	-1	-1.00	-£90k	£k
Specific Learning Difficulty (SPLD)	8	£164k	£20k	5	4.88	£215k	£44k	-3	-3.12	£51k	£24k
Visual Impairment (VI)	2	£64k	£32k	2	2.00	£57k	£29k	0	0.00	-£7k	-£4k
Recoupment	-	-	-	-	-	£31k	-	-	-	£31k	-
TOTAL	157	£8,573k	£55k	154	158.11	£9,273k	£58k	-3	1.11	£700k	£4k

In the following key activity data for Adults & Safeguarding, the information given in each column is as follows:

- Budgeted number of clients: this is the number of full-time equivalent (52 weeks) service users anticipated at budget setting, given budget available
- Budgeted average unit cost: this is the planned unit cost per service user per week, given the budget available
- Actual service users and cost: these figures are derived from a snapshot of the commitment record at the end of the month and reflect current numbers of service users and current average cost

The forecasts presented in Appendix 1 reflect the estimated impact of savings measures to take effect later in the year. The “further savings within forecast” lines within these tables reflect the remaining distance from achieving this position based on current activity levels.

**2.5.3 Key activity data to end of October for Adult Disability and Learning Disability Services is shown below:**

		BUDGET			ACTUAL (Oct 17)				Forecast		
Service Type		Budgeted No. of Service Users 2017/18	Budgeted Average Unit Cost (per week) £	Annual Budget £000	No. of Service Users at End of Oct 17	DoT	Current Average Unit Cost (per week) £	D	Forecast Actual £000	D	Forecast Variance £000
Adult Disability Services	Residential	31	£1,121k	£1,807k	30	↑	£1,051	↑	£1,679k	↑	-£128k
	Nursing	20	£928k	£965k	22	↓	£1,008	↑	£1,134k	↓	£169k
	Community	669	£292k	£10,149k	641	↔	£314	↓	£10,426k	↓	£277k
Total expenditure		720£12,921k			693				£13,240k£319k		
Income		-			-				-£1,722k	↑	-£76k
Further savings assumed within forecast		-			-					↓	-£553k
Net Total		£11,275k							-£311k		
Learning Disability Services	Residential	313	£1,376	£22,403k	307	↓	£1,369	↓	£23,177k	↓	£774k
	Nursing	8	£2,123	£883k	7	↔	£1,842	↔	£770k	↓	-£113k
	Community	1,272	£617	£40,821k	1,290	↓	£654	↑	£43,907k	↑	£3,086k
Learning Disability Service Total		1,593£64,107k			1,604				£67,854k£3,747k		
Income		-			-				-£3,360k	↓	-£680k
Further savings assumed within forecast as shown in Appendix 1		-			-					↑	-£1,795k
Net Total									£1,272k		

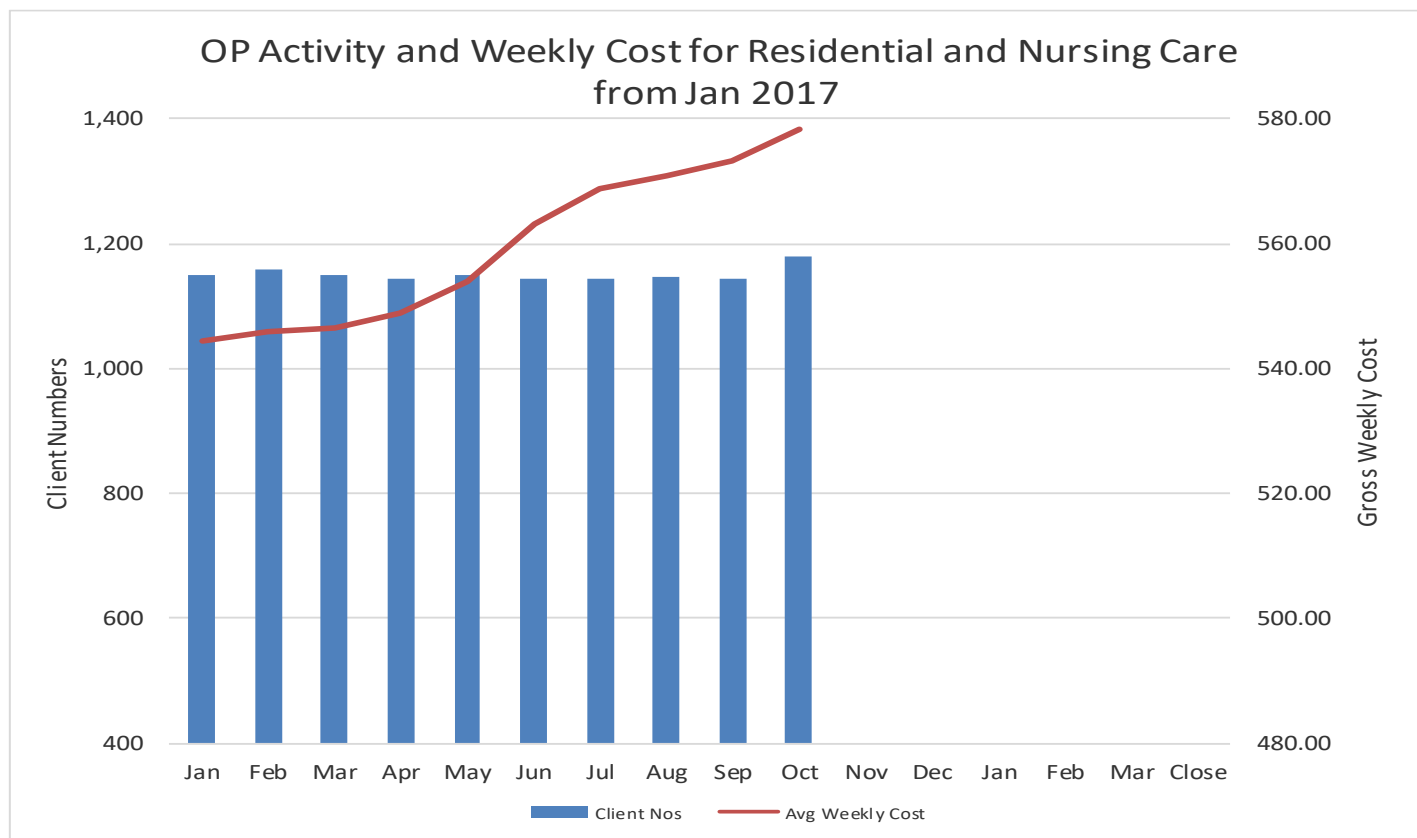
**2.5.4 Key activity data to end of October for Adult Mental Health Services is shown below:**

		BUDGET			ACTUAL (Oct)				FORECAST		
Service Type		Budgeted No. of Clients 2017/18	Budgeted Average Unit Cost (per week) £'s	Annual Budget £000's	Snapshot of No. of Clients at End of Oct 17	D o T	Current Average Unit Cost (per week) £'s	D o T	Forecast Spend £000's	D o T	Variance £000's
Adult Mental Health	Community based support	24	£72	£90k	15	↓	£174	↑	£147k	↔	£57k
	Home & Community support	154	£88	£709k	178	↔	£90	↑	£836k	↑	£127k
	Nursing Placement	13	£803	£544k	16	↔	£652	↑	£563k	↑	£19k
	Residential Placement	65	£736	£2,493k	74	↓	£705	↑	£2,699k	↑	£206k
	Supported Accommodation	133	£119	£828k	127	↓	£113	↑	£711k	↑	-£117k
	Direct Payments	20	£235	£245k	14	↔	£241	↓	£193k	↓	-£52k
	Anticipated New Demand										£51k
Income				-£368k					-£379k		-£11k
<b>Adult Mental Health Total</b>		<b>409</b>		<b>£4,541k</b>	<b>424</b>				<b>£4,770k</b>		<b>£280k</b>
<b>Further savings assumed within forecast as shown in Appendix 1</b>											<b>-£491k</b>

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

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

OP Total	BUDGET			ACTUAL (Oct 17)				Forecast		
Service Type	Expected No. of Service Users 2017/18	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	D o T	Current Average Cost (per week) £	D o T	Forecast Actual £000	D o T	Forecast Variance £000
Residential	447	£483	£11,593k	449	↑	£496	↑	£12,553k	↑	£961k
Residential Dementia	347	£536	£9,984k	375	↑	£547	↑	£10,811k	↑	£827k
Nursing	301	£715	£11,694k	301	↑	£705	↑	£11,214k	↓	-£479k
Nursing Dementia	55	£753	£2,253k	55	↑	£768	↑	£2,160k	↓	-£92k
Respite			£1,303k					£1,367k	↓	£65k
Community based										
~ Direct payments	248	£173	£2,239k	234	↑	£271	↓	£3,004k	↑	£765k
~ Day Care			£941k					£926k	↑	-£15k
~ Other Care			£4,976k					£4,673k	↓	-£303k
~ Homecare arranged	1,608	per hour £15.70	£13,265k	1,418	↓	per hour £16.13	↑	£14,174k	↑	£909k
<b>Total Expenditure</b>	<b>3,006</b>		<b>£58,247k</b>	<b>2,832</b>				<b>£60,884k</b>		<b>£2,637k</b>
Residential Income			-£8,306k					-£8,758k	↓	-£452k
Community Income			-£8,099k					-£8,384k	↓	-£285k
Health Income			-£9k					-£35k	↓	-£26k
<b>Total Income</b>			<b>-£16,415k</b>					<b>-£17,177k</b>		<b>-£762k</b>
<b>Further Savings Assumed Within Forecast as shown within Appendix 1</b>										<b>£0k</b>



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

OPMH Total	BUDGET			ACTUAL (Oct 17)				Forecast		
Service Type	Expected No. of Service Users 2017/18	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	D o T	Current Average Cost (per week) £	D o T	Forecast Actual £000	D o T	Forecast Variance £000
Residential	14	£663	£503k	24	↑	£676	↑	£621k	↑	£117k
Residential Dementia	28	£533	£802k	24	↓	£557	↑	£989k	↑	£187k
Nursing	16	£740	£610k	24	↑	£725	↓	£743k	↑	£132k
Nursing Dementia	90	£747	£3,526k	102	↔	£790	↑	£4,291k	↑	£765k
Respite			£10k					£5k	↑	-£5k
Community based										
~ Direct payments	16	£207	£165k	13	↔	£322	↑	£207k	↑	£42k
~ Day Care			£3k					£12k	↑	£9k
~ Other Care			£38k					£40k	↑	£2k
~ Homecare arranged	45	per hour £15.95	£546k	60	↑	per hour £16.18	↑	£659k	↑	£113k
<b>Total Expenditure</b>	<b>209</b>		<b>£6,204k</b>	<b>247</b>				<b>£7,566k</b>		<b>£1,362k</b>
Residential Income			-£862k					-£964k	↓	-£102k
Community Income			-£244k					-£372k	↓	-£128k
Health Income			£k					£k	↔	£k
<b>Total Income</b>			<b>-£1,106k</b>					<b>-£1,336k</b>		<b>-£230k</b>
Further Savings Assumed Within Forecast as shown in Appendix 1										-£598k

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

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

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

### **3. BALANCE SHEET**

#### **3.1 Reserves**

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

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

##### **2017/18 In Year Pressures/Slippage**

As at the end of October the capital programme forecast underspend continues to be zero. The level of slippage has not exceeded the Capital Variation budget of £10,305k. A forecast outturn will only be reported once slippage exceeds this level. However in October movements on schemes have occurred totaling £449k. The significant changes in schemes are detailed below;

- Gamlingay Primary School; £400k slippage due to the start on site being delayed from January 18 to February 18 as a consequence of the planning process. A transportation report is required before approval is granted.
- Northstowe Secondary; £200k slippage due to the mini competition award for the design phase and fees until the end of the financial year being confirmed.
- Trumpington Community College; £131k accelerated spend due to earlier completion of defects by the contractor.

A detailed explanation of the position can be found in appendix 6

### **4. PERFORMANCE**

The detailed Service performance data can be found in [appendix 7](#) along with comments about current concerns.

The performance measures included in this report are the set agreed by Committees for 2016/17. Following discussion with General Purposes Committee earlier in the current (2017/18) financial year, a revised set of measures are being developed with service leads. These will be reported from October. Following a request from CYP Committee measures in appendix 7 are now ordered by Directorate. The latest available benchmarking information has also been provided in the performance table.

Eight indicators are currently showing as RED:

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

During September, we saw the numbers of children with a Child Protection plan reduce from 575 to 547.

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



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

The number of Looked After Children increased from 687 to 697 in September. This figure includes 68 UASC, around 9.8% 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 Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.
- A weekly LAC monitoring meeting chaired by the Executive Director of P&C, which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions. It also challenges progress made and promotes new initiatives.

- **%16-18 year olds NEET and unknown**

This measure tends to peak at the start of new academic years (i.e. September) as we begin each year with a new cohort of year 11's whose status is unknown (6.6% in September, up from 0.9% in June but significantly lower than the figures of 16.4% in September 2016). This figure then reduces over the next quarter as the service engages with this cohort of young people via the Annual Activity survey.

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

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

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

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

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

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

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

As of the end of August 2017 there were 13,762 bed-day delays experienced reported in the Cambridgeshire system, a reduction of around 6% in comparison with the same 5 month period in the previous financial year. However, the volume reported in August 2017 was 21% higher than against August 2016 – suggesting that performance has deteriorated in the summer months.

Over the course of this year we have seen a rise in the number of admissions to A & E across the county with several of the hospitals reporting Black Alert. The main cause of the recent increase in bed-day delays varies by area but a general lack of capacity in domiciliary and residential care is the prevailing theme. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community. We continue to work in collaboration with health colleagues to build on this work.

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

In August 2017 there were 1,054 bed-day delays recorded attributable to ASC in Cambridgeshire. For the same period the previous year there were 556 delays. The Council is investing considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.

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

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

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

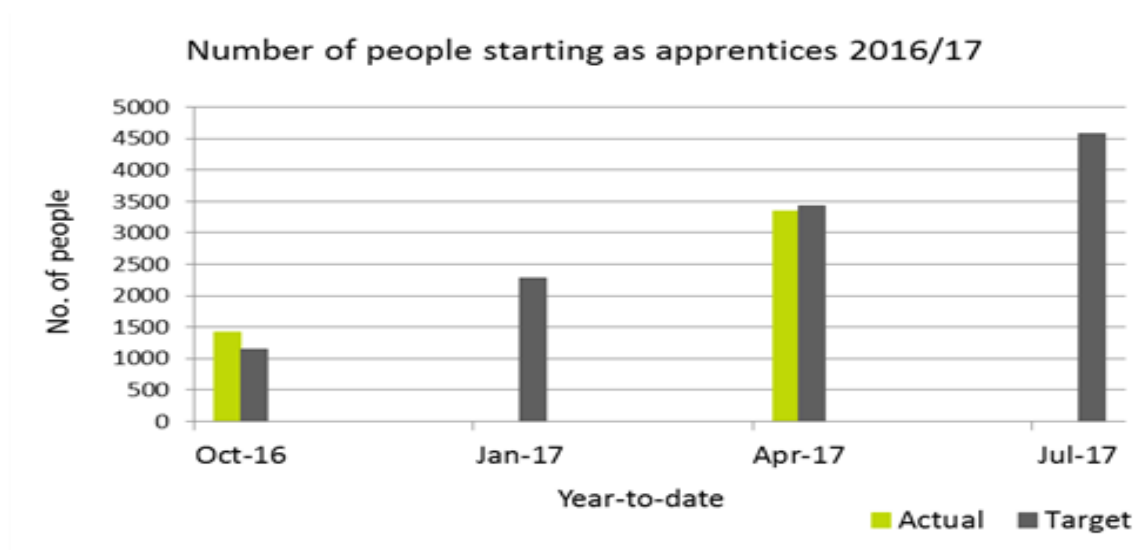
A targeted programme has started, focusing on increasing the participation in these deprived areas.

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



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

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



## 5. P&C PORTFOLIO

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

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

## APPENDIX 1 – P&C Service Level Budgetary Control Report

Forecast Variance Outturn (Sept) £'000		Service	Current Budget for 2017/18 £'000	Expected to end of Oct £'000	Actual to end of Oct £'000	Current Variance		Forecast Variance Outturn (Oct)	
						£'000	%	£'000	%
Adults & Safeguarding Directorate									
-200	1	Strategic Management - Adults	3,193	3,461	3,348	-113	-3%	-293	-9%
40		Principal Social Worker, Practice and Safeguarding	1,372	735	694	-41	-6%	77	6%
<u>Learning Disability Services</u>									
52	2	LD Head of Service	5,600	2,750	2,797	46	2%	-11	0%
-247	2	LD - City, South and East Localities	33,559	19,967	20,007	41	0%	68	0%
442	2	LD - Hunts & Fenland Localities	27,151	15,710	16,318	609	4%	1,100	4%
182	2	LD - Young Adults	4,300	1,819	1,874	55	3%	83	2%
516	2	In House Provider Services	5,501	3,512	3,629	117	3%	516	9%
0		NHS Contribution to Pooled Budget	-17,113	-8,557	-8,557	0	0%	0	0%
<u>Older People's Services</u>									
0	3	OP - City & South Locality	19,068	11,967	12,355	388	3%	879	5%
0	3	OP - East Cambs Locality	6,024	3,491	3,442	-49	-1%	202	3%
0	3	OP - Fenland Locality	9,001	5,279	5,332	53	1%	270	3%
50	3	OP - Hunts Locality	12,459	7,462	7,639	177	2%	507	4%
0		Discharge Planning Teams	2,189	1,276	1,242	-34	-3%	0	0%
-12		Shorter Term Support and Maximising Independence	7,131	3,870	3,865	-5	0%	60	1%
<u>Adult Disability Services</u>									
-9		PD Head of Services	418	246	229	-17	-7%	4	1%
-314	4	Physical Disabilities	11,591	7,661	7,609	-52	-1%	-164	-1%
-119	5	Autism and Adult Support	835	421	337	-84	-20%	-175	-21%
0		Carers	706	404	414	10	2%	-19	-3%
<u>Mental Health</u>									
-127	6	Mental Health Central	784	469	424	-45	-10%	-157	-20%
-280	7	Adult Mental Health Localities	6,463	3,284	3,198	-86	-3%	-211	-3%
474	7	Older People Mental Health	5,960	3,322	3,726	403	12%	541	9%
448		Adult & Safeguarding Directorate Total	146,193	88,549	89,923	1,374	2%	3,275	2%
Commissioning Directorate									
-154	8	Strategic Management – Commissioning	2,631	1,681	1,583	-98	-6%	-155	-6%
0		Access to Resource & Quality	1,057	573	596	24	4%	0	0%
-28		Local Assistance Scheme	321	174	146	-28	-16%	-28	-9%
<u>Adults Commissioning</u>									
-27		Central Commissioning - Adults	5,527	-805	-868	-62	8%	-27	0%
0		Integrated Community Equipment Service	711	1,146	1,374	227	20%	0	0%
0		Mental Health Voluntary Organisations	3,944	2,040	1,997	-43	-2%	0	0%
<u>Childrens Commissioning</u>									
500	9	Special Educational Needs Placements	8,973	5,680	6,087	407	7%	700	8%
79	10	Commissioning Services	4,016	1,500	1,899	399	27%	579	14%
44		Early Years Specialist Support	1,210	239	260	21	9%	88	7%
0	11	Home to School Transport – Special	8,006	3,078	3,246	168	5%	340	4%
250	12	LAC Transport	1,126	671	735	64	10%	450	40%
663		Commissioning Directorate Total	37,522	15,976	17,056	1,079	7%	1,946	5%

Forecast Variance Outturn (Sept) £'000	Service		Current Budget for 2017/18 £'000	Expected to end of Oct £'000	Actual to end of Oct £'000	Current Variance £'000   %		Forecast Variance Outturn (Oct) £'000   %	
Communities & Safety Directorate									
0		Strategic Management - Communities & Safety	-25	-27	0	27	-100%	0	0%
-90		Youth Offending Service	1,618	782	668	-115	-15%	-97	-6%
0		Central Integrated Youth Support Services	343	112	95	-17	-15%	-10	-3%
0		Safer Communities Partnership	1,589	755	806	51	7%	0	0%
0		Strengthening Communities	509	99	109	10	11%	0	0%
0		Adult Learning & Skills	2,632	1,623	1,477	-146	-9%	0	0%
0		Learning Centres	0	0	-2	-2	0%	0	0%
-90		Communities & Safety Directorate Total	6,667	3,344	3,152	-191	-6%	-107	-2%
Children & Safeguarding Directorate									
686	13	Strategic Management – Children & Safeguarding	2,492	2,157	2,599	442	21%	1,021	41%
36		Partnerships and Quality Assurance	1,892	1,068	1,121	53	5%	89	5%
71	14	Children in Care	13,477	7,913	8,006	92	1%	240	2%
-21		Integrated Front Door	2,818	1,638	1,589	-49	-3%	-82	-3%
0		Children’s Centre Strategy	317	189	215	26	13%	0	0%
0		Support to Parents	2,847	1,264	1,249	-16	-1%	-15	-1%
1,750	15	Looked After Children Placements	17,344	8,238	9,625	1,387	17%	2,400	14%
450	16	Adoption Allowances	4,406	2,829	3,077	248	9%	450	10%
550	17	Legal Proceedings	1,540	843	1,048	205	24%	550	36%
SEND Specialist Services (0-25 years)									
48		SEND Specialist Services	6,815	4,280	4,484	204	5%	54	1%
168	18	Children’s Disability Service	6,527	3,504	3,595	91	3%	168	3%
0	19	High Needs Top Up Funding	13,573	7,213	7,344	132	2%	200	1%
District Delivery Service									
122		Safeguarding Hunts and Fenland	4,994	2,917	2,914	-4	0%	72	1%
0		Safeguarding East & South Cambs and Cambridge	4,422	2,336	2,289	-48	-2%	0	0%
-25		Early Help District Delivery Service –North	4,582	2,551	2,458	-93	-4%	-25	-1%
-17		Early Help District Delivery Service – South	5,134	2,600	2,508	-92	-4%	-17	0%
3,818		Children & Safeguarding Directorate Total	93,181	51,539	54,120	2,580	5%	5,105	5%

Forecast Variance Outturn (Sept) £'000	Service	Current Budget for 2017/18 £'000	Expected to end of Oct £'000	Actual to end of Oct £'000	Current Variance £'000   %		Forecast Variance Outturn (Oct) £'000   %	
Education Directorate								
0	Strategic Management - Education	594	488	426	-62	-13%	-30	-5%
0	Early Years' Service	1,414	612	623	12	2%	0	0%
0	Schools Curriculum Service	58	-131	-140	-9	7%	0	0%
0	Schools Intervention Service	1,077	530	627	97	18%	0	0%
0	Schools Partnership Service	806	251	192	-60	-24%	0	0%
0	Children's' Innovation & Development Service	185	89	-21	-110	-123%	0	0%
0	Teachers' Pensions & Redundancy	2,936	1,708	1,745	37	2%	0	0%
Infrastructure								
0	0-19 Organisation & Planning	3,683	2,884	2,860	-25	-1%	0	0%
0	Early Years Policy, Funding & Operations	90	52	44	-9	-17%	0	0%
0	Education Capital	160	575	584	9	2%	-68	-43%
0	Home to School/College Transport – Mainstream	8,972	3,867	3,895	28	1%	0	0%
0	Education Directorate Total	19,973	10,926	10,834	-93	-1%	-98	0%
Executive Director								
219	<sup>20</sup> Executive Director	211	105	195	90	85%	-2,801	-1325%
-9	Central Financing	-578	-939	-979	-40	4%	-9	-1%
210	Executive Director Total	-367	-834	-784	50	-6%	-2,810	767%
5,050	Total	303,170	169,501	174,300	4,799	3%	7,311	2%
Grant Funding								
-662	<sup>21</sup> Financing DSG	-39,991	-22,308	-23,328	-1,020	5%	-1,749	-4%
0	Non Baselined Grants	-24,172	-14,635	-14,635	0	0%	0	0%
-662	Grant Funding Total	-64,163	-36,942	-37,963	-1,020	3%	-1,749	3%
4,388	Net Total	239,007	132,559	136,337	3,779	3%	5,562	2%

## APPENDIX 2 – Commentary on Forecast Outturn Position

Narrative is given below where there is an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater.

Service	Current Budget	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>1) Strategic Management – Adults</b>	<b>3,193</b>	<b>3,348</b>	<b>-293</b>	<b>-9%</b>
An underspend of -£293k is forecast for Strategic Management – Adults, which is an increase of -£93k since September. This is due to an increase in the previously declared underspend on vacancy savings (£43k) and further efficiencies of £50k from the provision of services relating to social care needs for prisoners.				
<b>2) LD – Overall LDP Position</b>	<b>76,111</b>	<b>44,625</b>	<b>1,756</b>	<b>2%</b>
<p>At the end of October, the Learning Disability Partnership is overall forecasting a pressure of £1,756k, which is an increase of £811k from the previous month.</p> <p>Demand pressures are 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 have continued to be high through the first half of 2017/18 due to increased needs being identified at reassessment that we have a statutory duty to meet. During October in particular, high costs have been committed for an out of county in-patient provision for a service-user with very high needs unable to be accommodated in the local block-purchased in-patient unit, and on a service-user transferring from Essex due to confirmation that they are now ordinarily resident in Cambridgeshire.</p> <p>Business Plan savings are expected to under-deliver by approximately 460k. It had previously been forecast that savings would be delivered in full and significant progress has been made to date, with over £2.5m of savings cashed. Following a review of the savings projections at the end of the first half of the year, however, it is clear work on reassessing service-users (which is expected to deliver the majority of the saving target) has not progressed as quickly as originally planned, even though the average saving per case is in line with the target amount. This reduces the amount of saving that can be delivered in-year, but means that reassessment work can continue into 2018/19 as part of the planned savings in that year.</p> <p>The predicted pressure has been partially mitigated by a number of actions:</p> <ul style="list-style-type: none"> <li>• The dedicated reassessment and brokerage capacity funded by the Transformation Fund is continuing to explore additional workstreams to deliver further savings, and is providing key expertise in negotiating with providers to avoid increases in costs and to rationalise existing arrangements.</li> <li>• Using this expertise to share learning with existing social work teams in a different way of working to deliver efficiencies as part of business as usual work, and bringing forward the recruitment of additional brokerage capacity.</li> <li>• Bringing forward work to look at high-cost out-of-county placements and review whether cheaper, more effective, and in-county placements can be found.</li> <li>• Requests from providers regarding National Living Wage pressures and other uplifts are being actively managed and scrutinised – it is expected that the budget for uplifts will underspend by around £200k as a result.</li> <li>• Reviewing the utilisation of staff to reduce reliance on agency staff and overtime working in the in-house provider services.</li> </ul> <p>In House Providers Services continues to have a pressure resulting mainly from 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 are being 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	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>3) Older People's Services</b>	<b>46,552</b>	<b>28,768</b>	<b>1,858</b>	<b>4%</b>
<p>An overspend of £1.858m is forecast for year-end across Older People's Locality teams. The cost of care is forecast to be £2.740m in excess of budget, while income from client contributions has mitigated this position somewhat with a £782k overachievement of income forecast. Further mitigation is found through an underspend of £100k on block beds.</p> <p>Although the preventative measures of adult early help services are working and there has been a reduction in the number of people requiring financial support from the Council, the reduction is not sufficient to meet the savings requirements built into the budget. The preventative measures are largely reducing the numbers of service users with low needs, so those that come to us and do require support have more complex needs; consequently their care packages cost more. This is borne out by an increasing number of residential and nursing placements. Senior managers have reviewed and tightened the process for ensuring that all care home placements are necessary and are confident that all placements are appropriate.</p> <p>The block underspend is due to a lower rate of activation of block placements than anticipated, as lower cost spot placements can still be found. Even so, market prices for care packages are increasing at a faster rate than in previous years, which is putting further pressure on budgets.</p> <p>There are potentially more savings to be made from negotiating Continuing Health Care funding from the CCG. However, progress with discussions has been slow and there is a large backlog of service users awaiting CHC funding that may not be cleared this year.</p>				
<b>4) Physical Disabilities</b>	<b>11,591</b>	<b>7,609</b>	<b>-164</b>	<b>-1%</b>
<p>The Physical Disability Service is forecast to be -£164k underspent at year end, a decrease of £150k from the previous month. The overall underspend forecast is mainly due to the over-achievement of savings in 2016/17, which reduced the budget requirement in 2017/18. This has been offset in October by revised forecasts of demographic pressures for the full year, as a result of larger than predicted changes to service-user numbers and the complexity of care provided.</p> <p>This forecast position assumes NHS funding for service-users with health needs comes in at expected levels.</p>				
<b>5) Autism and Adult Support</b>	<b>835</b>	<b>337</b>	<b>-175</b>	<b>-21%</b>
<p>The Autism and Adult Support Team is forecast to be -£175k underspent at the end of the year, and increase of -£56k since September. 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>6) Mental Health Central</b>	<b>784</b>	<b>424</b>	<b>-157</b>	<b>-20%</b>
<p>Mental Health Central is forecasting an underspend of £157k, an increase of £30k from the position reported last month, and is due to an expected in-year underspend on the Section 75 contract resulting from CPFT vacancies. This is in addition to the previously reported efficiency on the contract value, which has been updated in line with the restructure of Mental Health Services undertaken during 2016/17 (£127k).</p>				



Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>7) Mental Health Services</b>	<b>12,423</b>	<b>6,924</b>	<b>330</b>	<b>3%</b>
<p>Mental Health Services are reporting a pressure of £330k across Adult Mental Health and Older People Mental Health. This is an adverse change of £136k from the combined position reported last month.</p> <p>Increases in care commitments in the last quarter of 2016/17 resulted in a £360k pressure on the budget at the start of the year. The underlying cost of care commitments increased by £72k since September; whilst this has further impacted on savings delivery to date, it is expected that pace of delivery will increase through:</p> <ul style="list-style-type: none"> <li>stepping up strategies for move on;</li> <li>working with the new provider of supported accommodation to increase thresholds thereby reducing the use of more expensive residential care in adult mental health; and</li> <li>securing appropriate funding for service users with health needs.</li> </ul> <p>A mitigating underspend has been identified through efficiencies achieved on the Section 75 contract, as reported under Mental Health Central.</p>				
<b>8) Strategic Management - Commissioning</b>	<b>2,631</b>	<b>1,583</b>	<b>-155</b>	<b>-6%</b>
<p>Strategic Management Commissioning is expected to be £155k underspent at the end of 2017/18.</p> <p>The Grants to Voluntary Organisations budget is forecasting an under spend of £195k, which is due to the Home Start/Community Resilience Grant where the re-commissioning of this service ceased in 16/17 (£168k), and £27k has been identified in relation to an underspend in Small Grants in 2017/18. This has therefore reduced the 2017/18 committed expenditure. This underspend is partially offset by interim management costs that were incurred pending the outcome of the new Commissioning Directorate consultation.</p>				
<b>9) SEN Placements</b>	<b>8,973</b>	<b>6,087</b>	<b>700</b>	<b>8%</b>
<p>The SEN Placements budget is reporting a £700k pressure. This is an increase of £200k from last month due to further young people accessing education placements this academic year. A small number of these young people are in very high cost placements due to the complexity of their need. Overall there are rising numbers of children and young people who are LAC, have an EHCP and have been placed in a 52 week placement. These are cases where the child cannot remain living at home. Where there are concerns about the local schools meeting their educational needs, the SEN Placement budget has to fund the educational element of the 52 week residential placement; often these are residential schools given the level of learning disability of the young children, which are generally more expensive.</p> <p>The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).</p> <p><u>Actions being taken:</u></p> <ul style="list-style-type: none"> <li>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. The SEND Sufficiency work will be completed in January 2018. A series of workshops are being planned for Spring 2018;</li> <li>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;</li> <li>SEND Commissioning Strategy and action plan are being developed with a focus on children and young children with SEND in Cambridgeshire accessing mainstream education;</li> <li>Work on coordination of reviews for ISEPs to look at returning in to county; and</li> <li>A full review of all High Needs spend is required due to the ongoing pressures and proposed changes to national funding arrangements.</li> </ul>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>10) Commissioning Services</b>	<b>4,016</b>	<b>1,899</b>	<b>579</b>	<b>14%</b>
<p>Following review and update of the commitment record for this academic year, the Out of School Tuition budget is forecasting a pressure of £600k, which is an increase of £500k from last month.</p> <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 is due to the nature and complexity of the needs of these children. Many of these children are in Key Stage 1 and do not have a permanent placement due to a lack of provision for this cohort of children. In addition, there are a number of children and young people who have a Statement of SEN/EHCP and have been out of school for some time. A smaller cohort of Primary aged children who are permanently excluded, or those with long term medical absence from school, sometimes require external tuition packages when SEND Specialist Teaching capacity is full.</p> <p>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.</p> <p>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 provision 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.</p> <p>This overspend is partly offset by a £21k saving on the Supported Accommodation block contract.</p>				
<b>11) Home to School Transport – Special</b>	<b>8,006</b>	<b>3,246</b>	<b>340</b>	<b>4%</b>
<p>There is a £340k pressure forecast against the Home to School Transport – Special Budget. This pressure is due to a higher than expected number of transport applications from children attending special schools, with an increase of 6% in the number of Cambridgeshire pupils attending Special Schools in the first 7 weeks of Academic Year 17/18 compared to the same weeks in 16/17.</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.</p> <p>Mitigating actions being taken include:</p> <ul style="list-style-type: none"> <li>• A detailed review of children and young people currently travelling in high-cost single occupancy taxis to assess whether more cost-effective options are available</li> <li>• A strictly time limited review of the PTB scheme looking at the current criteria, decision-making, reporting and monitoring processes and how these can be improved to deliver the planned savings.</li> <li>• A working group has been established to relaunch the plan to roll out independent travel training with the first group of children and young people being able to travel independently from September 2018</li> </ul> <p>Due to the length of existing contracts and the structure of the academic year it is unlikely that the current pressure will be reduced within 2017/18, however these actions will ensure that the pressure is reduced in financial year 2018/19.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>12) LAC Transport</b>	<b>1,126</b>	<b>735</b>	<b>450</b>	<b>40%</b>
<p>There is a £450k pressure forecast against the LAC Transport budget. The overall increase in Looked after Children has meant that more children are requiring Home to School Transport. 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>An initial meeting has been held with the Head of Countywide and Looked After Children Services to discuss the LAC Transport pressure and it has been agreed that activities to mitigate the pressure will include:</p> <ul style="list-style-type: none"> <li>• Case-by-case reviews of the most expensive cohorts of Looked After Children transport to identify savings reductions, particularly targeting reductions in high-cost single occupancy taxi journeys and encouraging more children to walk shorter journeys.</li> <li>• Route reviews to identify opportunities for shared vehicles, routes and providers, including across different client groups e.g. mainstream, SEND, or Adult transport, reducing any duplication and opportunities for better use of volunteer drivers.</li> <li>• Further activity to ensure the Council's policies around transport provision are implemented fully across the board, with joined-up decisions across social care and transport.</li> </ul> <p>Due to the length of existing contracts and the structure of the academic year it is highly unlikely that the current pressure will be reduced within 2017/18, however these actions will ensure that the pressure is reduced in financial year 2018/19.</p>				
<b>13) Strategic Management – Children &amp; Safeguarding</b>	<b>2,492</b>	<b>2,599</b>	<b>1,021</b>	<b>41%</b>
<p>The Children and Safeguarding Director budget is forecasting pressure of £1,021k.</p> <p>The Children's Change Programme (CCP) is on course to deliver savings of £669k in 2017/18 to be achieved by integrating children's social work and children's early help services in to a district-based delivery model. However, historical unfunded pressures of £886k still remain. These consist of £706k around the use of agency staffing and unfunded posts of £180k. The Business Support service pressure of £245k is now being managed in year and managed out entirely by 2018/19. Agency need has been reduced based on a 15% usage expectation in 2017/18 but use of agency staff remains necessary to manage current caseloads. All local authorities have agency social workers, many with a much higher % and therefore a budget to accommodate this need is necessary.</p> <p>A further pressure of £335k is due to the service not being awarded an expected grant from the DFE, anticipation of this grant had been built in as an income and this has now resulted in a shortfall in the required staffing budget.</p> <p>The service is also expected to exceed its vacancy saving target by £200k.</p> <p><u>Actions being taken:</u></p> <p>A business support review is underway to ensure we use that resource in the most effective manner in the new structure. All the budget pressures continue to be monitored and reviewed at the workforce work stream project meetings, by Senior Management Team and at the P&amp;C Delivery Board with any residual pressures being managed as part of the 2018/19 Business Planning round.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>14) Children in Care</b>	<b>13,477</b>	<b>8,006</b>	<b>240</b>	<b>2%</b>
<p>The Children in Care policy line is forecasting an over spend of £240k. This is an increase of £169k since last month</p> <p>The 14- 25 Team 4 is forecasting an over spend of £150k. This is due to a forecast 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> <p>Currently it is forecast that the local authority has to support them for up to six months after their 18th birthday. Cambridgeshire has seen an increase in the size of this cohort 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 an over spend of £157k. This is due to the use of additional relief staff and external agencies to cover the current 204 Supervised Contact Cases which equate to approximately 140 supervised contact sessions a week.</p> <p>This is offset by an underspend in fostering allowances and the rest of the fostering service of £67k</p> <p><u>Actions being taken:</u></p> <p>The local authority continues to liaise closely with the Home Office to advocate that decisions for individual young people are expedited in a timely way.</p> <p>In Supervised Contact we have implemented a systemic review of all supervised contact taking place across the service to ensure better use of staff time and costs. Despite this, resources remain stretched and the service are exploring other avenues to better manage the current caseloads.</p>				
<b>15) Looked After Children Placements</b>	<b>17,344</b>	<b>9,625</b>	<b>2,400</b>	<b>14%</b>
<p>A pressure of £2.4m is being forecast, which is an increase of £0.65m from what was reported in September. The increase is partly due to a reduction in the forecast LAC savings in Supported Lodgings and The Hub due to late commencement of these resources coming on-stream, but also that previously reported savings were in relation to demand management. These latter savings are notional in that they contribute to managing demand but do not result in a decrease in the forecast for placements already committed to for individual children.</p> <p>It is positive that the overall numbers of looked after children have increased only slowly since April 2017 and the number of external placements has not increased this month. This demonstrates that demand management activity is having positive impact on numbers of looked after children and numbers of external placements.</p> <p>Overall LAC numbers at the end of October 2017, including placements with in-house foster carers, residential homes and kinship, are 695, 2 less than September 2017. This includes 69 unaccompanied asylum seeking children (UASC).</p> <p>External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of October are 348, the same number as at the end of September. However the composition of placement types and costs indicates that a small but significant number of children are in receipt of very intensive and costly packages of support which has increased since last month. The Access to Resources team and working with providers to ensure that support and cost matches need for all children.</p>				

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

#### Looked After Children Placements continued;

External Placements Client Group	Budgeted Packages	30 Sep 2017 Packages	31 Oct 2017 Packages	Variance from Budget
Residential Disability – Children	1	1	1	0
Child Homes – Secure Accommodation	0	0	0	0
Child Homes – Educational	16	16	16	0
Child Homes – General	22	36	35	+13
Independent Fostering	263	260	263	0
Supported Accommodation	15	28	25	+10
Supported Living 16+	25	7	8	-17
<b>TOTAL</b>	<b>342</b>	<b>348</b>	<b>348</b>	<b>+6</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 being taken to address the forecast pressure include:

- Weekly panel that all requests for placements have to go to and review of high-cost placements on a regular basis. Access to Resources and operational managers to ensure that the plans for children remain focussed and that resources are offering the best value for money. This is chaired by the Assistant Director.
- Purchase placements reviews – scrutiny by placement officers and service/district managers to review emergency placements, changes of placements and return home from care planning to ensure that children are in the right placement for the right amount of time.
- All new admissions to care have to be agreed at Assistant Director or Service Director level.
- Development of a 'No Wrong Door' model to bring together the residential home, specialist fostering placements, supported lodgings and supported accommodation, with outreach services under one management arrangement. This will enable rapid de-escalation of crisis situations in families preventing admissions to care, and delivery of an all-inclusive team of support for young people with the most complex needs, improving outcomes for young people and preventing use of expensive externally-commissioned services.
- A new Head of Service, with expertise in children's services commissioning, has been re-deployed from elsewhere in the P&C directorate to lead the Access to Resources function.
- A new Access to Resources Manager has been engaged to add specific capacity to ensure the right placement at the right cost is secured in all cases.

#### Longer Term Actions:

A business case is in the process of being developed that will seek investment in order to ultimately deliver reductions in overall numbers of children in care and increase the proportion of those remaining in care who are placed with in-house fostering households.

Numbers in care in Cambridgeshire are now significantly above the average of similar authorities; if we were in line with our statistical neighbours we would have 607 children and young people in care.

We need to understand why this is, with a central hypothesis being that the progress of children through the care system in Cambridgeshire is a key issue; children spending too long in care increase overall numbers. To establish cause we propose commissioning an independent evaluation that will report by March 2018 and enable us to begin to take action to fundamentally change processes from that point.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>Looked After Children Placements continued;</b>  <p>The second factor that we need to address is around placement mix; in Cambridgeshire, 60% of children placed with general foster carers are placed with IFA foster carers. This would more ordinarily be expected to be between 30 and 40%. We need to invest in different recruitment and retention approaches to our in-house foster carers and in assessment and support services in order to reduce our expenditure in these areas.</p> <p>Further work on both elements will be presented by mid-November.</p>				
<b>16) Adoption</b>	<b>4,406</b>	<b>3,077</b>	<b>450</b>	<b>10%</b>
<p>The Allowances budget is forecasting a pressure of £450k.</p> <p>Our contract with Coram Cambridgeshire Adoption (CCA) provides for 38 adoptive placements pa. In 2017/18 we are forecasting an additional requirement of 20 adoptive placements. There is a need to purchase inter agency placements to manage this requirement and ensure our children receive the best possible outcomes. The forecast assumes £270k to manage our inter agency requirement and a further £30k to increase our marketing strategy in order to identify more suitable adoptive households.</p> <p>The adoption/Special Guardianship Order (SGO) allowances pressure of £150k is based on the continuation of historical adoption/SGO allowances and a lower than expected reduction from reviews of packages or delays in completing reviews of packages. The increase in Adoption orders is a reflection of the good practice in making permanency plans for children outside of the looked after system and results in reduced costs in the placement budgets.</p> <p><u>Actions being taken:</u></p> <p>Ongoing dialogue continues with CCA to look at more cost effective medium term options to recruit more adoptive families to meet the needs of our children. Rigorous oversight of individual children's cases is undertaken before Inter Agency placement is agreed.</p> <p>A programme of reviews of allowances continues which is resulting in some reduction of packages, which is currently off-setting any growth by way of new allowances.</p>				
<b>17) Legal Proceedings</b>	<b>1,540</b>	<b>1,048</b>	<b>550</b>	<b>36%</b>
<p>The Legal Proceedings budget is forecasting a £550k pressure.</p> <p>Numbers of care applications increased by 52% from 2014/15 (105) to 2016/17 (160), mirroring the national trend. Whilst we now have less ongoing sets of care proceedings (and less new applications being issued in Court) legacy cases and associated costs are still working through the system. Aside from those areas which we are working on to reduce costs i.e. advice/use of appropriate level of Counsel, the volume of cases remaining within the system indicates an estimated £550k of costs in 2017/18. This assumes overrun costs through delay in cases can be managed down as well as requests for advice being better managed.</p> <p><u>Actions being taken:</u></p> <p>Work is ongoing to better manage our controllable costs by use of a legal tracker but this was only implemented in June 2017 so the impact is yet to be felt. The tracker should enable us to better track the cases through the system and avoid additional costs due to delay. We have invested in two practice development posts to improve practice in the service and will also seek to work closer with LGSS Law with a view to maximising value for money.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>18) Children's Disability Service</b>	<b>6,527</b>	<b>3,595</b>	<b>168</b>	<b>3%</b>
<p>The Children's Disability Service is forecasting a pressure of £168k.</p> <p>The Community Support Services budget has seen an increase both in the number of support hours, a high cost individual case (£35k) and in the number of joint funded health packages (also including some with high allocations of hours). Contributions to Adult Services (£45k) have increased and the service is also carrying a £50k pressure from 2016/17.</p> <p><u>Actions being taken:</u></p> <p>We will be reviewing the costs of current packages and in particular support levels for our young people.</p>				
<b>19) High Needs Top Up Funding</b>	<b>13,573</b>	<b>7,344</b>	<b>200</b>	<b>1%</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 a year-end pressure of £200k is currently forecast. Placements for the 2018/19 academic year are still being finalised and as such the overall cost for the remainder of the financial year could increase further as more young people remain in education.</p> <p>This budget is funded from the Dedicated Schools Grant (DSG) High Needs Block.</p>				
<b>20) Executive Director</b>	<b>211</b>	<b>195</b>	<b>-2,801</b>	<b>-1325%</b>
<p>The improved overall forecast underspend of -£2,801k is due to assumptions around the ability to re-prioritise grant funded activity (Improved Better Care Fund (iBCF), in response to Adults Services pressures as these emerge, this relates 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>This has been offset in part by the £219k Business Support saving which will not be achieved in 17/18 through efficiencies identified within the business support functions.</p>				
<b>21) Financing DSG</b>	<b>-39,991</b>	<b>-23,328</b>	<b>-1,749</b>	<b>-4%</b>
<p>Within P&amp;C, spend of £40.0m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £1,749k is primarily made up from SEN Placements (£700k); Commissioning Services (£600k); High Needs Top Up Funding (£200k); Early Years Specialist Support (£88k) and SEND Specialist Services (£54k);. For this financial year the intention is to manage within overall available DSG resources.</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	15,457
Social Care in Prisons Grant	DCLG	319
Unaccompanied Asylum Seekers	Home Office	1,600
Staying Put	DfE	167
Youth Offending Good Practice Grant	Youth Justice Board	531
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	1,668
Children's Social Care Innovation Grant (MST innovation grant)	DfE	521
Domestic Abuse	DCLG	574
High Needs Strategic Planning Funding	DfE	267
MST Standard	DoH	63
Adult Skills Grant	Skills Funding Agency	2,062
AL&S National Careers Service Grant	European Social Fund	355
Non-material grants (+/- £160k)	Various	130
<b>Total Non Baselined Grants 2017/18</b>		<b>24,172</b>

Financing DSG	Education Funding Agency	39,991
<b>Total Grant Funding 2017/18</b>		<b>64,163</b>

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

Directorate	Grant Total £'000
Adults & Safeguarding	440
Commissioning	15,457
Children & Safeguarding	4,554
Education	38
Community & Safety	3,684
<b>TOTAL</b>	<b>24,172</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	310	Apprenticeship Levy – allocation of budget to meet new payroll cost.
Information Management & Information Technology	Apr	-1,286	Digital Strategy moved to Corporate Services
Multiple Policy Lines	Apr	-293	Savings from organisational structure review within P&C, contribution to corporate target
Adult & Safeguarding	Apr	-52	Court of Protection Client Funds Team transferring to Finance Operations within LGSS
Shorter Term Support and Maximising Independence	May	-10	Transfer from Reablement for InTouch Maintenance to Corporate Services (Digital)
Multiple Policy Lines	May	-1,335	Workforce Development moved to Corporate Services as part of Corporate Capacity review
Safer Communities Partnership	May	-178	DAAT budgets transferred to Public Health Joint Commissioning Unit
Early Help District Delivery Service – North & South	June	-43	Transfer Youth and Community Coordinator budget to Corporate Services per CCR
Education Capital	June	-11	Transfer Property Services from LGSS
LAC Placements	July	2,913	LAC Demography approved by GPC in July
Strategic Management - Adults	July	12	Transfer of Dial a Ride (ETE) to Total Transport (P&C)
Catering & Cleaning Services	Aug	449	Transfer from Education to Commercial and Investment
Adult Early Help	Aug	80	Transfer from Corporate & Customer Services (following review of welfare benefits advice provision)
Adult Learning & Skills	Sept	180	Adult Learning & Skills moved from ETE to Community & Safety
Strategic Management - Children & Safeguarding	Sept	-54	Transfer Budget from CSC Business Support - BSO's to Applications Development Team, within LGSS
Strengthening Communities	Sept	441	Grants to Voluntary Organisations from Corporate Services
Central Integrated Youth Support Services	Sept	139	Transfer of SCS payroll budget from Corporate services
Childrens' Innovation & Development Service and 0-19 Organisation & Planning	Sept	343	Transfer Trading Units (PCS, ICT, Music and Outdoor Education) to Commercial and Investment
Strategic Management - Commissioning	Oct	382	Healthwatch to Commissioning from Corporate services
<b>Current Budget 2017/18</b>		<b>239,007</b>	

## APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 Oct 17		
	£'000	£'000	£'000	£'000	
<b><u>General Reserve</u></b>					
P&C carry-forward	540	-540	0	-5,562	Forecast pressure of £5,562k applied against reserves.
<b>subtotal</b>	<b>540</b>	<b>-540</b>	<b>0</b>	<b>-5,562</b>	
<b><u>Equipment Reserves</u></b>					
IT for Looked After Children	133	0	133	83	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
<b>subtotal</b>	<b>133</b>	<b>0</b>	<b>133</b>	<b>83</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	20	Up scaled the falls prevention programme with Forever Active
Dementia Co-ordinator	13	-13	0	0	Used to joint fund dementia co-ordinator post with Public Health
Mindful / Resilient Together	188	-188	0	55	Programme of community mental health resilience work (spend over 3 years)
Increasing client contributions and the frequency of Financial Re-assessments	14	-14	0	0	Hired fixed term financial assessment officers to increase client contributions as per BP
Brokerage function - extending to domiciliary care	35	-35	0	0	Trialled homecare care purchasing co-ordinator post located in Fenland
Hunts Mental Health	200	0	200	0	Provision made in respect of a dispute with another County Council regarding a high cost, backdated package
<b>Commissioning</b>					
Capacity in Adults procurement & contract management	143	-81	62	62	Continuing to support route rationalisation for domiciliary care rounds
Specialist Capacity: home care transformation / and extending affordable care home capacity	25	-25	0	0	External specialist support to help the analysis and decision making requirements of these projects and upcoming tender processes
Home to School Transport Equalisation reserve	-240	296	56	56	17/18 is a shorter year. Therefore, a £296k contribution has been made back to reserves to account for this. No further changes expected this year.
Reduce the cost of home to school transport (Independent travel training)	60	-60	0	60	Independent Travel Training will not begin until Summer Term 2018 so the reserve will not be used in financial year 17/18.
Prevent children and young people becoming Looked After	25	-25	0	0	Re-tendering of Supporting People contracts (ART)

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 Oct 17		
	£'000	£'000	£'000	£'000	
Disabled Facilities	44	0	44	0	Funding for grants for disabled children for adaptations to family homes.
<b>Community &amp; Safety</b>					
Youth Offending Team (YOT) Remand (Equalisation Reserve)	150	0	150	60	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
<b>Children &amp; Safeguarding</b>					
Child Sexual Exploitation (CSE) Service	250	0	250	0	The funding required is in relation to a dedicated Missing and Exploitation (MET) Unit and due to a delay in the service being delivered this is going back to GPC to obtain approval, as originally the Child Sexual Exploitation service was going to be commissioned out but now this will be bought in house within the Integrated Front Door and this funding will be required in 2017/18 to support this function (1 x Consultant Social Worker & 4 x MET Hub Support Workers).
<b>Education</b>					
Cambridgeshire Culture/Art Collection	47	-4	43	155	Providing cultural experiences for children and young people in Cambs - fund to increase in-year due to sale of art collection
ESLAC Support for children on edge of care	36	-36	0	25	Funding for 2 year post re CIN
<b>Cross Service</b>					
Develop 'traded' services	30	-30	0	0	£30k is for Early Years and Childcare Provider Staff Development
Improve the recruitment and retention of Social Workers (these bids are cross-cutting for adults, older people and children and young people)	78	-78	0	0	This will fund 2-3 staff across 2017/18 focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	110	-110	0	0	Repairs & refurb to council properties: £5k Linton; £25k March; £20k Norwich Rd; £10k Russell St; Alterations: £50k Havilland Way Support the implementation of the in-house fostering action plan: £74k
Other Reserves (<£50k)	149	-43	106	0	Other small scale reserves.
<b>subtotal</b>	<b>1,423</b>	<b>-512</b>	<b>911</b>	<b>493</b>	
<b>TOTAL REVENUE RESERVE</b>	<b>2,096</b>	<b>-1,052</b>	<b>1,044</b>	<b>-4,986</b>	

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 Oct 17		
	£'000	£'000	£'000	£'000	
<b><u>Capital Reserves</u></b>					
Devolved Formula Capital	780	980	1,760	0	Devolved Formula Capital Grant is a three year rolling program managed by Cambridgeshire School
Basic Need	0	24,542	24,542	0	The Basic Need allocation received in 2017/18 is fully committed against the approved capital plan.
Capital Maintenance	0	2,984	2,984	0	The School Condition allocation received in 2017/18 is fully committed against the approved capital plan.
Other Children Capital Reserves	1,448	1,272	2,720	0	£5k Universal Infant Free School Meal Grant c/f, £1,444k is Early Years funding for project to be spent in 2017/18
Other Adult Capital Reserves	379	3,809	4,188	0	Adult Social Care Grant to fund 2017/18 capital programme spend.
<b>TOTAL CAPITAL RESERVE</b>	<b>2,607</b>	<b>33,588</b>	<b>36,195</b>	<b>0</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	Scheme	Revised Budget for 2017/18	Actual Spend (Oct)	Forecast Spend - Outturn (Oct)	Forecast Variance - Outturn (Oct)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	<b>Schools</b>						
41,560	Basic Need - Primary	38,750	20,904	36,612	-2,138	274,415	-8,445
26,865	Basic Need - Secondary	29,520	20,123	30,966	1,446	219,592	22,259
841	Basic Need - Early Years	1,687	603	1,346	-341	5,442	192
1,650	Adaptations	1,945	547	1,795	-150	3,442	919
248	Specialist Provision	242	-41	216	-26	9,810	0
3,000	Condition & Maintenance	3,000	2,570	3,000	0	27,400	0
1,076	Schools Managed Capital	1,760	0	1,760	0	12,022	-664
150	Site Acquisition and Development	150	166	150	0	650	0
1,500	Temporary Accommodation	1,500	1,249	1,500	0	15,500	0
2,095	Children Support Services	383	0	383	0	2,618	0
5,354	Adult Social Care	5,278	3,809	5,278	0	36,029	0
-6,664	P&C Capital Variation	-10,305	0	-9,097	1,208	-37,825	0
1,533	Capitalisation of Interest Costs	1,533	0	1,533	0	6,846	0
<b>79,208</b>	<b>Total P&amp;C Capital Spending</b>	<b>75,442</b>	<b>49,930</b>	<b>75,442</b>	<b>0</b>	<b>569,095</b>	<b>14,261</b>

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

A total scheme variance of -£8,445k has occurred due to changes since the business Plan was approved in response to adjustments to development timescales and updated school capacity information. The following schemes have had cost variations since the 2017/18 Business Plan was published;

- Clay Farm (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 FE 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 year's 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 £2,138k 2017/18 slippage**

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

- Meldreth Primary is forecasting slippage of £710k due to the scheme experiencing a delay in the commencement on site from November 2017 to February 2018.
- Barrington Primary School £90k slippage 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 forecasting slippage of £71k due to contingencies and risk items not being required.
- Histon Additional Places scheme has experienced £200k slippage from December 2017 to January 2018 due to delays in the planning application being approved
- Wintringham Park Primary in St Neots has also incurred £52k slippage due to design work not progressing as anticipated.
- Gamlingay Primary School scheme is forecasting a £400k slippage due to the start on site being delayed from January 2018 to February 2018 as a consequence of the planning process. A transportation report is required before approval is granted. These are offset by £50k accelerated spend at Godmanchester Bridge Primary School and £20k accelerated spend on Bellbird, Sawston scheme.

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

A total scheme variance of £21,564k has occurred due to changes since the Business Plan was approved;

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

### **Basic Need – Secondary £1,446k 2017/18 overspend**

An in-year overspend for Littleport of £825k and accelerated spend on Trumpington Community College of £381k for IT equipment and final contractor payments, has been offset with slippage on Northstowe Secondary (£500k) due to design work now expected to begin later than October 2017. Alconbury Secondary and SEN scheme (£470k) where the design stage on these projects has not progressed since the beginning of the financial year. Slippage has also occurred on North West Fringe (£350k) as the project has been rephased by 1 year.

Bottisham Village College is forecasting £900k of accelerated spend due to revised contractor cash flow reports that are indicating the project is ahead of the scheme's original schedule. Cromwell Community college is also experiencing accelerated spend of £150k to complete the design work to ensure the scheme can achieve the September 2019 completion date.

### **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 £341k slippage**

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

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

Morley Memorial 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 the inflationary price increases and not a change to the scope of the scheme, the further additional £477k is in regard to the Early Years aspect of £400k which has been transferred from the Basic Need – Early Years budget to undertake an Early Years annex as part of the scheme.

### **Adaptations £150k 2017/18 slippage**

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

### **Schools Managed Capital**

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

### **P&C Capital Variation**

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

2017/18					
Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (Oct) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Oct) £000
P&C	-10,305	-1,208	1,208	11.8%	-
<b>Total Spending</b>	-10,305	-1,208	1,208	11.8%	-

## 6.2 Capital Funding

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



## APPENDIX 7 – Performance at end of September 2017

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% children whose referral to social care occurred within 12 months of a previous referral	Children and Families	20.9%	20.0%	17.2%	Jul-17	↑	G	19.9% (2016)	22.3% (2016)	Performance in re-referrals to children's social care is below target
Number of children with a Child Protection Plan per 10,000 population under 18	Children and Families	43.2	30.0	41.1	Sept-17	↑	R	38 (2016)	43.1 (2016)	During September, we saw the numbers of children with a Child Protection plan reduce from 575 to 547. Following a review of working processes in FREDt which has ensured that referrals are effectively processed in a timelier manner, we have seen some increases in the number of families undergoing a section 47 assessment, which has then impacted on the numbers of requests for Conference. This increase is likely to be short-lived as any backlog is resolved

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The number of looked after children per 10,000 children	Children and Families	51.6	40.0	52.4	Sept-17	↓	R	42.3 (2016)	60.0 (2016)	<p>The number of Looked After Children increased from 687 to 697 in September. This figure includes 68 UASC, around 9.8% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.</p> <p>Actions being taken include:</p> <ul style="list-style-type: none"> <li>• A weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.</li> <li>• A weekly LAC monitoring meeting chaired by the Executive Director of P&amp;C, which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions. It also challenges progress made and promotes new initiatives.</li> </ul> <p>At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.</p>


Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% year 12 in learning	Children and Families	92.9%	96.5%	89.7%	Sept-17	↓	A	94.0% (2015)	94.8% (2015)	We have not met our in learning target for year 12 and performance has been variable across the localities. Year 13 in learning has improved over the last three years and is very close to target. However again performance is variable across the localities.
%16-18 year olds NEET and unknown	Children and Families	3.8% (Jun-2017)	3.8%	8.6%	Sept-17	↓	R			This measure tends to peak at the start of new academic years (i.e. September) as we begin each year with a new cohort of year 11's whose status is unknown (6.6% in September, up from 0.9% in June but significantly lower than the figures of 16.4% in September 2016). This figure then reduces over the next quarter as the service engages with this cohort of young people via the Annual Activity survey.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% Clients with SEND who are NEET	Children and Families	9.4%	9.0%	5.7%	Q2 (Jul - Sept 17)	↑	G	7.0% (2015)	9.2% (2015)	This measure tends to drop at the start of new academic years (i.e. September) as we begin each year with a new cohort of year 11's whose status is unknown (6.6% in September, up from 0.9% in June). This figure then increases over the next quarter as the service engages with these young people via the Annual Activity Survey. Once identified, the service will continue to prioritise this group for follow up and support.
The proportion pupils attending Cambridgeshire Nursery schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Sept-17	→	G			
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	84.5%	82.0%	83.0%	Sept-17	↓	G	88.4% (2016)	88.5% (2016)	163 out of 195 primary schools are judged as good or outstanding

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	85.5%	75.0%	85.5%	Sept-17	➡	G	85.2% (2016)	80.3% (2016)	Performance for Secondary schools continues to remain comparable with statutory neighbours and the England average
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Jul-17	➡	G			
Proportion of income deprived 2 year olds receiving free childcare	Learning	78%	80.0%	75.4%	Spring Term	⬇	A			There were 1,703 children identified by the DWP as eligible for the Spring Term. 1,284 took up a place which equates to 75.4%


Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
<i>FSM/Non-FSM attainment gap % achieving the national standard in Reading, Writing &amp; Maths at KS2</i>	Learning	30%	21%	27%	2016	↑	R			2016 data shows that there is still a significant gap in the performance of pupils eligible for FSM in the new KS2 tests. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential.
<i>FSM/Non-FSM attainment gap % achieving 5+ A*-C including English &amp; Maths at GCSE</i>	Learning	37%	26%	29%	2016	↑	R		24.8%	All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
1E - Proportion of adults with learning disabilities in paid employment	Adult Social Care	0.7%	3.0% (Pro-Rata)	1.2%	Sept-17	↑	R	5.8% (2015-16)	5.8% (2015-16)	Performance remains very low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependant on the review/assessment performance of LD teams. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	98.1%	93.0%	98.4%	Sept-17	↑	G	88.2% (2015-16)	86.9% (2015-16)	Performance remains above the target and is generally moving toward 100%. Performance is above the national average for 15/16 and will be monitored closely.
RV1 - Proportion of planned reviews completed within the period that were completed on or before their due date. (YTD)	Adult Social Care / Older People & Mental Health	47.9%	50.1%	49.2%	Sept-17	↑	A	N/A (Local Indicator)		Performance of this indicator has risen and is closer to the target. If teams focus on completing overdue reviews this would contribute to a fall in performance in the future.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	51.3%	57.0%	51.9%	Sept-17		A	N/A (Local Indicator)		<p>The service continues to be the main route for people leaving hospital with simple, as opposed to complex care needs. However, we are experiencing a significant challenge around capacity in that a number of staff have recently retired and we are currently undertaking a recruitment campaign to increase staffing numbers. In addition the service is being re-organised to strengthen leadership and to reduce process delays.</p> <p>In addition, people are leaving hospital with higher care needs and often require double up packages of care which again impacts our capacity. We are addressing this issue through a variety of means, including discussions with the NHS about filling intermediate care gaps, to reduce inappropriate referrals and use of capacity in reablement. The Council has also developed the Double Up Team who work with staff to reduce long term care needs and also release re-ablement capacity, and a home care transition service to support transfers into long term domiciliary care.</p>



Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	124.8	564 by year end (282 (Pro-Rata for report period)	150.1	Sept-17	↑	G	548.5 (2015-16)	628.2 (2015-16)	<p>The implementation of Transforming Lives model, combined with a general lack of available residential and nursing beds in the area is resulting in a fall in the number of admissions.</p> <p>N.B. This is a cumulative figure, so will always go up. An upward direction of travel arrow means that if the indicator continues to increase at the same rate, the ceiling target will not be breached.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	Older People & Mental Health	504.3	429	532	Aug-17		R	N/A (Local Indicator)		<p>As of the end of August 2017 there were 13,762 bed-day delays experienced reported in the Cambridgeshire system, a reduction of around 6% in comparison with the same 5 month period in the previous financial year. However, the volume reported in August 2017 was 21% higher than against August 2016 – suggesting that performance has deteriorated in the summer months.</p> <p>Over the course of this year we have seen a rise in the number of admissions to A &amp; E across the county with several of the hospitals reporting Black Alert. The main cause of the recent increase in bed-day delays varies by area but a general lack of capacity in domiciliary and residential care is the prevailing theme. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community. We continue to work in collaboration with health colleagues to build on this work.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Older People & Mental Health	148.4	114	159.4	Aug-17	↓	R	N/A (Local Indicator)		<p>In August 2017 there were 1,054 bed-day delays recorded attributable to ASC in Cambridgeshire. For the same period the previous year there were 556 delays. The Council is investing considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles &amp; responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.</p> <p>The increase is primarily due to delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's.</p>
<i>1F - Adults in contact with secondary mental health services in employment</i>	Older People & Mental Health	12.8%	12.5%	12.8%	Aug-17	→	G	9.0% (2015-16)	6.7% (2015/16)	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.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The number of people in the most deprived wards completing courses to improve their chances of employment or progression in work	Community & Safety		2,200	2,191	Jul-17	↑	G			<p>Figures to the end of July show that The number of people completing courser are currently 21,919 learners taking courses in the most deprived wards.</p> <p>A targeted programme has started, focusing on increasing the participation in these deprived areas.</p> <p>The number of people completing courses will not be recorded until the end of the academic year. The target of 2,200 is end-of-year.</p>
The number of people starting as apprentices	Community & Safety		4,574	3,340	2016/17	↑	G			<p>Provisional figures for the number of people starting as apprentices by the end of the third quarter of 2016/17 are 3,340, compared with 3,280 for the same quarter in 2015/16 - an increase of 2%. This means that the 2016/17 target of 4,574 is on track to be achieved.</p>

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

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

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p><b>0-19 Commissioning:</b> Meredith Teasdale / Janet Dullaghan</p>	<p>This project is looking at how Cambridgeshire County Council (CCC), Peterborough City Council (PCC) and Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) can work together to integrate child health and wellbeing services. This includes consideration of 0-19 community based health services, including Health Visiting, School Nursing and Family Nurse Partnership; Early Help and Children's Centre services; and Child and Adolescent Mental Health Services across Cambridgeshire and Peterborough.</p> <p>The aim is for an integrated model where children, young people and families are offered a core programme of evidence based, early intervention and preventative health care with additional care and support for those who need it in line with the Thrive model that is based on having a good core offer across the agencies for universal services and clear and process to identify need early and provide the right early help and support.</p> <p>Progress to date:</p> <ul style="list-style-type: none"> <li>Options appraisal completed and recommended option taken forward</li> <li>Specification collaboratively completed to an advanced position</li> <li>Method statement completed to an advanced position</li> <li>Financial envelope agreed to the point of a jointly owned master spreadsheet</li> </ul> <p>The next steps are to progress JCU governance in support of commissioning options and determine provider response to the recommended option. This was discussed at a board to board meeting in September. Critical to furthering the work stream is agreement of future savings from each of the commissioning organisations and clarity about future savings assumptions, this will be discussed at the November JCU following commissioner agreement of the financial envelope.</p> <p>Work stream logs to include risks, issues, actions and decisions are complete to date, and an extensive engagement log is in place evidencing wide spread stakeholder engagement that has influenced the principles, specification and outcomes sought from this work.</p> <p>Once all the above are approved and in place, the current timeline will be updated with the detailed planning required to deliver the next phase.</p> <p>New guidance from NHS England (ISAP) will impact on taking 0-19 service forward and may delay the procurement a further year to April 2019, We await confirmation of the CCG's approach to contract award and provider response to the recommended option as these 2-elements will define the Local Authority approach.</p> <p>A draft Spec has been distributed to providers in support of their pursuance of the recommended option.</p>	<p><b>GREEN</b></p>

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

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Accelerating Achievement:</b> Keith Grimwade	<p>Although the achievement of most vulnerable groups of children and young people is improving, progress is slow and the gap between vulnerable groups and other children and young people remains unacceptably wide. Accelerating the Achievement of Vulnerable Groups is a key priority of the Local Authority's School Improvement Strategy 2016-18 and an action plan has been developed. The AA Steering Group is monitoring the implementation of this plan.</p>	<b>AMBER</b>
<b>Children's Change Programme:</b> Theresa Leavy / James Gemmell	<p>The aims of the project are to identify additional opportunities within children's services to ensure that our services are targeted to those in greatest need and towards those that we can ensure experience a de-escalation of need and risk as a result of effective, integrated, multi-agency services delivered in a timely manner.</p> <p>The following options will be explored;</p> <ul style="list-style-type: none"> <li>• Whether the current offer being delivered by the SPACE team can be mainstreamed into the District teams</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</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)</li> <li>• Further opportunities to share services with Peterborough CC</li> </ul>	<b>GREEN</b>