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People & Communities (P&C) Service

Finance and Performance Report – May 2018

1. SUMMARY

1.1 Finance

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

1.2. Performance and Portfolio Indicators – Close 2017/18 Data (see sections 4&5)

(Update for 2018/19 will be available for the June 18 F&PR)

Monthly Indicators	Red	Amber	Green	No Target	Total
Close 17/18 Performance (No. of indicators)	4	2	6	26	38
Close 17/18 Portfolio (No. of indicators)	0	1	5	0	6

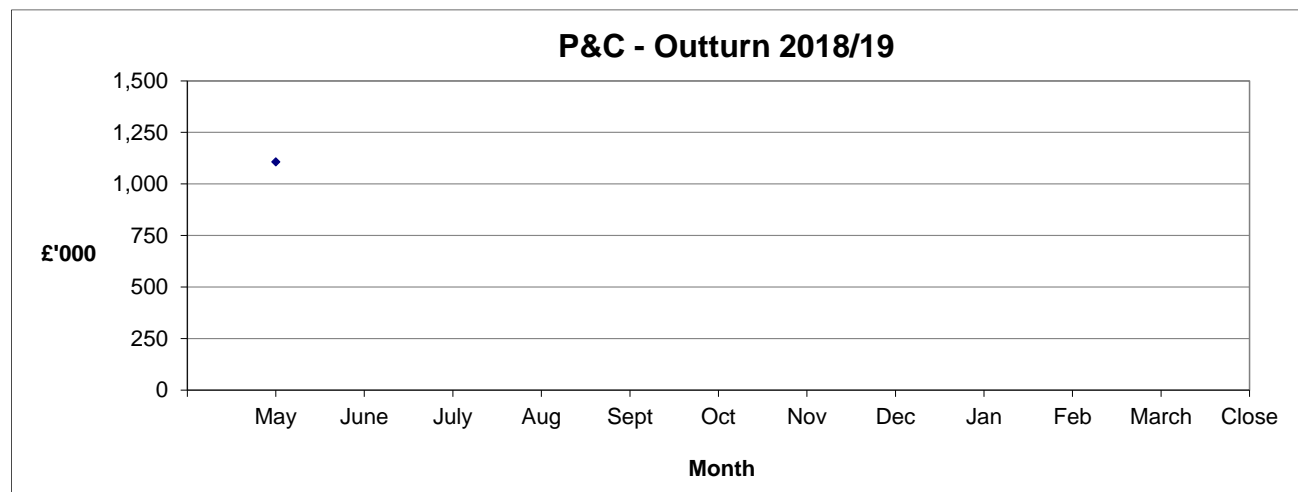
2. INCOME AND EXPENDITURE

2.1 Overall Position

Forecast Variance Outturn (Apr) £000	Directorate	Budget 2018/19 £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
0	Adults & Safeguarding	154,174	29,869	0	0.0%
0	Commissioning	44,162	2,430	739	1.7%
0	Communities & Safety	6,677	961	0	0.0%
0	Children & Safeguarding	50,699	8,352	248	0.5%
0	Education	64,382	18,911	929	1.4%
0	Executive Director	785	287	0	0.0%
0	Total Expenditure	320,879	60,810	1,916	0.6%
0	Grant Funding	-81,550	-11,095	-809	1.0%
0	Total	239,329	49,716	1,107	0.5%

To ensure financial information is presented in a consistent way to all Committees a standardised format has now been applied to the summary tables and service level budgetary control reports included in each F&PR. The same format is also applied to the Integrated Resources and Performance Report (IRPR) presented to General Purposes Committee (GPC). The data shown provides the key information required to assess the financial position of the service and provide comparison to the previous month.

The service level finance & performance report for 2018/19 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 May 2018, the overall P&C position is an overspend of £1,107k.

This is the first report of the 2018/19 financial year and although significant savings have been made across the directorate the service continues to face demand pressures, particularly in children's services related to the rising number of looked after children.

Nationally there has been a rise in children in care, also; however as identified by the service and supported by Oxford Brooks, we are not moving children through the system quickly enough and also previous practice of supporting children at home for perhaps longer than is best practice has led to children entering the care system later and then remaining, rather than them being adopted at an earlier stage.

This, combined with the scale of change needed for the new model of operational delivery, makes any reductions in numbers in care this year unlikely and for only a gradual reduction in numbers and improvement in placement mix to take place in 2019/20.

As a result further work is ongoing to quantify the extent of the pressure in 2018/19 as original budgets were predicated on lower numbers in care than is likely to be achievable. The overall pressure across Looked After Children and associated budgets will therefore increase in coming months to reflect these realities.

Significant issues are detailed below:

- The Looked After Children Placements budget is forecasting an overspend of £0.7m at the end of May. This initial pressure is a result of the full year impact of increased numbers in the last quarter of 2017/18.

- The Adoption Allowances budget is forecasting a £248k over spend due to a revised contract with Coram Cambridgeshire Adoption (CCA) and associated risk share.
- The School Partnership Service budget is forecasting an overspend of £120k at the end of May due to the Schools Forum decision to cease the de-delegation for the Cambridgeshire Race Equality & Diversity Service (CREDS) from April 2018. Closure timescales have led to a period at the start of 2018/19 where the service is running without any direct funding.
- The SEN Placements budget is forecasting an overspend of £0.5m at the end of May due to a continuing increase in placements in high cost provision.
- The Out of School Tuition budget is forecasting a £0.3m overspend at the end of May due to a combination of a higher number of children remaining on their existing packages and a higher number of children accessing new packages, due to a breakdown of placement.
- The SEN Placement and Out of School Tuition budgets are funded from the Dedicated Schools Grant (DSG) High Needs Block and so do not form part of the overall P&C bottom line position.

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 May 2018 for **Looked After Children (LAC)** is shown below:

Service Type	BUDGET				ACTUAL (May)				VARIANCE		
	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements May 18	Yearly Average	Actual Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost diff +/-
Residential - disability	1	£132k	52	2,544.66	2	2.01	£310k	2,833.22	1.01	£178k	288.56
Residential - secure accommodation	0	£k	52	0.00	1	0.49	£163k	5,908.00	0.49	£163k	5,908.00
Residential schools	16	£2,277k	52	2,716.14	18	16.92	£2,292k	2,450.69	0.92	£15k	-265.45
Residential homes	39	£6,553k	52	3,207.70	35	35.19	£5,774k	3,262.91	-3.81	-£780k	55.21
Independent Fostering	199	£9,761k	52	807.73	286	283.42	£11,672k	800.00	84.42	£1,911k	-7.73
Supported Accommodation	31	£2,355k	52	1,466.70	28	18.83	£1,409k	1,231.22	-12.17	-£946k	-235.48
16+	8	£89k	52	214.17	4	2.62	£36k	226.43	-5.38	-£52k	12.26
Growth/Replacement	-	£k	-	-	-	-	£724k	-	-	£724k	-
Pressure funded within directorate	-	-£1,526k	-	-	-	-	-£2,000k	-	-	-£474k	-
TOTAL	294	£19,641k			374	359.48	£20,380k		65.48	£739k	
In-house fostering - Basic	191	£1,998k	56	181.30	194	190.76	£1,987k	180.14	-0.24	-£10k	-1.16
In-house fostering - Skills	191	£1,760k	52	177.17	202	195.43	£1,820k	186.13	4.43	£61k	8.96
Kinship - Basic	40	£418k	56	186.72	46	45.45	£446k	176.39	5.45	£28k	-10.33
Kinship - Skills	11	£39k	52	68.78	9	9.00	£32k	68.16	-2	-£8k	-0.62
In-house residential	5	£603k	52	2,319.99	3	3.00	£603k	3,866.65	-2	£k	1,546.66
Growth*	0	£k	-	0.00	0	0.00	£k	0.00	-	£k	-
TOTAL	236	£4,818k			243	239.21	£4,889k		3.21	£71k	
Adoption Allowances	105	£1,073k	52	196.40	106	106.00	£1,138k	211.41	1	£65k	15.01
Special Guardianship Orders	246	£1,850k	52	144.64	235	234.76	£1,764k	141.97	-11.24	-£87k	-2.67
Child Arrangement Orders	91	£736k	52	157.37	92	92.00	£749k	163.43	1	£13k	6.06
Concurrent Adoption	5	£91k	52	350.00	4	4.12	£75k	350.00	-0.88	-£16k	0.00
TOTAL	447	£3,750k			437	436.88	£3,725k		1	-£25k	
OVERALL TOTAL	977	£28,210k			1054	1,035.57	£28,994k		69.69	£784k	

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

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

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

Ofsted Code	BUDGET			ACTUAL (May 18)				VARIANCE			
	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements May 18	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	98	£6,165k	£63k	104	88.36	£6,774k	£77k	6	-9.64	£609k	£14k
Hearing Impairment (HI)	3	£100k	£33k	2	2.00	£74k	£37k	-1	-1.00	-£26k	£4k
Moderate Learning Difficulty (MLD)	3	£109k	£36k	8	6.59	£117k	£18k	5	3.59	£7k	-£19k
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	-£75k	£k
Physical Disability (PD)	1	£19k	£19k	5	3.10	£91k	£29k	4	2.10	£72k	£10k
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	45	35.25	£2,147k	£61k	10	0.25	£657k	£18k
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	2	2.00	£258k	£129k	0	0.00	£78k	£39k
Specific Learning Difficulty (SPLD)	8	£164k	£20k	7	6.42	£232k	£36k	-1	-1.58	£68k	£16k
Visual Impairment (VI)	2	£64k	£32k	2	2.00	£57k	£29k	0	0.00	-£7k	-£4k
Recoupment	-	-	-	-	-	-£750k	-	-	-	-£750k	-
TOTAL	157	£8,573k	£55k	177	147.72	£9,091k	£67k	20	-9.28	£518k	£12k

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

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

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

2.5.3 Key activity data to end of May for Learning Disability Services is shown below:

		BUDGET			ACTUAL (May 18)				Year End		
Service Type		Budgeted No. of Service Users 2018/19	Budgeted Average Unit Cost (per week) £	Annual Budget £000	No. of Service Users at End of May 18	DoT	Current Average Unit Cost (per week) £	DoT	Actual £000	DoT	Variance £000
Learning Disability Services	Residential	299	£1,444k	£22,454k	299	↔	£1,437	↓	£23,188k	↑	£735k
	Nursing	8	£1,716k	£714k	8	↔	£1,693	↓	£744k	↓	£30k
	Community	1,285	£677k	£45,245k	1,285	↔	£680	↑	£47,603k	↑	£2,358k
Learning Disability Service Total		1,592		£68,413k	1,592				£71,535k		£3,123k
Income				-£2,967k					-£3,069k	↑	-£102k
Further savings assumed within forecast as shown in Appendix 1											-£2,944k
Net Total				£65,446k							£77k

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

		BUDGET			ACTUAL (May)				Year End		
Service Type		Budgeted No. of Clients 2018/19	Budgeted Average Unit Cost (per week) £'s	Annual Budget £000's	Snapshot of No. of Clients at End of May 18	DoT	Current Average Unit Cost (per week) £'s	DoT	Spend £000's	DoT	Variance £000's
Adult Mental Health	Community based support	11	£127	£70k	5	↓	£45	↓	£18k	↓	-£52k
	Home & Community support	164	£100	£871k	163	↓	£78	↓	£762k	↓	-£109k
	Nursing Placement	14	£648	£482k	18	↑	£704	↑	£713k	↑	£231k
	Residential Placement	75	£690	£2,771k	73	↓	£656	↓	£2,831k	↑	£60k
	Supported Accommodation	130	£120	£817k	129	↓	£107	↓	£788k	↓	-£29k
	Direct Payments	12	£288	£178k	17	↑	£224	↓	£216k	↑	£38k
	Health Contribution			-£443k					-£443k		£k
	Client Contribution			-£298k					-£437k		-£139k
Adult Mental Health Total		406		£4,448k	405				£4,448k		£k

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

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

OP Total	BUDGET			ACTUAL (May 18)				Year End		
Service Type	Expected No. of Service Users 2018/19	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	D o T	Current Average Cost (per week) £	D o T	Actual £000	D o T	Variance £000
Residential	514	£541	£14,808k	479	↓	£548	↑	£14,975k	↑	£167k
Residential Dementia	389	£554	£11,455k	367	↓	£554	↑	£11,584k	↑	£129k
Nursing	312	£750	£12,438k	285	↓	£753	↑	£12,007k	↓	-£431k
Nursing Dementia	62	£804	£2,625k	67	↑	£803	↓	£2,534k	↓	-£91k
Respite			£1,558k					£1,493k	↓	-£65k
Community based										
~ Direct payments	538	£286	£8,027k	467	↓	£285	↓	£7,906k	↓	-£122k
~ Day Care			£1,095k					£1,021k	↓	-£73k
~ Other Care			£4,893k					£5,101k	↑	£208k
~ Homecare arranged	1,516	per hour £16.31	£17,075k	1,471	↓	per hour £15.92	↓	£16,668k	↓	-£407k
Total Expenditure	3,331		£73,974k	3,136				£73,288k		-£685k
Residential Income			-£9,201k					-£8,774k	↑	£427k
Community Income			-£8,969k					-£8,675k	↑	£294k
Health Income			-£651k					-£687k	↓	-£36k
Total Income			-£18,821k					-£18,136k		£685k

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

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

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

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

OPMH Total	BUDGET			ACTUAL (May 18)				Year End		
Service Type	Expected No. of Service Users 2018/19	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	D o T	Current Average Cost (per week) £	D o T	Actual £000	D o T	Variance £000
Residential	27	£572	£801k	24	↓	£581	↑	£779k	↓	-£22k
Residential Dementia	26	£554	£739k	28	↑	£575	↑	£719k	↓	-£20k
Nursing	29	£648	£992k	24	↓	£624	↓	£926k	↓	-£66k
Nursing Dementia	84	£832	£3,718k	94	↑	£816	↓	£3,472k	↓	-£246k
Respite			£4k					£16k	↑	£12k
Community based										
~ Direct payments	13	£366	£241k	13	↔	£510	↑	£287k	↑	£45k
~ Day Care			£4k					£4k	↓	£k
~ Other Care			£44k					£2k	↓	-£41k
~ Homecare arranged	50	per hour £16.10	£633k	47	↓	per hour £16.14	↑	£666k	↑	£33k
Total Expenditure	229		£7,176k	230				£6,870k		-£306k
Residential Income			-£1,049k					-£803k	↑	-£41k
Community Income			-£97k					-£307k	↓	-£120k
Health Income			-£281k					-£10k	↑	-£375k
Total Income			-£1,146k					-£1,111k		-£35k

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

Funding

The following changes in funding for 2018/19 have occurred since the Business Plan was published:

- School Conditions Allocation government grant funding increased by £159k which includes new funding for Healthy Pupil Capital Fund.
- Adjustment to carry forward funding increased by £2,460k.
- Prudential Borrowing reduced by £6,582k to account for slippage on projects since the business plan was approved.

2018/19 Revised Capital Programme

The Capital Plan for 2018/19 has reduced by £4,122k since the Business Plan was published, resulting in a revised budget of £83,698m. This is the figure against which progress will be monitored on a monthly basis. The following explains the significant movement and categorises schemes into rephased projects and cost changes.

Rephased schemes

- North West Cambs (NIAB) Primary; £152k slippage. Associated housing development continues to be delayed. This has not yet commenced therefore the scheme has not progressed to the design and planning stage.
- Sawtry Junior slippage £950k due to slower than anticipated progress on the scheme after it was deferred for a year in 2017/18.
- Chatteris is New School; £4,508k slippage. The withdrawal of an approved bid by the sponsor to open the new school as a Free School from September 2018 and recent demographics which show the scheme is needed less urgently.
- Barrington Primary School; £892k accelerated spend as the start on site has been advanced to November 2018 and the scheme finished by August 2019.
- St Neots – Eastern expansion; £2,079k slippage. Only requirement is spend on a temporary solution at Roundhouse Primary. Wintrigham Park scheme will be progressed to provide places.
- New Road Primary; £128k slippage due to slower than anticipated progress in 2017/18.
- Northstowe Secondary; £7,505k accelerated spend due to revised phasing to deliver the school in September 2019.
- Cambridge City Secondary; £399k slippage due to delays incurred in 2017/18 continuing to impact in 2018/19. Project start on site has been deferred due to the need to replace the original scheme with a different approach.
- Alconbury Weald Secondary & Special; Continued delays to the scheme as the developer has still not completed the master planning and site location has yet to be confirmed.

- Cromwell Community College; £250k accelerated spend to progress planning and design of the scheme.
- Orchard Park Primary; £971k slippage as the project continues to be on hold pending the outcome of a review of need. .
- Spring Common Special School; £3,450k slippage. In 2017/18 temporary solutions were put on site due to capacity issue at substantial cost. This has reduced the urgency for this scheme to commence.

Cost Changes

- St Neots – Eastern expansion; £2,079k reduction in 2018/19. Only requirement is spend on a temporary solution at Roundhouse Primary. Wintringham Park scheme will be progressed to provide places.
- St Ives, Eastfield / Westfield / Wheatfields; £7,000k overall scheme increase of which £300k will materialise in 2018/19. The scope of the project has changed to amalgamate Eastfield infant & Westfield junior school into a new all through primary.
- St Neots, Wintringham Park; £5,150k increase in total scheme cost. £3,283k will materialise in 2018/19. Increased scope to build a 3FE Primary and associated Early Years, Offset by the deletion of the St Neots Eastern Expansion scheme.
- Highfields phase 2; £250k additional cost in 2018/19. New scheme to extend accommodation for the current capacity and create teaching space for extended age range to 25.
- Wing Development; £400k additional costs in 2018/19. New school required as a result of new development. It is anticipated this scheme will be funded by both the EFA as an approved free school and S106 funding.

Overall Capital programme

Changes to the overall project cost of the capital plan total an increase of £14,273k since the 2018/19 Business Plan was approved. The total of new schemes added since the Business Plan was published totals £20,220k. Future year changes in scheme costs relating to existing schemes will be managed through the 2018/19 Business Plan process.

2018/19 In Year Pressures/Slippage

As at the end of May the capital programme forecast underspend continues to be zero. The level of slippage has not exceeded the Capital Variation budget of £12,120k. A forecast outturn will only be reported once slippage exceeds this level. However in May movements on schemes has occurred totaling £165k. The significant changes in schemes are detailed below;

- Littleport secondary and special school; £419k slippage relating to ICT equipment which will be purchased as the school expands to full capacity.
- New secondary capacity to serve Wisbech; £200k accelerated spend to progress planning and design of the scheme.

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

4. **PERFORMANCE**

Update for 2018/19 will be available for the June 18 F&PR

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

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

Four indicators are currently showing as RED:

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

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

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

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

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

Actions being taken include:

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

At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.

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

Performance remains low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams – and there are currently 62 service users identified as being in employment yet to have a recorded review in the current year.

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

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

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

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

5. P&C PORTFOLIO

Update for 2018/19 will be available for the June 18 F&PR

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 Outturn Variance (Apr) £'000	Service	Budget 2018/19 £'000	Actual May 2018 £'000	Forecast Outturn Variance	
				£'000	%
Adults & Safeguarding Directorate					
0	Strategic Management - Adults	9,667	729	0	0%
0	Principal Social Worker, Practice and Safeguarding	1,522	193	0	0%
0	Autism and Adult Support	939	102	0	0%
0	Carers	757	84	0	0%
Learning Disability Services					
0	LD Head of Service	1,703	607	0	0%
0	LD - City, South and East Localities	33,429	6,533	0	0%
0	LD - Hunts & Fenland Localities	28,036	5,396	0	0%
0	LD - Young Adults	5,700	848	0	0%
0	In House Provider Services	6,071	970	0	0%
0	NHS Contribution to Pooled Budget	-17,113	0	0	0%
Older People and Physical Disability Services					
0	OP - City & South Locality	19,673	3,001	0	0%
0	OP - East Cambs Locality	6,045	1,036	0	0%
0	OP - Fenland Locality	9,089	1,266	0	0%
0	OP - Hunts Locality	13,550	2,268	0	0%
0	Discharge Planning Teams	2,150	272	0	0%
0	Shorter Term Support and Maximising Independence	8,258	1,216	0	0%
0	Physical Disabilities	11,424	2,615	0	0%
Mental Health					
0	Mental Health Central	50	235	0	0%
0	Adult Mental Health Localities	7,189	991	0	0%
0	Older People Mental Health	6,036	1,505	0	0%
0	Adult & Safeguarding Directorate Total	154,174	29,869	0	0%
Commissioning Directorate					
0	Strategic Management –Commissioning	1,003	35	0	0%
0	Access to Resource & Quality	865	207	0	0%
0	Local Assistance Scheme	300	0	0	0%
Adults Commissioning					
0	Central Commissioning - Adults	5,569	541	0	0%
0	Integrated Community Equipment Service	1,016	55	0	0%
0	Mental Health Voluntary Organisations	3,730	94	0	0%
Childrens Commissioning					
0	1 Looked After Children Placements	19,641	1,063	739	4%
0	Commissioning Services	2,535	336	0	0%
0	Home to School Transport – Special	7,871	-20	0	0%
0	LAC Transport	1,632	119	0	0%
0	Commissioning Directorate Total	44,162	2,430	739	2%

Forecast Outturn Variance (Apr) £'000	Service	Budget 2018/19 £'000	Actual May 2018 £'000	Forecast Outturn Variance £'000 %	
Communities & Safety Directorate					
0	Strategic Management - Communities & Safety	-61	21	0	0%
0	Youth Offending Service	1,645	129	0	0%
0	Central Integrated Youth Support Services	953	-25	0	0%
0	Safer Communities Partnership	970	198	0	0%
0	Strengthening Communities	509	108	0	0%
0	Adult Learning & Skills	2,660	529	0	0%
0	Communities & Safety Directorate Total	6,677	961	0	0%
Children & Safeguarding Directorate					
0	Strategic Management – Children & Safeguarding	3,479	607	0	0%
0	Partnerships and Quality Assurance	1,988	268	0	0%
0	Children in Care	13,730	2,746	0	0%
0	Integrated Front Door	2,660	345	0	0%
0	Children’s Centre Strategy	160	178	0	0%
0	Support to Parents	2,870	201	0	0%
0	² Adoption Allowances	5,282	954	248	5%
0	Legal Proceedings	1,940	426	0	0%
District Delivery Service					
0	Safeguarding Hunts and Fenland	4,646	646	0	0%
0	Safeguarding East & South Cambs and Cambridge	4,489	512	0	0%
0	Early Help District Delivery Service –North	4,394	654	0	0%
0	Early Help District Delivery Service – South	5,062	817	0	0%
0	Children & Safeguarding Directorate Total	50,699	8,352	248	0%

Forecast Outturn Variance (Apr) £'000	Service		Budget 2018/19 £'000	Actual May 2018 £'000	Forecast Outturn Variance £'000 %	
Education Directorate						
0		Strategic Management - Education	3,563	109	0	0%
0		Early Years' Service	1,442	288	0	0%
0		Schools Curriculum Service	62	-53	0	0%
0		Schools Intervention Service	1,095	292	0	0%
0	3	Schools Partnership Service	776	207	120	15%
0		Children's' Innovation & Development Service	214	65	0	0%
0		Teachers' Pensions & Redundancy	2,910	169	0	0%
SEND Specialist Services (0-25 years)						
0		SEND Specialist Services	7,576	1,540	0	0%
0		Children's Disability Service	6,542	1,628	0	0%
0		High Needs Top Up Funding	17,036	4,110	0	0%
0	4	Special Educational Needs Placements	8,973	8,482	518	6%
0		Early Years Specialist Support	381	24	0	0%
0	5	Out of School Tuition	1,119	-119	291	26%
Infrastructure						
0		0-19 Organisation & Planning	3,692	178	0	0%
0		Early Years Policy, Funding & Operations	92	10	0	0%
0		Education Capital	168	1,503	0	0%
0		Home to School/College Transport – Mainstream	8,742	477	0	0%
0	Education Directorate Total		64,382	18,911	929	1%
Executive Director						
0		Executive Director	694	287	0	0%
0		Central Financing	91	0	0	0%
0	Executive Director Total		785	287	0	0%
0	Total		320,879	60,810	1,916	1%
Grant Funding						
0	6	Financing DSG	-42,986	-7,164	-809	-2%
0		Non Baselined Grants	-38,564	-3,930	0	0%
0	Grant Funding Total		-81,550	-11,095	-809	1%
0	Net Total		239,329	49,716	1,107	0%

APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
1) Looked After Children Placements	19,641	1,063	739	4%

LAC Placements budget is forecasting an overspend of £0.7m at the end of May. This stems from the underlying pressure brought forward from 17/18, as a result of there being too many LAC in high cost placements, which the budget can not accommodate.

It should be noted that there is expected to be demand pressures on this budget during the year, over and above those forecast and budgeted for. This position will be closely monitored throughout the year and subsequent forecasts will be updated to reflect the latest demand expectations. In addition, there is a £1.5m saving target attached to the budget, where plans to deliver this are being closely monitored.

Overall LAC numbers at the end of May 2018, including placements with in-house foster carers, residential homes and kinship, were 712. This includes 57 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of May were 374, 5 more than at the end of April.

External Placements Client Group	Budgeted Packages	30 Apr 2018 Packages	31 May 2018 Packages	Variance from Budget
Residential Disability – Children	1	2	2	+1
Child Homes – Secure Accommodation	0	1	1	+1
Child Homes – Educational	16	16	18	+2
Child Homes – General	39	38	35	-4
Independent Fostering	199	279	286	+87
Supported Accommodation	31	26	28	-3
Supported Living 16+	8	7	4	-4
TOTAL	294	369	374	80

'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.

Mitigating factors to limit the final overspend position include:

- Reconstitution of panels to ensure greater scrutiny and supportive challenge.
- Monthly commissioning intentions [sufficiency strategy work-streams], budget and savings reconciliation meetings attended by senior managers accountable for each area of spend/practice. Enabling directed focus on emerging trends and appropriate responses, ensuring that each of the commissioning intentions are delivering as per work-stream and associated accountable officer. Production of datasets to support financial forecasting [in-house provider services and Access to Resources].
- Investment in children's social care commissioning to support the development of robust commissioning frameworks for external spend (*to be approved*).
- Provider meetings scheduled through the Children's Placement Service [ART] to support the negotiation of packages at or post placement. Working with the Contracts Manager to ensure all placements are funded at the appropriate level of need and cost.
- Regular Permanence Tracking meetings [per locality attended by A2R] chaired by the Independent Reviewing Service Manager to ensure no drift in care planning decisions, and support the identification of foster carers suitable for SGO/permanence arrangements.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
Looked After Children Placements continued These meetings will also consider children in externally funded placements, ensuring that the authority is maximizing opportunities for discounts [length of stay/siblings], volume and recognising potential lower cost options in line with each child's care plan. <ul style="list-style-type: none"> Additional investment in the recruitment and retention [strategy to be produced] of the in-house fostering service to increase the number of fostering households over a three year period (<i>to be approved</i>). 				
2) Adoption	5,282	954	248	5%
The Adoption Allowances budget is forecasting a £248k over spend. In 2018/19 we are forecasting additional demand on our need for adoptive placements. We have re-negotiated our contract with Coram Cambridgeshire Adoption (CCA) based on an equal share of the extra costs needed to cover those additional placements. The increase in Adoption placements 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.				
3) Schools Partnership Service	776	207	120	15%
Schools Forum took the decision to discontinue the de-delegation for the Cambridgeshire Race Equality & Diversity Service (CREDS) from 1 st April 2018, resulting in service closure. The closure timescales have led to a period of time where the service is running without any direct funding and a resulting pressure of £120k. This will be a pressure in 2018/19 only, and mitigating underspends elsewhere in the Education directorate will be sought.				
4) SEN Placements	8,973	8,482	518	6%
The SEN Placements budget is forecasting an overspend of £0.5m at the end of May. This is due a combination of factors, including: <ul style="list-style-type: none"> Placement of two young people in out of county schools needing residential provision, where there is appropriate educational provision to meet needs. Placement of a young person in out of county provision as outcome of SENDIST appeal. Additional funding allocation to stabilise an existing placement. These first of these pressures highlights the problem that the Local Authority faces in accessing appropriate residential provision for some children and young people with SEN. 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. The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG). <u>Actions being taken:</u> <ul style="list-style-type: none"> 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. 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; Peterborough and Cambridgeshire SEND Strategy is being developed with a renewed focus and expectation of children and young people having their needs met locally. Review and renegotiation of packages with some providers to ensure best value is still being achieved. 				

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
5) Out of School Tuition	1,119	-119	291	26%

The Out of School Tuition budget is forecasting a £0.3m overspend at the end of May – this is after the application of £0.4m of High Needs pressure funding being allocated to the Out of School Tuition budget in 18/19. The overspend is due to a combination of a higher number of children remaining on their existing packages and a higher number of children accessing new packages, due to a breakdown of placement, than the budget can accommodate.

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, with many of those placements unable to commence until September 2018. 21 pupils are expected to cease tuition in July 2018. A further 26 pupils do not have a confirmed end date for tuition. We are confident that half of these pupils will cease tuition by the halfway point of the financial year. Casework officers are working to provide more specific, predicted end dates for packages of tuition.

Several key themes have emerged throughout the last year, which have had an impact on the need for children to receive a package of education, sometimes for prolonged periods of time:

- Casework officers were not always made aware that a child's placement was at risk of breakdown until emergency annual review was called.
- Casework officers did not have sufficient access to SEND District Team staff to prevent the breakdown of an education placement in the same way as in place for children without an EHCP.
- There were insufficient specialist placements for children whose needs could not be met in mainstream school.
- There was often a prolonged period of time where a new school was being sought, but where schools put forward a case to refuse admission.
- In some cases of extended periods of tuition, parental preference was for tuition rather than in-school admission.

It has also emerged that casework officers do not currently have sufficient capacity to fulfil enough of a lead professional role which seeks to support children to return to mainstream or specialist settings.

Actions going forward to address the underlying issues:

- Proposal to create an in-house "bank" of teachers, tutors, teaching assistants or specialist practitioners and care workers in order to achieve a lower unit cost of provision;
- Move to a Dynamic Purchasing System, which would provide a wider, more competitive market place, where a lower unit cost of provision could be achieved;
- Enhance the preventative work of the Statutory Assessment Team by expanding the SEND District Team, so that support can be deployed for children with an EHCP, where currently the offer is minimal and more difficult to access;
- Creation of an outreach team from the Pilgrim PRU to aid quicker transition from tuition or inpatient care, back into school; and
- Review of existing tuition packages to gain a deeper understanding of why pupils are on tuition packages and how they can be moved back into formal education.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
6) Financing DSG	-42,986	-7,164	-809	-2%
Within P&C, spend of £43.0m is funded by the ring fenced Dedicated Schools Grant. A contribution of £0.84m has been applied to fund pressures on a number of High Needs budgets including SEN Placements (£0.52m) and Out of School Tuition (£0.29m). For this financial year the intention is to manage within overall available DSG resources.				

APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £'000
Grants as per Business Plan		
Public Health	Department of Health	283
Better Care Fund	Cambs & P'Boro CCG	26,075
Social Care in Prisons Grant	DCLG	319
Unaccompanied Asylum Seekers	Home Office	2,200
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	2,031
Children's Social Care Innovation Grant (MST innovation grant)	DfE	313
Opportunity Area	DfE	3,400
Opportunity Area - Essential Life Skills	DfE	523
Adult Skills Grant	Skills Funding Agency	2,123
AL&S National Careers Service Grant	European Social Fund	335
Non-material grants (+/- £160k)	Various	137
Total Non Baselined Grants 2018/19		38,564

Financing DSG	Education Funding Agency	42,986
Total Grant Funding 2018/19		81,550

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

Directorate	Grant Total £'000
Adults & Safeguarding	26,514
Children & Safeguarding	4,889
Education	3,415
Community & Safety	3,746
TOTAL	38,564

APPENDIX 4 – Virements and Budget Reconciliation

Virements between P&C and other service blocks:

	Eff. Period	£'000	Notes
Budget as per Business Plan		239,124	
Strategic Management – Education	Apr	134	Transfer of Traded Services ICT SLA budget to Director of Education from C&I
Childrens' Innovation & Development Service	Apr	71	Transfer of Traded Services Management costs/recharges from C&I
Budget 2018/19		239,329	

APPENDIX 5 – Reserve Schedule as at Close 2017/18
(Update for 2018/19 will be available for the June18 F&PR)

Fund Description	Balance at 1 April 2017	2017/18		Year End 2017/18	Notes
		Movements in 2017/18	Balance at Close 17/18		
	£'000	£'000	£'000	£'000	
<u>General Reserve</u>					
P&C carry-forward	540	-7,493	-6,953	-6,953	Overspend £6,953k applied against General Fund.
subtotal	540	-7,493	-6,953	-6,953	
<u>Equipment Reserves</u>					
IT for Looked After Children	133	-69	64	64	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
subtotal	133	-69	64	64	
<u>Other Earmarked Reserves</u>					
Adults & Safeguarding					
Homecare Development	22	-22	0	0	Managerial post worked on proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work.
Falls prevention	44	-44	0	0	Up scaled the falls prevention programme with Forever Active
Dementia Co-ordinator	13	-13	0	0	Used to joint fund dementia co-ordinator post with Public Health
Mindful / Resilient Together	188	-133	55	55	Programme of community mental health resilience work (spend over 3 years)
Increasing client contributions and the frequency of Financial Re-assessments	14	-14	0	0	Hired fixed term financial assessment officers to increase client contributions as per BP
Brokerage function - extending to domiciliary care	35	-35	0	0	Trialled homecare care purchasing co-ordinator post located in Fenland
Hunts Mental Health	200	0	200	200	Provision made in respect of a dispute with another County Council regarding a high cost, backdated package
Commissioning					
Capacity in Adults procurement & contract management	143	-143	0	0	Continuing to support route rationalisation for domiciliary care rounds
Specialist Capacity: home care transformation / and extending affordable care home capacity	25	-25	0	0	External specialist support to help the analysis and decision making requirements of these projects and tender processes
Home to School Transport Equalisation reserve	-240	296	56	56	A £296k contribution has been made back to reserves to account for 2017/18 having fewer schools days where pupil require transporting
Reduce the cost of home to school transport (Independent travel training)	60	0	60	60	Programme of Independent Travel Training to reduce reliance on individual taxis
Prevent children and young people becoming Looked After	25	-25	0	0	Re-tendering of Supporting People contracts (ART)

Fund Description	Balance at 1 April 2017	2017/18		Year End 2017/18	Notes
		Movements in 2017/18	Balance at Close 17/18		
	£'000	£'000	£'000	£'000	
Disabled Facilities	44	-6	38	38	Funding for grants for disabled children for adaptations to family homes.
Community & Safety					
Youth Offending Team (YOT) Remand (Equalisation Reserve)	150	-90	60	60	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
Children & Safeguarding					
Child Sexual Exploitation (CSE) Service	250	-250	0	0	The funding was required for a dedicated Missing and Exploitation (MET) Unit and due to a delay in the service being delivered this went back to GPC to obtain approval, as originally the Child Sexual Exploitation service was going to be commissioned out but now this was bought in house within the Integrated Front Door and this funding was required in 2017/18 to support this function (1 x Consultant Social Worker & 4 x MET Hub Support Workers).
Education					
Cambridgeshire Culture/Art Collection	47	106	153	153	Providing cultural experiences for children and young people in Cambs - fund increased in-year due to sale of art collection
ESLAC Support for children on edge of care	36	-36	0	0	Funding for 2 year post re CIN
Cross Service					
Develop 'traded' services	30	-30	0	0	£30k was for Early Years and Childcare Provider Staff Development
Improve the recruitment and retention of Social Workers (these bids are cross-cutting for adults, older people and children and young people)	78	-78	0	0	This funded 3 staff focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	110	-110	0	0	Used for repairs & refurb to council properties: £5k Linton; £25k March; £20k Norwich Rd; £10k Russell St; Alterations: £50k Havilland Way Supported the implementation of the in-house fostering action plan: £74k
Other Reserves (<£50k)	149	-57	92	92	Other small scale reserves.
subtotal	1,423	-709	714	714	
TOTAL REVENUE RESERVE	2,096	-8,271	-6,175	-6,175	

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

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

APPENDIX 6 – Capital Expenditure and Funding

6.1 Capital Expenditure

2018/19					TOTAL SCHEME	
Original 2018/19 Budget as per BP £'000	Scheme	Revised Budget for 2018/19 £'000	Actual Spend (May 18) £'000	Forecast Outturn (May 18) £'000	Total Scheme Revised Budget £'000	Total Scheme Forecast Variance £'000
	Schools					
44,866	Basic Need - Primary	41,333	256	41,356	309,842	7,328
35,502	Basic Need - Secondary	36,939	223	36,771	274,319	0
1,222	Basic Need - Early Years	1,488	0	1,488	6,126	0
2,400	Adaptations	2,381	59	2,381	7,329	0
3,476	Specialist Provision	486	-46	466	26,631	6,870
2,500	Condition & Maintenance	2,500	202	2,500	10,050	0
1,005	Schools Managed Capital	1,722	0	1,722	25,500	0
100	Site Acquisition and Development	100	1	100	200	0
1,500	Temporary Accommodation	1,500	37	1,500	13,000	0
295	Children Support Services	295	0	295	2,775	75
5,565	Adult Social Care	5,565	0	5,565	43,241	0
-12,120	Capital Variation	-12,120	0	-11,955	-59,988	0
1,509	Capitalised Interest	1,509	0	1,509	8,798	0
87,820	Total P&C Capital Spending	83,698	733	83,698	667,823	14,273

Basic Need - Primary £7,328k increase in scheme cost

A total scheme variance of -£7,328k 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 require the cost increases to be approved by GPC for 2018/19;

- St Ives, Eastfield / Westfield / Wheatfields; £7,000k overall scheme increase of which £300k will materialise in 2018/18. The scope of the project has changed to amalgamate Eastfield infant & Westfield junior school into a new all through primary.
- St Neots, Wintringham Park; £5,150k increase in total scheme cost. £3,283k will materialise in 2018/19. Increased scope to build a 3FE Primary and associated Early Years, Offset by the deletion of the St Neots Eastern Expansion scheme.
- Wing Development; £400k additional costs in 2018/19. New school required as a result of new development. Total scheme cost £10,200k, it is anticipated this scheme will be funded by both the EFA as an approved free school and S106 funding.
- Bassingbourn Primary School; £3.150k new scheme to increase capacity to fulfil demand required from returned armed forces families. £70k expected spend in 2018/19.

The following scheme has reduced in cost since business plan approval.

- St Neots – Eastern expansion; £4,829k reduction. Only requirement is spend on a temporary solution at Roundhouse Primary. Wintringham Park scheme will be progressed to provide places.

Specialist Provision £6,870k increase in scheme cost

- Highfields Special School; £250k additional cost in 2018/19. New scheme to extend accommodation for the current capacity and create teaching space for extended age range to 25 total cost £6,870k

Children's Minor Works and Adaptions £75k increased scheme costs.

Additional budget to undertake works to facilitate the Whittlesey Children's Centre move to Scaldgate Community Centre.

P&C Capital Variation

The Capital Programme Board recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. The allocation for P&C's negative budget adjustments has been calculated as follows, shown against the slippage position for 2018/19:

2018/19					
Service	Capital Programme Variations Budget £000	Forecast Outturn Variance (May 18) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Outturn Variance (May 18) £000
P&C	-12,120	165	165	1.4%	-11,955
Total Spending	-12,120	165	165	1.4%	11,955

6.2 Capital Funding

2018/19				
Original 2018/19 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2018/19 £'000	Forecast Funding Outturn (May 18) £'000	Forecast Funding Variance - Outturn (May 18) £'000
24,919	Basic Need	24,919	24,919	0
4,043	Capital maintenance	4,202	4,202	0
1,005	Devolved Formula Capital	1,722	1,722	0
4,115	Adult specific Grants	4,171	4,171	0
5,944	S106 contributions	5,944	5,944	0
833	Other Specific Grants	833	833	0
1,982	Other Capital Contributions	1,982	1,982	0
47,733	Prudential Borrowing	42,679	42,679	0
-2,754	Prudential Borrowing (Repayable)	-2,754	-2,754	0
87,820	Total Funding	83,698	83,698	0

APPENDIX 7 – Performance at end of Close 2017/18
(Update for 2018/19 will be available for the June18 F&PR)

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

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

Outcome		Adults and children are kept safe								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The number of looked after children per 10,000 population under 18	Children & Safeguarding	51.9	40	51.9	Mar	➡	Off Target	44.9	62	<p>In March the number of Looked After Children held at 697. This figure includes 63 UASC, 9% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.</p> <p>Actions being taken include: A weekly Threshold to Resources Panel (TARP), chaired by the Assistant Director for Children's Services to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. Decisions and Children's Plans are monitored via a tracker which also takes into account the children's care plan- discussed in the Permanency Monitoring Group.</p> <p>A monthly Permanency Monitoring Group (PMG) considers all children who are looked after, paying attention to their care plan, ensuring reunification is considered and if this is not possible a timely plan is made for permanence via Special Guardianship Order, Adoption or Long Term Fostering.</p> <p>TARP links with the monthly High Cost Placements meeting, which as of January 2018 started to be chaired by the Assistant Director for Children's Services. The panel ensures that required placements meet the child or young person's needs and are cost effective and joint funded with partners where appropriate.</p> <p>At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.</p>

Outcome	Adults and children are kept safe									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of young first time entrants into the criminal justice system, per 10,000 of population compared to statistical neighbours	Community & Safety	3.68	n/a	3.23	Q3	↑	No target			Awaiting comparator data

Outcome	Older people live well independently									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of contacts for community equipment in period	Adults & Safeguarding		n/a				No target	n/a	n/a	New measure, currently in development
Number of contacts for Assistive Technology in period	Adults & Safeguarding		n/a				No target	n/a	n/a	New measure, currently in development
Proportion of people finishing a reablement episode as independent (year to date)	Adults & Safeguarding	57.3%	57%	57.7%	Mar	↑	On Target	n/a	n/a	Performance above target and improving

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

Outcome		Older people live well independently								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Adults & Safeguarding	326.3	564.0	343.2	Mar	↓	On Target	n/a	n/a	<p>The implementation of the Transforming Lives model, combined with a general lack of available residential and nursing beds in the area has continued to keep admissions below national and statistical neighbour averages.</p> <p>N.B. This is a cumulative figure, so will always go up. An upward direction of travel arrow means that if the indicator continues to increase at the same rate, the ceiling target will not be breached.</p>

Outcome		People live in a safe environment								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Victim-based crime per 1,000 of population compared to statistical neighbours (hate crime)	Community & Safety	54.87	n/a	57.59	Q3	↓	No target	55.81	69.23	New measure, in development

Outcome		People with disabilities live well independently								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of adults with a primary support reason of learning disability support in paid employment (year to date)	Adults & Safeguarding	3.5%	6.0%	3.6%	Mar	↑	Off Target	n/a	n/a	Performance remains low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams – and there are currently 62 service users identified as being in employment yet to have a recorded review in the current year. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)
Proportion of adults in contact with secondary mental health services in paid employment	Adults & Safeguarding	13.3%	12.5%	13.0%	Feb	↓	On Target	n/a	n/a	Performance at this measure is above target. Reductions in the number of people in contact with services are making this indicator more variable while the numbers in employment are changing more gradually.
Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family	Adults & Safeguarding	76.2%	72.0%	71.2%	Mar	↓	Within 10%	n/a	n/a	Performance is slightly below target

Outcome		People with disabilities live well independently								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of adults in contact with secondary mental health services living independently, with or without support	Adults & Safeguarding	81.2%	75.0%	81.5%	Feb	↑	On Target	n/a	n/a	Performance has improved marginally against the previous period.
Proportion of adults receiving Direct Payments	Adults & Safeguarding	23.3%	24.0%	23.6%	Mar	↑	Within 10%	n/a	n/a	Performance is slightly below target
Proportion of carers receiving Direct Payments	Adults & Safeguarding	95.1%	n/a	95.0%	Mar	↓	No target	n/a	n/a	Direct payments are the default option for carers support services, as is reflected in the high performance of this measure.

Outcome		Places that work with children help them to reach their full potential								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% of EHCP assessments completed within timescale	Children & Safeguarding	100.0%	n/a	91.4%	Mar	↓	No target			Performance remains high despite a fall in comparison to the previous period
Number of young people who are NEET, per 10,000 of population compared to statistical neighbours	Children & Safeguarding	243.5	n/a	260.3	Mar	↓	No target	213.8	271.1	The rate increased against the previous reporting period, however remains favourable compared to the England average.

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

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Primary Schools)	Education	82.4%	n/a	82.5%	Feb	↑	No target	89.4%	88.0%	Performance increased slightly in comparison to the previous reporting period, but remains below average in comparison to our statistical neighbours and the England average.
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Secondary Schools)	Education	85.5%	n/a	88.8%	Feb	↑	No target	86.8%	80.5%	Performance increased slightly in comparison to the previous reporting period, and remains above average in comparison to our statistical neighbours and the England average.
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Special Schools)	Education	93.1%	n/a	93.1%	Feb	→	No target	96.0%	92.9%	Performance remains comparable to the previous reporting period and is above the England average.
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Nursery Schools)	Education	100.0%	n/a	100.0%	Feb	→	No target	100.0%	98.0%	Performance remains high and is above the England average.

Outcome		The Cambridgeshire economy prospers to the benefit of all residents								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of new apprentices per 1,000 of population, compared to national figures	Community & Safety		n/a				No target			New measure in development
Engagement with learners from deprived wards as a proportion of the total learners engaged	Community & Safety		n/a				No target			New measure in development

APPENDIX 8 – P&C Portfolio at end of Close 2017/18
 (Update for 2018/19 will be available for the June 18 F&PR)

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

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

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