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

### **Finance and Performance Report – July 2017**

#### **1. SUMMARY**

##### **1.1 Finance**

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

##### **1.2. Performance and Portfolio Indicators – June 2017 Data (see sections 4&5)**

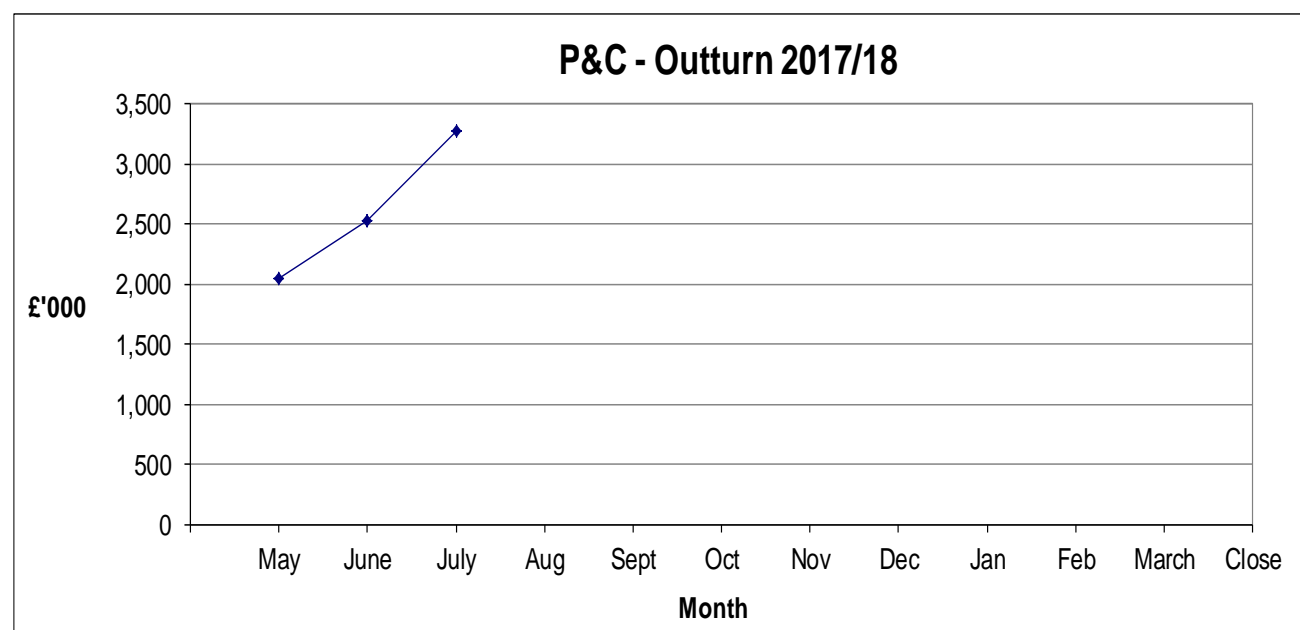
<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
June Performance (No. of indicators)	6	7	8	21
June Portfolio (No. of indicators)	0	3	4	7

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

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

<b>Forecast Variance Outturn (June) £000</b>	<b>Directorate</b>	<b>Original Budget 2017/18 £000</b>	<b>Current Budget 2017/18 £000</b>	<b>Current Variance £000</b>	<b>Forecast Variance Outturn (July) £000</b>	<b>Forecast Variance - Outturn (July) %</b>
68	Adults & Safeguarding	147,600	148,526	1,369	247	0.2%
-84	Commissioning	33,255	34,012	-1,165	-22	-0.1%
0	Communities & Safety	4,472	4,444	-248	-1	0.0%
2,253	Children & Safeguarding	90,340	91,945	1,946	2,786	3.0%
290	Education	19,319	19,945	-514	299	1.5%
219	Executive Director	494	644	13	210	32.6%
<b>2,746</b>	<b>Total Expenditure</b>	<b>295,481</b>	<b>299,517</b>	<b>1,400</b>	<b>3,519</b>	<b>1.2%</b>
-218	Grant Funding	-62,471	-62,471	-81	-243	0.4%
<b>2,528</b>	<b>Total</b>	<b>233,010</b>	<b>237,046</b>	<b>1,635</b>	<b>3,276</b>	<b>1.4%</b>

The service level finance & performance report for July 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 July 2017, P&C is forecasting a year end overspend of £3,276k. Significant issues are detailed below:

- In Adults and Safeguarding, Mental Health Central, a workforce restructure within the mental health trust managing social work staff has resulted in an in-year reduction in costs. The forecast is an underspend of £127k.
- In Adults and Safeguarding, Older People Mental Health, increased care commitments for nursing dementia beds, compared to those budgeted have created a forecast pressure of £271k. Delivery of savings is in line with expectations and other mitigations within Mental Health Services are partially mitigating the pressure.
- In Children and Safeguarding, the Strategic Management budget is forecasting an overspend of £956k, a reduction of £122k on the previous month's forecast. The previously reported position included a pressure on the Business Support budget, and it has since been identified that this can be managed through in-year savings resulting from vacant posts.
- In Children and Safeguarding, the Looked After Children Placements budget is forecasting an overspend of £641k, an increase of £234k from last month. Although additional budget is now shown in P&C following the GPC decision to allocate additional demography funding (£2.913m), this budget change had been anticipated in earlier forecasts and the increase in pressure is due to factors other than the volume of demand. There is a delay in the expected savings (£151k) and a combination of changes to placement fees (£83k).
- In Children and Safeguarding, Adoption the forecast outturn overspend has increased by £150k to £450k. An overspend of £150k is anticipated on the adoption/Special Guardianship Order (SGO) allowances budget as a result of the continuation of historical adoption/SGO allowances and a lower than

expected reduction in costs 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 budget.

- In Children and Safeguarding, the Children's Disability Service is forecasting an over spend of £168k due to an increase in the number of support hours, including the number of joint funded health packages.

## 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 July for Looked After Children (LAC) is shown below:

Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements July 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	20	18.01	£2,025k	2,150.91	2.01	£865k	742.38
Residential homes	22	£3,018k	52	2,656.43	33	32.13	£5,010k	3,055.29	10.13	£1,992k	398.86
Independent Fostering	263	£10,304k	52	784.53	269	261.38	£10,801k	793.68	-1.62	£497k	9.15
Supported Accommodation	15	£1,244k	52	1,247.14	24	19.55	£1,557k	1,476.17	4.55	£313k	229.03
16+	25	£608k	52	467.73	8	6.69	£97k	227.31	-18.31	-£511k	-240.42
Growth/Replacement	-	£868k	-	-	-	-	£1,044k	-	-	£176k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£2,681k	-	-	-£2,681k	-
<b>TOTAL</b>	<b>342</b>	<b>£17,344k</b>			<b>355</b>	<b>338.76</b>	<b>£17,985k</b>		<b>-3.24</b>	<b>£641K</b>	
In-house fostering - Basic	212	£2,053k	56	172.89	170	168.59	£1,896k	183.74	-43.41	-£156k	10.85
In-house fostering - Skills	212	£1,884k	52	170.94	170	168.73	£1,566k	184.01	-43.27	-£319k	13.07
Kinship - Basic	40	£439k	56	195.84	40	40.11	£400k	178.30	0.11	-£39k	-17.54
Kinship - Skills	11	£39k	52	68.78	11	11.00	£39k	68.78	0	£k	0.00
In-house residential	5	£556k	52	2,138.07	4	3.50	£556k	3,054.38	-1.5	£k	916.31
Growth*	0	-£297k	-	0.00	0	0.00	£k	0.00	-	£297k	-
<b>TOTAL</b>	<b>257</b>	<b>£4,674k</b>			<b>214</b>	<b>212.20</b>	<b>£4,457k</b>		<b>-44.8</b>	<b>-£216k</b>	
Adoption	376	£3,236k	52	165.51	399	395.15	£3,425k	162.31	19.15	£189k	-3.20
Concurrent Adoption	5	£91k	52	350.00	2	2.00	£37k	350.00	-3	-£55k	0.00
Savings Requirement	0	£k	0	0.00	0	0.00	£k	0.00	0	£k	0.00
<b>TOTAL</b>	<b>381</b>	<b>£3,327k</b>			<b>401</b>	<b>397.15</b>	<b>£3,461k</b>		<b>19.15</b>	<b>£134k</b>	
<b>OVERALL TOTAL</b>	<b>980</b>	<b>£25,345k</b>			<b>970</b>	<b>948.11</b>	<b>£25,904k</b>		<b>-28.89</b>	<b>£559k</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 July for SEN Placements is shown below:

BUDGET				ACTUAL (July 17)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements July 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	£62,895	93	95.72	£6,797k	£71,012	-5	-2.28	£632k	£8,117
Hearing Impairment (HI)	3	£100k	£33k	2	2.00	£74k	£37,217	-1	-1.00	£26k	£3,895
Moderate Learning Difficulty (MLD)	3	£109k	£36k	5	4.16	£143k	£34,470	2	1.16	£34k	£1,922
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	£75k	£0
Physical Disability (PD)	1	£19k	£19k	3	2.58	£50k	£19,370	2	1.58	£31k	£400
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	£41k	£0
Social Emotional and Mental Health (SEMH)	35	£1,490k	£43k	36	38.63	£1,825k	£47,250	1	3.63	£335k	£4,666
Speech, Language and Communication Needs (SLCN)	3	£163k	£54k	2	2.00	£96k	£48,006	-1	-1.00	£67k	£6,479
Severe Learning Difficulty (SLD)	2	£180k	£90k	1	1.00	£90k	£90,237	-1	-1.00	£90k	£0
Specific Learning Difficulty (SPLD)	8	£164k	£20k	5	4.88	£196k	£40,215	-3	-3.12	£32k	£19,715
Visual Impairment (VI)	2	£64k	£32k	2	2.00	£57k	£28,574	0	0.00	£7k	£3,553
Recoupment	-	-	-	-	-	£658k	-	-	-	£658k	-
<b>TOTAL</b>	<b>157</b>	<b>£8,573k</b>	<b>£54,602</b>	<b>149</b>	<b>152.97</b>	<b>£8,673k</b>	<b>£60,993</b>	<b>-8</b>	<b>-4.03</b>	<b>£100k</b>	<b>£6,390</b>

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

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

		BUDGET			ACTUAL (July 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 July 17	D o T	Current Average Unit Cost	D o T	Forecast Actual £000	D o T	Forecast Variance £000
Adult Disability Services	Residential	31	£1,121k	£1,807k	30	↔	£1,027	↑	£1,614k	↑	-£193k
	Nursing	20	£928k	£965k	21	↑	£1,008	↑	£1,108k	↑	£143k
	Community	669	£292k	£10,149k	647	↑	£320	↓	£10,863k	↑	£714k
Total expenditure		720		£12,921k	698				£13,586k		£665k
Income				-£1,646k					-£1,504k	↑	£142k
Further savings assumed within forecast											-£941k
Net Total				£11,275k							-£134k

Learning Disability Services	Residential	313	£1,338	£21,771k	299	↓	£1,388	↑	£22,682k	↓	£911k
	Nursing	8	£2,069	£861k	8	↓	£2,128	↓	£904k	↓	£44k
	Community	1,272	£608	£40,217k	1,283	↑	£644	↓	£43,327k	↑	£3,110k
Learning Disability Service Total		1,593		£62,848k	1,590				£66,913k		£4,065k
Income				-£2,566k					-£3,040k		-£473k
Further savings assumed within forecast as shown in Appendix 1											-£3,418k
Net Total											£173k

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

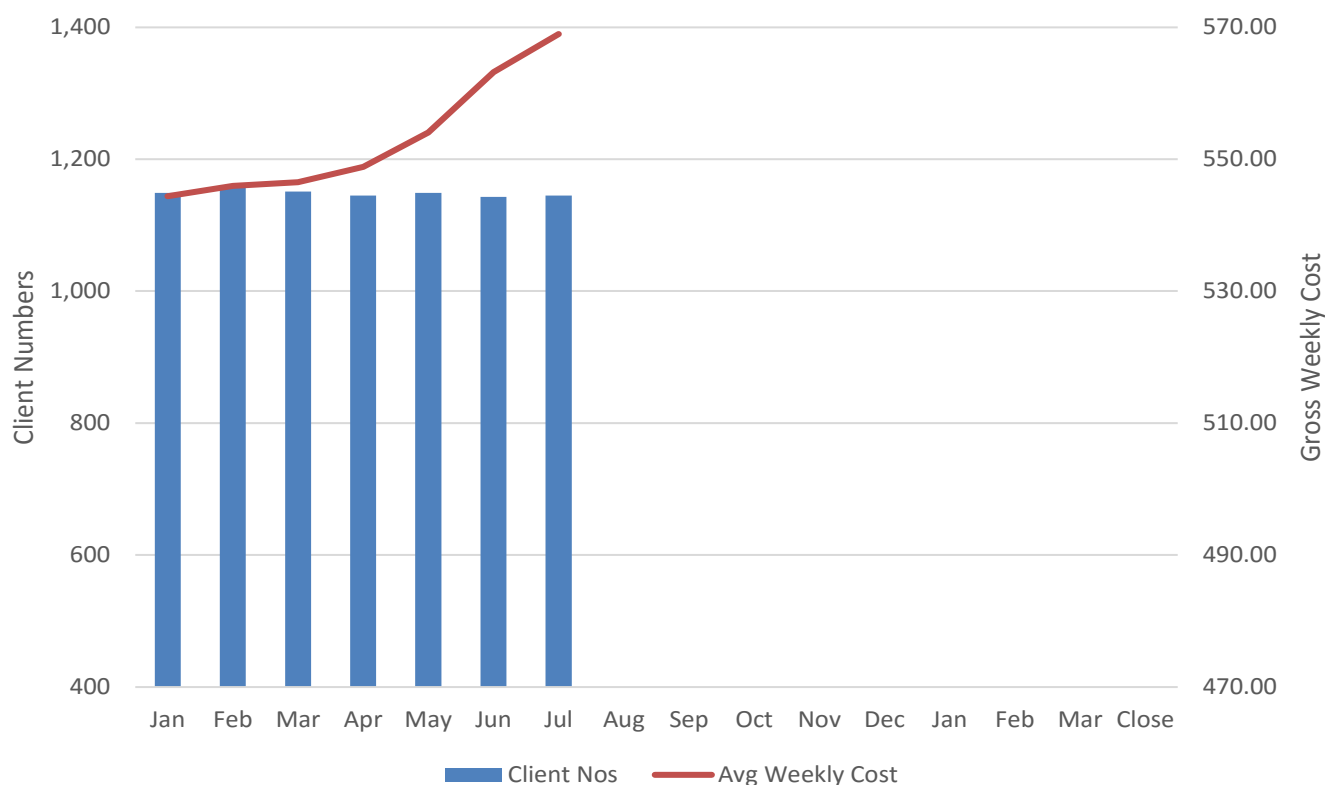
		BUDGET			ACTUAL (July)				FORECAST		
Service Type		Budgeted No. of Clients 2017/18	Budgeted Average Unit Cost (per week) £'s	Annual Budget £000's	Snapshot of No. of Clients at End of July 17	Direction of Travel	Current Average Unit Cost (per week) £'s	Direction of Travel	Forecast Spend £000's	Direction of Travel	Variance £000's
Adult Mental Health	Community based support	24	£71	£89k	15	↔	£111	↓	£112k	↑	£23k
	Home & Community support	154	£87	£703k	185	↑	£62	↓	£820k	↓	£117k
	Nursing Placement	13	£783	£531k	19	↑	£389	↓	£577k	↓	£46k
	Residential Placement	65	£718	£2,432k	75	↔	£595	↓	£2,664k	↓	£232k
	Supported Accommodation	133	£116	£804k	134	↑	£83	↓	£722k	↑	-£82k
	Respite Independent Sector	0	£0	£k	1	↑	£544	↑	£28k	↑	£28k
	Direct Payments	20	£232	£241k	15	↓	£260	↓	£201k	↓	-£40k
	Anticipated New Demand										£114k
	Inflation			£109k					£107k		-£2k
	Income			-£368k					-£377k		-£9k
<b>Adult Mental Health Total</b>		<b>409</b>		<b>£4,541k</b>	<b>444</b>				<b>4,854,152</b>		<b>£427k</b>
<b>Further savings assumed within forecast as shown in Appendix 1</b>											<b>-£410k</b>

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

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

OP Total	BUDGET			ACTUAL (July 17)				Forecast		
Service Type	Expected No. of Service Users 2017/18	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	Direction of Travel	Current Average Cost (per week) £	Direction of Travel	Forecast Actual £000	Direction of Travel	Forecast Variance £000
Residential	447	£483	£11,593k	448	↓	£493	↑	£12,079k	↓	£486k
Residential Dementia	347	£536	£9,984k	357	↑	£545	↑	£10,403k	↓	£419k
Nursing	301	£715	£11,694k	294	↑	£685	↑	£11,043k	↑	-£651k
Nursing Dementia	55	£753	£2,253k	46	↓	£753	↑	£2,127k	↑	-£125k
Respite			£1,303k					£1,344k	↓	£42k
Community based										
~ Direct payments	248	£173	£2,239k	215	↔	£263	↓	£2,600k	↓	£361k
~ Day Care			£941k					£910k	↓	-£31k
~ Other Care			£5,081k					£5,172k	↑	£91k
~ Homecare arranged	1,608	per hour £15.70	£13,265k	1,469	↓	per hour £16.19	↑	£14,608k	↑	£1,343k
<b>Total Expenditure</b>	<b>3,006</b>		<b>£58,351k</b>	<b>2,829</b>				<b>£60,286k</b>		<b>£1,934k</b>
Residential Income			-£8,306k					-£8,653k	↑	-£347k
Community Income			-£8,099k					-£8,032k	↓	£68k
Health Income			-£9k					-£27k	↓	-£18k
<b>Total Income</b>			<b>-£16,415k</b>					<b>-£16,712k</b>		<b>-£297k</b>
<b>Further Savings Assumed Within Forecast as shown within Appendix 1</b>										<b>-£1,637k</b>

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



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

OPMH Total	BUDGET			ACTUAL (July 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	£489k	13	↔	£669	↑	£525k	↓	£37k
Residential Dementia	28	£533	£778k	23	↓	£515	↓	£837k	↓	£58k
Nursing	16	£740	£592k	17	↓	£742	↑	£729k	↓	£137k
Nursing Dementia	90	£747	£3,421k	102	↓	£751	↑	£4,214k	↓	£792k
Respite			£10k					£5k	↓	-£5k
Community based										
~ Direct payments	16	£207	£161k	15	↔	£238	↔	£189k	↓	£28k
~ Day Care			£3k					£4k	↔	£1k
~ Other Care			£37k					£43k	↓	£7k
~ Homecare arranged	45	per hour £15.95	£525k	47	↔	per hour £16.12	↔	£665k	↓	£139k
<b>Total Expenditure</b>	<b>209</b>		<b>£6,017k</b>	<b>217</b>				<b>£7,212k</b>		<b>£1,195k</b>
Residential Income			-£862k					-£976k	↑	-£114k
Community Income			-£244k					-£301k	↓	-£57k
Health Income			£k					£k	↔	£k
<b>Total Income</b>			<b>-£1,106k</b>					<b>-£1,277k</b>		<b>-£172k</b>
Further Savings Assumed Within Forecast as shown in Appendix 1										-£751k

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

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

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

### **3. BALANCE SHEET**

#### **3.1 Reserves**

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

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

##### 2017/18 and Future Years Scheme Costs

In July there has been a £19,949k increase in the overall capital scheme costs. These changes relate to future years and will be addressed through the 2018/19 Business Plan.

This change relates to;

- £349k increase due to additional costs at Littleport SEN School for specialist fixtures and fittings.
- £19,600k increase in Northstowe Secondary School. This includes the addition of SEN provision of which 90 places are to be funded by the Education Funding and Skills Agency (EFSA) and also the delivery of community sports provision which will attract S106 funding from South Cambs District Council.

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

As at the end of July 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 July movements on schemes has occurred totaling £250k. The significant changes in schemes are detailed below;

- Meldreth Primary; £500k slippage due to redesign work being undertaken and the commencement on site being delayed from November to February 2018.
- Southern Fringe; £250k accelerated spend due to increased IT equipment request for 2017/18.
- Littleport Secondary & Special School; £300k accelerated spend due to delivering Special School SEN fixtures and fittings.
- North West Fringe Secondary; £350k slippage due to the project completion being rephrased from September 2020 to September 2021.

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 new set of Key Performance Indicators (KPIs) for 2016/17 agreed by Committees in January. A new development for last year was the inclusion of deprivation indicators. These continue to be included in the new set of KPIs for 2016/17 and are those shown in italics in appendix 7. Please note, following a request at the last CYP Committee that measures in appendix 7 are now ordered by Directorate. We also now include the latest benchmarking information in the performance table.

Six indicators are currently showing as RED:

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

During June, we saw the numbers of children with a Child Protection plan decrease from 571 to 566.

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 to 681 in May. This includes 67 UASC, around 10% 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.

- **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.)



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

In May '17 there were 747 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 144.3 delays per 100,000 of 18+ population. For the same period the national rate was 152.2 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.

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

- **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**

Provisional data for 2016 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.

Provisional data for 2016 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.

## **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 (June) £'000	Service	Current Budget for 2017/18 £'000	Expected to end of July £'000	Actual to end of July £'000	Current Variance		Forecast Variance Outturn (July)	
					£'000	%	£'000	%
Adults & Safeguarding Directorate								
0	Strategic Management - Adults	1,783	1,339	1,610	271	20%	0	0%
64	Principal Social Worker, Practice and Safeguarding	2,025	695	621	-74	-11%	36	2%
Learning Disability Services								
75	LD Head of Service	5,606	1,942	2,025	83	4%	75	1%
0	LD - City, South and East Localities	33,559	11,277	12,213	936	8%	0	0%
0	LD - Hunts & Fenland Localities	27,151	9,249	9,527	278	3%	0	0%
200	1 LD - Young Adults	4,300	1,143	1,029	-114	-10%	173	4%
0	In House Provider Services	5,501	1,949	2,094	145	7%	0	0%
0	NHS Contribution to Pooled Budget	-17,113	0	0	0	0%	0	0%
Older People's Services								
0	OP - City & South Locality	20,318	7,859	8,052	194	2%	0	0%
0	OP - East Cambs Locality	6,199	2,115	1,922	-193	-9%	0	0%
0	OP - Fenland Locality	9,106	3,146	2,768	-377	-12%	0	0%
0	OP - Hunts Locality	13,781	5,008	4,945	-63	-1%	0	0%
0	Discharge Planning Teams	2,189	729	678	-51	-7%	0	0%
0	Shorter Term Support and Maximising Independence	7,351	2,429	2,016	-412	-17%	0	0%
Adult Disability Services								
-2	PD Head of Services	456	204	159	-45	-22%	0	0%
-99	Physical Disabilities	11,632	4,168	4,550	382	9%	-20	0%
-170	Autism and Adult Support	808	233	176	-57	-24%	-95	-12%
0	Carers	642	214	365	152	71%	-83	-13%
Mental Health								
0	2 Mental Health Central	771	261	192	-68	-26%	-127	-16%
0	Adult Mental Health Localities	6,493	1,832	1,788	-44	-2%	17	0%
0	3 Older People Mental Health	5,970	1,765	2,190	426	24%	271	5%
68	Adult & Safeguarding Directorate Total	148,526	57,553	58,922	1,369	2%	247	0%
Commissioning Directorate								
-168	4 Strategic Management – Commissioning	2,227	655	576	-79	-12%	-127	-6%
	Access to Resource & Quality	798	279	251	-28	-10%	0	0%
-28	Local Assistance Scheme	321	175	85	-90	-51%	-28	-9%
Adults Commissioning								
-88	Central Commissioning - Adults	3,054	985	932	-54	-5%	-9	0%
0	Integrated Community Equipment Service	711	581	719	138	24%	0	0%
0	Mental Health Voluntary Organisations	3,759	1,309	981	-328	-25%	-58	-2%
Childrens Commissioning								
100	5 Special Educational Needs Placements	8,973	3,583	3,639	56	2%	100	1%
100	6 Commissioning Services	3,888	909	882	-27	-3%	100	3%
0	Early Years Specialist Support	1,210	154	60	-94	-61%	0	0%
0	Home to School Transport – Special	7,946	2,665	1,960	-705	-26%	0	0%
0	LAC Transport	1,126	390	436	46	12%	0	0%
-84	Commissioning Directorate Total	34,012	11,684	10,520	-1,165	-10%	-22	0%

Forecast Variance Outturn (June) £'000	Service	Current Budget for 2017/18 £'000	Expected to end of July £'000	Actual to end of July £'000	Current Variance		Forecast Variance Outturn (July)	
					£'000	%	£'000	%

### Communities & Safety Directorate

0	Youth Offending Service	2,647	-127	-105	21	-17%	0	0%
0	Central Integrated Youth Support Services	208	36	47	11	31%	0	0%
0	Safer Communities Partnership	1,589	-157	-122	35	-22%	-1	0%
<b>0</b>	<b>Communities &amp; Safety Directorate Total</b>	<b>4,444</b>	<b>-248</b>	<b>-181</b>	<b>68</b>	<b>-27%</b>	<b>-1</b>	<b>0%</b>

### Children & Safeguarding Directorate

1,078	7	Strategic Management – Children & Safeguarding	2,521	876	1,412	536	61%	956	38%
0		Partnerships and Quality Assurance	1,892	589	624	35	6%	0	0%
0		Children in Care	12,448	4,441	4,353	-88	-2%	3	0%
0		Integrated Front Door	2,568	880	908	28	3%	0	0%
0		Children's Centre Strategy	326	215	192	-23	-11%	0	0%
0		Support to Parents	2,852	1,094	1,107	13	1%	0	0%
407	8	Looked After Children Placements	17,344	3,411	3,867	456	13%	641	4%
300	9	Adoption Allowances	4,406	1,528	1,774	247	16%	450	10%
450	10	Legal Proceedings	1,540	220	339	119	54%	450	29%
		<u>SEND Specialist Services (0-25 years)</u>							
18		SEND Specialist Services	6,815	2,438	2,698	260	11%	43	1%
0	11	Children's Disability Service	6,527	2,421	2,490	68	3%	168	3%
0		High Needs Top Up Funding	13,573	4,519	4,965	446	10%	0	0%
		<u>District Delivery Service</u>							
0		Safeguarding Hunts and Fenland	4,994	1,574	1,597	23	1%	75	2%
0		Safeguarding East & South Cambs and Cambridge	4,422	1,286	1,224	-61	-5%	0	0%
0		Early Help District Delivery Service – North	4,583	1,251	1,159	-92	-7%	0	0%
0		Early Help District Delivery Service – South	5,134	1,235	1,214	-21	-2%	0	0%
<b>2,253</b>		<b>Children &amp; Safeguarding Directorate Total</b>	<b>91,945</b>	<b>27,977</b>	<b>29,922</b>	<b>1,946</b>	<b>7%</b>	<b>2,786</b>	<b>3%</b>

Forecast Variance Outturn (June) £'000	Service		Current Budget for 2017/18 £'000	Expected to end of July £'000	Actual to end of July £'000	Current Variance		Forecast Variance Outturn (July)	
						£'000	%	£'000	%
Education Directorate									
0		Strategic Management - Education	384	207	270	63	30%	0	0%
0		Early Years Service	1,439	135	53	-81	-60%	0	0%
0		Schools Curriculum Service	58	-166	-173	-7	4%	0	0%
0		Schools Intervention Service	1,077	537	604	67	12%	10	1%
0		Schools Partnership Service	759	185	212	27	14%	0	0%
104	12	Children's' Innovation & Development Service	47	-1,638	-1,414	224	-14%	104	220%
186	13	Catering & Cleaning Services	-449	-68	-130	-62	92%	185	41%
0		Teachers' Pensions & Redundancy	2,936	974	842	-132	-14%	0	0%
Infrastructure									
0		0-19 Organisation & Planning	4,472	811	865	54	7%	0	0%
0		Early Years Policy, Funding & Operations	90	30	11	-19	-63%	0	0%
0		Education Capital	160	213	327	114	53%	0	0%
0		Home to School/College Transport – Mainstream	8,972	3,282	2,520	-762	-23%	0	0%
290	Education Directorate Total		19,945	4,503	3,989	-514	-11%	299	1%
Executive Director									
219	14	Executive Director	211	71	94	23	33%	219	103%
0		Central Financing	433	45	36	-10	-22%	-9	-2%
219	Executive Director Total		644	116	129	13	11%	210	33%
2,746	Total		299,517	101,585	103,301	1,716	2%	3,519	1%
Grant Funding									
-218	15	Financing DSG	-39,991	-13,249	-13,330	-81	1%	-243	-1%
0		Non Baselined Grants	-22,480	-4,903	-4,903	0	0%	0	0%
-218	Grant Funding Total		-62,471	-18,152	-18,233	-81	0%	-243	0%
2,528	Net Total		237,046	83,432	85,067	1,635	2%	3,276	1%

## 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 for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>1) LD – Young Adults Team</b>	<b>4,300</b>	<b>1,029</b>	<b>173</b>	<b>4%</b>
<p>The Young Adults Team is forecasting a pressure of £173k. The demography and savings relating to this part of the LDP is budgeted using a number of assumptions about the levels of care and support required to meet needs and the sustainability of these arrangements through the year. The circumstances of the young people as they reach 18 years old is monitored closely to confirm the level of funding required to meet their needs and to try to anticipate the sustainability of the arrangements. This includes both the home circumstances and the educational arrangements for the young person. This work has led to the forecast overspend. Work continues with colleagues in Children's services to ensure that packages are cost effective leading up to each person's 18th birthday and staff in the Young Adults Team are working to try to mitigate the potential of increased costs if individual circumstances are not sustainable.</p>				
<b>2) Mental Health Central</b>	<b>771</b>	<b>192</b>	<b>-127</b>	<b>-16%</b>
<p>The Section 75 contract value with CPFT (who host the mental health workforce) has been updated in line with the restructure of Mental Health Services undertaken during 2016/17. This has resulted in an efficiency in the current year of £137k. A number of small items of additional spend partially offset the position.</p>				
<b>3) Older People Mental Health</b>	<b>5,970</b>	<b>2,190</b>	<b>271</b>	<b>5%</b>
<p>Older People Mental health is forecasting an overspend of £271k. 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 have reduced significantly from the June snapshot position, so although good progress is being made towards delivering savings included in the Business Plan, a net pressure remains on the budget.</p> <p>Mitigating underspends have been identified across Mental Health Services, notably efficiencies achieved on the Section 75 contract, as reported under Mental Health Central, and from retendering of supported accommodation block contracts, as included in the forecast position for Mental Health Voluntary Organisations.</p>				
<b>4) Strategic Management - Commissioning</b>	<b>2,227</b>	<b>576</b>	<b>-127</b>	<b>-6%</b>
<p>The Grants to Voluntary Organisations budget is forecasting an underspend of £168k, which is due to the Home Start/Community Resilience Grant where the re-commissioning of this service ceased in 16/17. This has therefore reduced the 2017/18 committed expenditure.</p> <p>The above underspend is partially offset by interim management costs that were incurred pending the outcome of the new Commissioning Directorate consultation.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>5) SEN Placements</b>	<b>8,973</b>	<b>3,639</b>	<b>100</b>	<b>1%</b>
<p>The SEN Placements budget is forecasting a £100k overspend. This budget continues to see an increase in pressure from a rise in the number 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. 4 additional such cases recently placed further pressure on this budget.</p> <p>The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).</p> <p><u>Actions being taken:</u></p> <ul style="list-style-type: none"> <li>• SEND Sufficiency plan to be implemented. This sets out what is needed, how and when;</li> <li>• 3 new special schools to accommodate the rising demand over the next 10 years .One school is opening in September 2017 with two more planned for 2020 and 2021. Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with FE to provide appropriate post 16 course is also being explored in the plan;</li> <li>• Deliver SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education;</li> <li>• Work on coordination of reviews for ISEPs to look at returning in to county; and a full review of all High Needs spend is required due to the ongoing pressures and proposed changes to national funding arrangements.</li> </ul>				
<b>6) Commissioning Services</b>	<b>3,888</b>	<b>882</b>	<b>100</b>	<b>3%</b>
<p>The Out of School Tuition budget is forecasting an overspend of £100k due to an increasing number of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative (tuition) packages. 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. There are delays in securing permanent school places which results in alternative education packages lasting longer.</p>				
<b>7) Strategic Management – Children &amp; Safeguarding</b>	<b>2,521</b>	<b>1,412</b>	<b>956</b>	<b>38%</b>
<p>The Children and Safeguarding Director budget is forecasting an over spend of £956k. This is a reduction of £122k on the June 2017 position.</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, unfunded posts (£180k). The previous Business Support service pressure of £122k is now being managed in year and managed out entirely by 2018/19. An additional £70k of costs associated with managing the Children's Change Programme is also forecast. 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.</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 CCP work stream project meetings, by Senior Management Team and at the P&amp;C Delivery Board with the intention of 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>8) Looked After Children Placements</b>	<b>17,344</b>	<b>3,867</b>	<b>641</b>	<b>4%</b>

An overspend of £641k is being forecast, which is an increase of £234k from what was reported in June. Of this increase, £151k relates to a reduction in the forecast LAC composition savings in 17/18 (where the expectation is that these will be delivered in 18/19 due to the timing of the savings), with the remaining £83k being due to a combination of changes in placement fees and/or new placements.

In July GPC approved the allocation of £2.913m from the corporately held demography and demand budget to the LAC Placement budget, resulting in the overall pressure being reduced to a more manageable level.

Overall LAC numbers at the end of July 2017, including placements with in-house foster carers, residential homes and kinship, are 689, 9 more than June 2017. This includes 66 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of July are 355, an increase of 8 from the 347 reported at the end of June. A small number of expensive residential placements made in the last quarter of 2016/17 and during April 2017 impact significantly on the forecast.

External Placements Client Group	Budgeted Packages	30 June 2017 Packages	31 July 2017 Packages	Variance from Budget
Residential Disability – Children	1	1	1	0
Child Homes – Secure Accommodation	0	0	0	0
Child Homes – Educational	16	20	20	+4
Child Homes – General	22	33	33	+11
Independent Fostering	263	263	269	+6
Supported Accommodation	15	21	24	+9
Supported Living 16+	25	9	8	-17
<b>TOTAL</b>	<b>342</b>	<b>347</b>	<b>355</b>	<b>+13</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 overspend include:

- A fortnightly 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.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>Looked After Children Placements continued;</b> <ul style="list-style-type: none"> <li>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 a holistic, creative team of support for young people with the most complex needs, improving outcomes for young people and preventing use of expensive externally-commissioned services.</li> </ul>				
<b>9) Adoption</b>	<b>4,406</b>	<b>1,774</b>	<b>450</b>	<b>10%</b>
<p>The Allowances budget is forecasting an over spend 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 overspend 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>10) Legal Proceedings</b>	<b>1,540</b>	<b>339</b>	<b>450</b>	<b>29%</b>
<p>The Legal Proceedings budget is forecasting a £450k overspend.</p> <p>Numbers of Care Applications have increased by 52% from 2014/15 (105) to 2016/17 (160), mirroring the national trend and continue to rise. Aside from those areas which we are working on to reduce costs ie advice/use of appropriate level of Counsel, the volume of cases remaining within the system indicates an estimated £450k 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>11) Children's Disability Service</b>	<b>6,527</b>	<b>2,490</b>	<b>168</b>	<b>3%</b>
<p>The Children's Disability Service is forecasting an over spend 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 overspend position 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>12) Children's Innovation &amp; Development Service</b>	<b>47</b>	<b>-1,414</b>	<b>104</b>	<b>220%</b>
<p>There is a pressure of £104k against Grafham Water which was identified during budget build.</p> <p>The budget includes an internal loan of £97k in 17/18 relating to building and improvement works carried out a number of years ago. Although prices have been increased for all user groups and the centre is running at high capacity, the centre is currently unable to generate sufficient income to cover the additional costs of the loan as well as a targeted £27k over-recovery.</p> <p>This long standing issue will be addressed through a review of options for Grafham Water going forwards, with the aim of achieving a realistic and sustainable budget. We will look to mitigate the pressure in the short term via any emerging underspends elsewhere within the directorate.</p>				
<b>13) Catering &amp; Cleaning Services</b>	<b>-449</b>	<b>-130</b>	<b>185</b>	<b>41%</b>
<p>CCS is currently forecasting an under recovery of £185k, which is reduced from the £215k pressure identified at budget build. Plans are being progressed with the transformation team to develop strategies in which the service can be competitive in price, make efficiencies to the service and increase customer engagement.</p> <p>Encouragingly the service has retained the CPET group of 3 schools plus an additional new site at Trumpington, as well as contracting with ALT to develop the catering service at the new Littleport Academy from Sep17.</p> <p>Conversely, a further 4 sites have given notice that they are tendering their catering services to commence wef Jan 18 and previous trends indicate the very high potential for these contracts to be lost.</p> <p>Operational teams have been targeted with increasing the uptake of meals served by a minimum 5%, and making productivity savings against the major direct costs to achieve 45% staffing costs (budget = 47%, savings value = £200k) and 39% provisions costs (budget = 39%) against income.</p> <p>Cleaning services will face a further pressure in 18/19 when contracts for Children's center's are moved to the corporate CCC contract, and 2 major SLAs are expected to end (Revenue value £200k)</p> <p>The Management Team are considering a number of additional actions for potential delivery in year, alongside wider considerations for long term model and structure. As a result of support from Transformation Team and the wider considerations, the HoS and Client Development posts are being held vacant enabling an in year saving of £70k to be held whilst appropriate structure and future model discussions take place.</p> <p>The mothballed C3 cook freeze unit has a potential £500k dilapidations cost (awaiting verification) to resolve before the lease can be ended, and £80k pa ongoing costs until then.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>14) Executive Director</b>	<b>211</b>	<b>94</b>	<b>219</b>	<b>103%</b>
It is not likely that the £219k Business Support saving will not be achieved in 17/18 through efficiencies identified within the business support functions. As such, there is a pressure of £219k being reported. However, work is ongoing to identify strategies to realise this saving.				
<b>15) Financing DSG</b>	<b>-39,991</b>	<b>-13,330</b>	<b>-243</b>	<b>-1%</b>
Within P&C, spend of £40.0m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £243k is made up from Education Placements (£100k); Commissioning Services (£100k); SEND Specialist Services (£43k) and for this financial year will be met by DSG reserve carry forwards.				

### APPENDIX 3 – Grant Income Analysis

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

<b>Grant</b>	<b>Awarding Body</b>	<b>Expected Amount £'000</b>
<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
Music Education HUB	Arts Council	784
Non-material grants (+/- £160k)	Various	71
<b>Total Non Baselined Grants 2017/18</b>		<b>22,480</b>

Financing DSG	Education Funding Agency	39,991
<b>Total Grant Funding 2017/18</b>		<b>62,471</b>

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

<b>Directorate</b>	<b>Grant Total £'000</b>
Adults & Safeguarding	438
Commissioning	15,457
Children & Safeguarding	5,785
Education	799
<b>TOTAL</b>	<b>22,480</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
Multiple Policy Lines	May	-1,335	LGSS Workforce Development to Corporate Services
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 Commissioning 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)
<b>Current Budget 2017/18</b>		<b>237,046</b>	

## APPENDIX 5 – Reserve Schedule

GPC will be asked to re-approve these earmarked reserves at their July meeting.

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 July 17		
	£'000	£'000	£'000	£'000	
<b><u>General Reserve</u></b>					
P&C carry-forward	540	-540	0	-3,276	Forecast overspend of £3,276k applied against reserves.
<b>subtotal</b>	<b>540</b>	<b>-540</b>	<b>0</b>	<b>-3,276</b>	
<b><u>Equipment Reserves</u></b>					
ICT Equipment Replacement Reserve	726	0	726	31	The reserve is fully committed but the replacement cannot be implemented before school summer holiday so costs will be incurred Autumn Term 2017
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>859</b>	<b>0</b>	<b>859</b>	<b>114</b>	
<b><u>Other Earmarked Reserves</u></b>					
<b>Adults &amp; Safeguarding</b>					
Homecare Development	22	0	22	0	Post taking forward proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work.
Falls prevention	44	0	44	20	Upscale the falls prevention programme with Forever Active
Dementia Co-ordinator	13	0	13	0	Used to joint fund dementia co-ordinator post with Public Health
Mindful / Resilient Together	188	0	188	55	Programme of community mental health resilience work (spend over 3 years)
Increasing client contributions and the frequency of Financial Re-assessments	14	0	14	0	Hiring of fixed term financial assessment officers to increase client contributions. Staff in post.
Brokerage function - extending to domiciliary care	35	0	35	0	Trialling homecare care purchasing 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	0	143	80	Continuing to support route rationalisation for domiciliary care rounds
Specialist Capacity: home care transformation / and extending affordable care home capacity	25	0	25	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	0	60	0	Draw down of funds to pay for independent travel training
Prevent children and young people becoming Looked After	25	0	25	0	Re-tendering of Supporting People contracts (ART)
Disabled Facilities	44	0	44	0	Funding for grants for disabled children for adaptations to family homes.

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 July 17		
	£'000	£'000	£'000	£'000	
<b>Community &amp; Safety</b>					
Youth Offending Team (YOT) Remand (Equalisation Reserve)	150	0	150	150	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	93	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	0	36	22	Funding for 2 year post re CIN
Cambridgeshire Music	80	0	80	90	Annual reserve agreed by GPC to develop and support the Cambridgeshire Music CREATE program which will look to create new purpose built accommodation.
<b>Cross Service</b>					
Develop 'traded' services	30	0	30	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	0	78	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	0	110	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)	135	-43	92	0	Other small scale reserves.
<b>subtotal</b>	<b>1,489</b>	<b>249</b>	<b>1,738</b>	<b>566</b>	
<b>TOTAL REVENUE RESERVE</b>	<b>2,888</b>	<b>-291</b>	<b>2,597</b>	<b>-2,596</b>	

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 July 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	16,414	16,414	273	The Basic Need allocation received in 2017/18 is fully committed against the approved capital plan. Remaining balance is 2017/18 funding in advance
Capital Maintenance	0	1,492	1,492	0	The School Condition allocation received in 2017/18 is fully committed against the approved capital plan.
Other Children Capital Reserves	1,448	616	2,064	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>23,311</b>	<b>25,918</b>	<b>273</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 (July)	Forecast Spend - Outturn (July)	Forecast Variance - Outturn (July)	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	10,654	37,265	-1,485	274,415	-9,571
26,865	Basic Need - Secondary	29,520	11,553	29,996	476	219,592	21,564
841	Basic Need - Early Years	1,687	164	1,346	-341	5,442	592
1,650	Adaptations	1,945	42	1,795	-150	3,442	442
248	Specialist Provision	242	-46	216	-26	9,810	0
3,000	Condition & Maintenance	3,000	1,628	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	67	150	0	650	0
1,500	Temporary Accommodation	1,500	394	1,500	0	15,500	0
2,095	Children Support Services	2,715	0	2,715	0	5,618	0
5,354	Adult Social Care	5,278	3,675	5,278	0	36,029	0
-6,664	P&C Capital Variation	-10,305	0	-8,780	1,525	-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>77,774</b>	<b>28,131</b>	<b>77,774</b>	<b>0</b>	<b>572,095</b>	<b>12,363</b>

### **Basic Need - Primary £9,571k reduction in scheme cost**

A total scheme variance of -£8,524k has occurred due to changes since the Business Plan was approved in response to adjustments to development timescales and updated school capacity information. The following schemes have had cost variations since the 2017/18 business plan was published;

- Clay Farm Primary; £384k reduction as risk and contingency items not required.
- Fulbourn Primary; £1,215k increase. Further planning requirements has indicated scope of the works has increased with associated costs.
- The Shade, Soham; £113k reduction as risk and contingency items not required.
- Wyton Replacement School; £2,773k increase as the scope of the scheme has increased to 1.5FE rather than 1FE to ensure school can respond to future demand for places.
- Melbourn Primary; £281k increase due to increase project scope including works to an early year's provision.
- Morley Memorial; £443k increase due to revision of milestone which were originally undertaken in 2012.
- Fourfields Primary; £2,300k reduction further analysis of need has identified that this scheme can be removed from the capital programme. This will only impact on future years and not 2017/18
- Wyton New School; £10,000k reduction further developments involving planning has meant this school can be removed from the capital plan. This will only impact on future years and not 2017/18

In May 2017 these reductions were increased further by £419k due to underspend on 2017/18 schemes which were due to complete and did not require the use of budgeted contingencies:

Godmanchester Bridge ((£129k), Fordham Primary (£157k) and Ermine Street Primary (£139k)

In June these reductions were again increased by £628k .Isle of Ely Primary (£156k) underspend due to contingency not required as final accounts have been agreed and reduction in project cost (£472k) for Barrington Scheme identified by the milestone 2 report.

### **Basic Need - Primary £1,485k 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 17 to February 2018. Barrington £90k slippage as project has slipped to a September 2020 completion and planning and design work has consequently reduced. These are offset by £50k accelerated spend at Godmanchester bridge Primary School.

### **Basic Need – Secondary £21,564k 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 £774k increase in costs due to additional specialist equipment being required as part of the capital build. Bottisham Secondary scheme has increased by £2,269k due to EFA grant funded works being carried out by CCC and the school transferring the budget to fund this. Northstowe Secondary scheme has increased by £19,600k due to the addition of SEN provision of which 90 places are to be funded by the Education Funding and Skills Agency (EFSA) and also the delivery of community sports provision which will attract S106 funding from South Cambs District Council.



### **Basic Need – Secondary £476k 2017/18 overspend**

An in year overspend for Littleport of £725k and accelerated spend on Southern Fringe of £250k on IT equipment has been offset with slippage on Northstowe Secondary (£100k), Alconbury Secondary and SEN scheme (£50k) where design progress 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.

### **Basic Need – Early Years £341k slippage**

Orchard Park Primary early years provision has experienced slippage of £341k as project being reviewed and currently on hold, no spend expected in 2017/18

### **Adaptations £442k increased total scheme cost**

Morley Memorial has experienced additional total scheme costs of £442k 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.

### **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 (July) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (July) £000
P&C	-10,305	-1,525	1,525	14.8%	-
<b>Total Spending</b>	-10,305	-1,525	1,525	14.8%	-

## 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 (July) £'000	Forecast Funding Variance - Outturn (July) £'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	23,382	23,382	0
-8,845	Prudential Borrowing (Repayable)	-8,845	-8,845	0
<b>79,208</b>	<b>Total Funding</b>	<b>77,774</b>	<b>77,774</b>	<b>0</b>

## APPENDIX 7 – Performance at end of June 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	16.6%	20.0%	20.9%	Jun-17	↓	A	19.9% (2016)	22.3% (2016)	Performance in re-referrals to children's social care is slightly above target
Number of children with a Child Protection Plan per 10,000 population under 18	Children and Families	42.9	30.0	42.6	Jun-17	↑	R	38 (2016)	43.1 (2016)	During June, we saw the numbers of children with a Child Protection plan decrease from 571 to 566. 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	50.7	40.0	51.2	Jun-17		R	42.3 (2016)	60.0 (2016)	<p>The number of Looked After Children increased to 681 in May This includes 67 UASC, around 10% 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	93.9%	96.5%	93.7%	Jun-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	4.0%	3.8%	3.8%	Jun-17	↑	G			NOTE: From Sept 2016 - This indicator has changed from 16-19 to 16-18 and now includes unknowns, and therefore isn't comparable to previous years. Though performance remains within target, there is a high number of young people whose situation is currently unknown. Information about these young people will be gathered during the autumn term to give a clearer idea of our actual performance.
% Clients with SEND who are NEET	Children and Families	10.6%	9.0%	9.4%	Q1 (Apr to Jun 17)	↑	A	7.0% (2015)	9.2% (2015)	Whilst we are not on target our performance is much better than this time last year when NEET was 10.6%. We continue to prioritise this group for follow up and support.

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 Nursery schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Jun-17	➡	G			
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	83.9%	82.0%	81.7%	Jun-17	⬇	G	88.4% (2016)	88.5% (2016)	163 out of 194 primary schools are judged as good or outstanding
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	80.3%	75.0%	80.3%	Jun-17	➡	G	85.2% (2016)	80.3% (2016)	Performance for Secondary schools continues to improve with 25 out of 31 schools now good or outstanding. Further improvement is expected.

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 Special schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Jun-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%
<i>FSM/Non-FSM attainment gap % achieving the national standard in Reading, Writing &amp; Maths at KS2</i>	Learning	30%	21%	27%	2016	⬆	R			Provisional data for 2016 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	0.2%	1.5% (Pro-Rata)	0.3%	June-17	↑	R	5.9% (2014-15)	6.0% (2014-15)	Performance remains very low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependant on the review/assessment performance of LD teams. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	97.8%	93.0%	97.8%	June-17	→	G	83.0% (2014-15)	82.6% (2014-15)	Performance remains above the target and is generally moving toward 100%. Performance is above the national average for 14/15 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	46.1%	50.1%	49.0%	June-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	57.7%	57.0%	58.1%	June-17	↑	G	N/A (Local Indicator)		<p>The service continues to be the main route for people leaving hospital with simple, as opposed to complex care needs. However, we are experiencing a significant challenge around capacity in that a number of staff have recently retired and we are currently undertaking a recruitment campaign to increase staffing numbers. In addition the service is being re-organised to strengthen leadership and to reduce process delays.</p> <p>In addition, people are leaving hospital with higher care needs and often require double up packages of care which again impacts our capacity. We are addressing this issue through a variety of means, including discussions with the NHS about filling intermediate care gaps, to reduce inappropriate referrals and use of capacity in reablement. The Council has also developed the Double Up Team who work with staff to reduce long term care needs and also release re-ablement capacity, and a home care transition service to support transfers into long term domiciliary care.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	45.6	141 (Pro-Rata)	70.0	June-17	↑	G	611.0 (2014-15)	658.5 (2014-15)	<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	442	429	447.7	May-17	↓	A	N/A (Local Indicator)		<p>Between April '16 and March '17 there were 35,732 bed-day delays across the whole of the Cambridgeshire system - representing a 22% increase on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have increased by 16% from 20,365 (Apr 15 - Mar 16) to 23,621 (Apr 16 - Mar 17), while bed-day delays attributed to Adult Social Care have increased from 7,709 in Apr 15 - Mar 16 to 9,259 in Apr 16 - Mar 17 an increase of 20%.</p> <p>Over the course of this year we have seen a rise in the number of admissions to A &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> <p>The significant improvement in this indicator comes as we move into the new financial year and last year's performance is replaced with a single, relatively-well performing month of data.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Older People & Mental Health	108	114	126.5	May-17	↓	G	N/A (Local Indicator)		<p>In May '17 there were 747 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 144.3 delays per 100,000 of 18+ population. For the same period the national rate was 152.2 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles &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>
1F - Adults in contact with secondary mental health services in employment	Older People & Mental Health	12.9%	12.5%	12.8%	June-17	↓	G	9.0% (2015-16) Provisional	6.7% (2015/16) Provisional	<p>Performance at this measure is above target. Reductions in the number of people in contact with services are making this indicator more variable while the numbers in employment are changing more gradually.</p>

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

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Transforming Lives Practice Governance Project</b> Claire Bruin / Jane Heath	<p>Following input from the new Principal Social Worker, the project plan has been reviewed and revised. Revised service plans are to follow. The Quality Assurance annual report was shared with the project board and Heads of Service have been tasked with producing preliminary proposals to demonstrate how they will take the recommendations forward to improve practice in their services.</p> <p>Following a meeting with the Mental Health service it has been agreed that at each board meeting from July 2017 their representative will provide a written report to update board members on the progress of the service on their Section 75 workstreams.</p>	<b>GREEN</b>
<b>Building Community Resilience Programme:</b> Sue Grace/Elaine Matthews	<p>The Community Resilience Programme and the Innovation Fund moved to Strengthening Communities Service for management and delivery from 1 Feb 2017. That work now falls within the remit of the new Communities and Partnerships Committee Chaired by Cllr Steve Criswell. A recommendation to full Council in July resulted in agreement of five Area Champions taken from the membership of this Committee, who will champion and support community development in each of the Cambridgeshire Districts. A paper will be heard at the 24 August Communities and Partnership Committee which includes the role of the Area Champions and asks for confirmation of named members.</p> <p>A 6 month review of the Innovation Fund resulted in the recommendation that the fund be rebranded 'Innovate and Cultivate Fund', with a smaller fund application process (up to £10k) open to community groups wanting to cultivate sustainable community networks and a larger fund (£10k-£50k) focusing on more innovative approaches which support Council priorities. Both funds still require a return on council investment. A paper setting out these changes was received by the new committee in June and in response they have asked for an increased role by the new Committee in approving recommended applications.</p>	<b>GREEN</b>

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 presented to August JCU for consideration</li> </ul> <p>The next steps are to progress JCU governance in support of commissioning options. Critical to furthering the work stream is agreement of the current financial envelope, determination of crystallised future savings from each of the commissioning organisations and clarity about future savings assumptions. These will form the basis of the financial section of the specification.</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 this will be confirmed in September.</p> <p>A draft Spec has gone out for discussion and possible alliance models are being explored with current providers.</p>	<p><b>GREEN</b></p>
<p><b>Children's Centres:</b> Helen Freeman/Theresa Leavy</p>	<p>The Public Children's Centre Consultation Has now been launched and consultation events are being held across the county. The consultation runs from July 17th – September 22nd 2017.</p>	<p><b>AMBER</b></p>

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p><b>Mosaic:</b> Sue Grace / James Wilson</p>	<p>Review of the programme nearing completion –, the programme has been re-scoped, all workstreams confirmed with key milestones agreed and revised programme plan due to next Board for sign-off</p> <p>Technical workstreams progressing well and migration work beginning in earnest</p> <p>Developing strategies to engage and involve the wider business in the programme – we are creating a dedicated website with comms, info and materials for training and support. Change Champions and super users from within the business have been identified</p> <p>The programme is still planning for go-live of the system in the first quarter of 2018 – but this will depend on the results of the data migration and the practice training required for the signs of safety module.</p> <p>Amber status remains reflecting both the overall complexity, tight timelines and technical and business change challenges – in addition a number of specific risks/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 – with particular issues around some of the process design workshops</li> <li>• Issues in relation to the Signs of Safety module where there is delay from Servelec and negotiation on the associate costs for this element</li> <li>• We have had some challenges in securing the right engagement / leads from within children's services to progress some of the children's build design work</li> </ul>	<p><b>AMBER</b></p>
<p><b>Accelerating Achievement:</b> Keith Grimwade</p>	<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>	<p><b>AMBER</b></p>

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p><b>Children's Change Programme:</b> Theresa Leavy/James Gemmell Lynsey Barron/Gwendolyn Casazza</p>	<p>Phase I of the Children's Change Programme (CCP) has brought together the Enhanced and Preventative directorate with the Children's Social Care directorate to create Children and Families Services. This integration will provide continuity of relationships with children, families and professional partners to respond to the increasing levels of need experienced across our communities.</p> <p>Phase II has seen a change in front line structures to bring together people working across early help, safeguarding and specialist services. The consultation for Phase II ended in May 2017 with implementation scheduled for July 2017.</p> <p>Phase 3 – The consultation on the development of the SEND 0-25 service has been completed with recruitment into available posts currently being undertaken. Planning for future phases is being undertaken.</p>	<p><b>GREEN</b></p>