

Children, Families & Adults Service

Finance and Performance Report – November 2014

1. SUMMARY

1.1 Finance

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

1.2 Performance Indicators – October 2014 Data (see section 4)

Monthly Indicators	Red	Amber	Green	Total
October (No. of indicators)	2	3	4	9

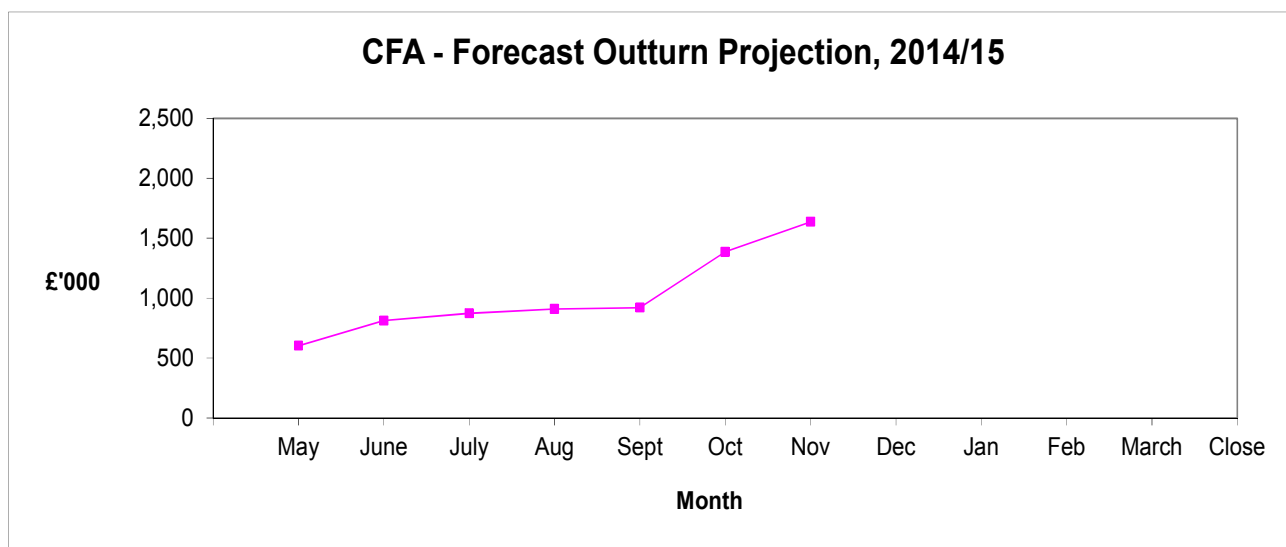
2. INCOME AND EXPENDITURE

2.1 Overall Position

Forecast Variance - Outturn (Oct) £000	Directorate	Current Budget for 2014/15 £000	Current Variance £000	Current Variance %	Forecast Variance - Outturn (Nov) £000	Forecast Variance - Outturn (Nov) %
-904	Adult Social Care	80,268	-703	-1.4%	-1,066	-1.3%
-1,822	Older People & Adult Mental Health	86,356	-1,249	-2.8%	-2,352	-2.7%
1,572	Children's Social Care	34,027	838	3.7%	1,572	4.6%
1,761	Strategy & Commissioning	45,148	1,959	6.6%	2,551	5.7%
-23	Children's Enhanced and Preventative	32,389	-168	-0.9%	-54	-0.2%
1,099	Learning	18,522	850	9.2%	1,327	7.2%
1,684	Total Expenditure	296,711	1,528	0.9%	1,978	0.7%
-298	Grant Funding	-43,171	-227	1.0%	-341	0.8%
1,386	Total	253,540	1,300	0.8%	1,637	0.6%

The service level finance & performance report for November 2014 can be found in [appendix 1](#).

Further analysis of the results can be found in [appendix 2](#).



2.2 Significant Issues

At the end of November 2014, CFA is forecasting a year end overspend of £1,637k. Significant changes since last month are detailed below:

- i) In Adult Social Care directorate, Physical Disabilities is forecasting a £787k underspend, an increased underspend of £192k since last month. This is due to the management of demand on services particularly in the area of social inclusion, along with a number of packages of support not materialising, several higher cost packages ending and a number of claw backs on direct payments have been made.
- ii) Across the Older People's Service and Older People Mental Health directorate together there is a reduction in forecast (an increased underspend) of £437k. This is principally explained by an updated estimate of unused direct payment recalls (£200k) taking account of in-year trends to date, and an exceptional one-off client contribution backdated for four and a half years from September 2014 (£123k), and the remainder of the change (£114k) is the result of normal month-to-month fluctuations in commitments for this large client group.
- iii) In Children's Social Care directorate, the Head of Social Work is now forecasting an overspend of £200k. This is due to an increase in the number of Adoption/Special Guardianship/Child Arrangement orders, as well as an increase in the number of these children who have complex needs which require additional allowances as carers require additional support.
- iv) In Children's Social Care directorate, Legal Proceedings is forecasting a £150k overspend, a decrease of £100k since last month. This is due to a decrease in court issue fees, reductions in advice costs following better use of in-house knowledge and direct management of requests for information. The better management of using expert witnesses has also seen further cost reductions.

- v) In Children's Social Care directorate, the Safeguarding & Standards overspend has increased from £50k to £158k due to the need to extend the use of agency staff to cover the long term absence of staff, a significant increase in the numbers of initial and review conferences being held, and an increase in Stage 2 and Stage 3 complaints and the associated costs in dealing with these cases.
- vi) In Children's Social Care directorate, the Children Looked After policy line is forecasting a £208k underspend due to a reduction in the number of under 18 and over 18+ Unaccompanied Asylum Seeking Children the service is supporting and the subsequent reduction in associated costs. Further savings have been achieved across the CLA units following tighter monitoring of activity, greater scrutiny of expenditure and better use of universal services. In addition, savings within the Adoption Service were achieved following more funds being made available from the Adoption Reform Grant.
- vii) In Strategy & Commissioning directorate, the SEN Placements forecast has increased from an overspend of £200k to £300k. This increase on last month is due to three new placements and two leavers. The forecast also includes growth for a new placement which is expected in February.
- viii) In Strategy & commissioning directorate, Home to School Transport - Special is forecasting a £990k overspend, an increase of £740k since last month. The increase in forecast is due to increased clarity regarding the reasons for increased spend compared to 13/14, following interrogation of the data and integrity checks in the commitment record. The average daily price has increased due to reduced competition within the City, and increasing complexity of child needs has resulted in a requirement for more passenger assistants and tail lift vehicles which increase the daily price of travel.
- ix) In Learning directorate, Home to School Transport - Mainstream, where an overspend of £1.1m is forecast, an increase of £292k since last month. Following integrity checks on the commitment records and interrogation of the data it appears the increase is mainly due to an increase in Post 16 transport compared to 13/14, as there has been an increase in the number of Post 16 students living in East Cambridgeshire deemed entitled to subsidised and free transport into Cambridge following changes in course availability at City of Ely and Newmarket College.

2.3 Additional Income and Grant Budgeted this Period (De minimus 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 minimus 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 Costs (weekly and annual) for all clients shown below are calculated based on all clients who have received a service, are receiving a service, or we think 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. The Actual Average Weekly Cost of Care and the Annual Cost of Care relates to all clients, not just those in placement at the end of last month.

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

	BUDGET			ACTUAL (November)			VARIANCE
Service Type	Budgeted No. of Placements 2014/15	Budgeted Average Cost of Care (per week)	Annual Budget	Snapshot of No. of Placements at End of Nov 14	Current Average Cost of Care (per week)	Projected Spend	Net Variance to Budget
Independent Fostering	229	£770.68	£9,177k	247	£788	£9,630k	£452k
Independent Residential	42	£2,600.51	£5,680k	47	£2,696	£6,377k	£698k
Supported Accommodation/Living	33	£412.18	£707k	30	£678	£857k	£150k
External LAC Total	304		£15,564k	324		£16,864k	£1,300k
In-House Fostering (including placements with relatives or friends)	127	£463.53	£3,061k	110	£520	£2,975k	-£86k
In-House Residential	14	£2,196.36	£1,599k	11	£2,795	£1,599k	£0k
Internal LAC Total	141		£4,660k	121		£4,574k	-£86k
Total	445		£20,224k	445		£21,438k	£1,214k

There are also 9 LAC currently living at home subject to Care Orders and 28 LAC placed for adoption.

Key activity data to the end of November for **Adult Social Care (ASC)** Services is shown below:

		BUDGET			ACTUAL (November)			VARIANCE
Service Type		<i>Budgeted No. of Clients 2014/15</i>	<i>Budgeted Average Unit Cost (per week)</i>	<i>Annual Budget</i>	<i>Snapshot of No. of Clients at End of Nov 14</i>	<i>Current Average Unit Cost (per week)</i>	<i>Projected Spend</i>	<i>Net Variance to Budget</i>
Physical Disability Services	Residential	41	£841	£1,793k	46	£725	£1,801k	£8k
	Nursing	23	£751	£898k	25	£603	£812k	-£86k
	Community	604	£287	£9,015k	657	£239	£8,338k	-£677k
Physical Disability Services Total		668	£337	£11,706k	728	£282	£10,951k	-£771k
Learning Disability Services	Residential	295	£1,302	£19,974k	306	£1,258	£20,082k	£108k
	Nursing	21	£1,649	£1,801k	20	£1,566	£1,628k	-£173k
	Community	1,237	£610	£39,207k	1,308	£592	£39,863k	£656k
Learning Disability Service Total		1,553	£755	£60,982k	1,634	£730	£61,573k	£591k

It should be noted that the above unit costs are the net cost to the Local Authority and include any funding from income. For PD clients, the unit cost for nursing is lower than the unit cost for residential as health fund the free nursing care element in nursing placements.

Now that the disaggregation of clients who are aged 65+ within the Mental Health service is complete, separate key activity tables are presented for Older People and Older People Mental Health, for the first time

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

		BUDGET					ACTUAL (November)					VARIANCE
Service Type		<i>Budgeted No. of clients 2014/15</i>	<i>Budgeted Average Cost (per week)</i>	<i>Gross Annual Budget</i>	<i>Client contributions</i>	<i>Net Annual Budget</i>	<i>Snapshot of No. of Clients at End of Nov 14</i>	<i>Current Average Cost (per week)</i>	<i>Gross Projected spend</i>	<i>Client contributions</i>	<i>Net Projected spend</i>	<i>Net Variance to Budget</i>
Residential		620	£403	£12,379k	-£4,319k	£8,049k	620	£409	£12,379k	-£4,442k	£7,937k	-£112k
Residential Dementia		359	£459	£8,163k	-£2,591k	£5,605k	352	£489	£8,309k	-£2,624k	£5,685k	£80k
Nursing		390	£551	£10,650k	-£2,957k	£7,693k	367	£567	£10,689k	-£2,957k	£7,732k	£39k
Nursing Dementia		31	£598	£952k	-£66k	£886k	30	£640	£967k	-£66k	£901k	£15k
Spot Respite		141	£0	£491k	-£382k	£109k	138	£0	£462k	-£427k	£35k	-£74k
Homecare arranged		1,768	£171	£14,970k	-£4,280k	£10,690k	1,996	£177	£15,765k	-£4,460k	£11,305k	£615k
Direct payments		357	£243	£4,291k	-£412k	£3,879k	301	£248	£4,053k	-£393k	£3,661k	-£218k
Total		3,666		£51,876k		£36,891k	3,804		£52,625k		£37,256k	£345k

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

	BUDGET					ACTUAL (November)					VARIANCE
<i>Service Type</i>	<i>Budgeted No. of clients 2014/15</i>	<i>Budgeted Average Cost (per week)</i>	<i>Gross Annual Budget</i>	<i>Client contributions</i>	<i>Net Annual Budget</i>	<i>Snapshot of No. of Clients at End of Nov 14</i>	<i>Current Average Cost (per week)</i>	<i>Gross Projected spend</i>	<i>Client contributions</i>	<i>Net Projected spend</i>	<i>Net Variance to Budget</i>
Residential	13	£459	£301k	-£58k	£243k	12	£459	£298K	-£58k	£240K	-£3k
Residential Dementia	21	£453	£495k	-£91k	£404k	28	£453	£489K	-£91k	£398k	-£6k
Nursing	14	£740	£525k	-£58k	£467k	14	£740	£518K	-£58k	£460k	-£7k
Nursing Dementia	148	£615	£4,498k	-£1,083k	£3,415k	144	£615	£4,486K	-£1,092k	£3,393k	-£21k
Spot Respite	13	£0	£54k	-£26k	£28k	13	£0	£54K	-£26k	£28k	£0
Homecare arranged	80	£146	£611k	-£169k	£442k	83	£154	£603K	-£169k	£434k	-£8k
Direct payments	14	£246	£176k	-£4k	£172k	11	£246	£143K	-£4k	£139K	-£33k
Total	302		£6,661k		£52,881k	305		£6,592K		£5,092k	-£79k

3. **BALANCE SHEET**

3.1 **Reserves**

CFA is developing a range of proposals to use reserves to support the achievement of the Business Plan savings but these are at various stages of development. At the moment the total proposals exceed the available level of reserves but depending on the outcome of the detailed business cases currently being developed some proposals will be scaled back or deleted to keep within the total level of reserves available.

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

3.2 Capital Expenditure and Funding

Funding

In November notification was received of an additional £18.5k, in respect of Adult Social Care Capital grant for Autism. The department of Health have made this funding available to all Local Authorities in 2014/15

Slippage

Since the Capital Programme was approved as part of the Business Plan there have been changes in the projected spend for this financial year totalling £20.1m. In November, the capital programmes underspend in 2014/15 increased by £700k due to in year slippage on the following schemes;

- Bearscroft £100k reduction due to delays in both the design process and land acquisition.
- Isle of Ely Primary £500k reduction due to delays in the MS4 Tender being received along with land transfer and cost recovery agreements not yet concluded pushing back start on site date to late January 2015.
- Loves Farm £120k reduction due to delays in the legal agreement being signed, started on site in January 2015
- Hauxton £230k reduction due to the agreement of planning conditions taking longer than originally anticipated.
- Southern Fringe Secondary £300k reduction due to revised project timescales provided.

The above reductions have been offset by the following increases in schemes spend for 2014/15;

- Coleridge a £598k increase due to accelerated project costs.
- Adult Social Care – a £69k increase due to anticipated spend on Transformation Initiatives including AIS capital costs.

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.

Two indicators are currently showing as RED:

- The proportion of pupils attending Cambridgeshire Schools judged good or outstanding by OFSTED.
- Delayed Transfers of Care from hospital per 100,000 population.

APPENDIX 1 – CFA Service Level Budgetary Control Report

Forecast Variance Outturn (Oct) £'000	Service		Current Budget for 2014/15 £'000	Expected to end of Nov £'000	Actual to end of Nov £'000	Current Variance £'000 %		Forecast Variance Outturn (Nov) £'000 %	
Adult Social Care Directorate									
0		Strategic Management – ASC	1,968	1,923	1,943	20	1%	0	0%
0		Procurement	571	500	500	0	0%	0	0%
-54		ASC Strategy & Transformation	2,375	1,480	1,547	66	4%	-54	-2%
0		ASC Practice & Safeguarding	1,027	329	301	-28	-8%	0	0%
Prevention									
-132	1	Carers	914	708	685	-23	-3%	-106	-12%
0		Social Fund	748	504	520	17	3%	0	0%
Learning Disability Services									
0		LD Head of Services	1,905	-2,134	-2,088	46	-2%	-0	0%
0		Ordinary Residence	398	267	156	-111	-42%	0	0%
-0		City & South Locality	23,573	16,844	17,002	159	1%	0	0%
-0		East Cambs & Fenland Locality	18,645	11,938	11,938	0	0%	0	0%
0		Hunts Locality	13,670	8,011	8,011	-0	0%	0	0%
Physical Disability Services									
-75		PD Head of Services	1,215	672	655	-17	-3%	-60	-5%
-595	2	Physical Disabilities	12,675	8,834	8,057	-777	-9%	-787	-6%
-28		Sensory Services	470	309	272	-36	-12%	-43	-9%
-20		Carers	94	63	45	-18	-29%	-17	-18%
0		In House Provider Services	18	421	421	1	0%	0	0%
-904		Director of Adult Social Care Directorate Total	80,268	50,668	49,966	-703	-1%	-1,066	-1%
Older People & Adult Mental Health Directorate									
-1,325	3	Director of Older People & Adult Mental Health Services	9,844	-3,487	-4,390	-903	26%	-1,337	-14%
-498	4	City & South Locality	18,667	13,084	12,626	-457	-3%	-731	-4%
-270	5	East Cambs Locality	6,522	4,698	4,659	-39	-1%	-162	-2%
-231	6	Fenland Locality	8,170	5,449	5,547	98	2%	-48	-1%
-290	7	Hunts Locality	12,700	8,943	8,594	-349	-4%	-472	-4%
50		Addenbrooke Discharge Planning Team	1,028	684	685	1	0%	5	0%
-16		Hinchingbrooke Discharge Planning Team	567	383	356	-27	-7%	-17	-3%
625	8	Reablement, Occupational Therapy & Assistive Technology	8,180	5,048	5,594	546	11%	615	8%
-112	9	Integrated Community Equipment Service	2,258	2,361	2,236	-125	-5%	-112	-5%
Mental Health									
61		Head of Services	4,402	3,105	3,133	29	1%	39	1%
-1		Adult Mental Health	7,229	3,980	3,936	-45	-1%	-73	-1%
186		Older People Mental Health	6,788	807	831	24	3%	-60	-1%
-1,822		Older People & Adult Mental Health Directorate Total	86,356	45,056	43,807	-1,249	-3%	-2,352	-3%

Forecast Variance Outturn (Oct) £'000	Service	Current Budget for 2014/15 £'000	Expected to end of Nov £'000	Actual to end of Nov £'000	Current Variance		Forecast Variance Outturn (Nov)	
					£'000	%	£'000	%
Children's Social Care Directorate								
697	10 Strategic Management – Children's Social Care	2,544	1,828	2,341	513	28%	697	27%
0	11 Head of Social Work	4,419	2,534	2,604	71	3%	200	5%
250	12 Legal Proceedings	1,500	942	994	52	6%	150	10%
50	13 Safeguarding & Standards	936	589	627	38	6%	158	17%
475	14 Children's Social Care Access	3,227	2,122	2,425	303	14%	475	15%
0	15 Children Looked After	10,316	7,339	7,127	-212	-3%	-208	-2%
100	16 Children in Need	5,003	3,328	3,381	53	2%	100	2%
0	Disabled Services	6,082	4,141	4,162	21	1%	0	0%
1,572	Children's Social Care Directorate Total	34,027	22,822	23,661	838	4%	1,572	5%
Strategy & Commissioning Directorate								
0	Strategic Management – Strategy & Commissioning	789	563	551	-12	-2%	0	0%
-75	Information Management & Information Technology	1,168	689	630	-60	-9%	-75	-6%
-16	Strategy, Performance & Partnerships	1,708	1,048	1,029	-19	-2%	-16	-1%
Commissioning Enhanced Services								
1,300	17 Looked After Children Placements	15,579	8,465	9,464	999	12%	1,300	8%
200	18 Special Educational Needs Placements	8,031	7,940	8,178	238	3%	300	4%
350	19 Commissioning Services	5,294	3,902	4,136	234	6%	350	7%
50	Early Years Specialist Support	1,281	614	661	47	8%	50	4%
250	20 Home to School Transport – Special	7,572	3,739	4,485	746	20%	990	13%
Executive Director								
-3	Executive Director	819	493	474	-18	-4%	-3	0%
-300	21 Central Financing	-35	-22	-244	-222	1014%	-350	-1004%
5	Teachers' Pensions & Redundancy	2,942	2,291	2,316	25	1%	5	0%
1,761	Strategy & Commissioning Directorate Total	45,148	29,722	31,681	1,959	7%	2,551	6%
Children's Enhanced & Preventative Directorate								
0	Strategic Management – Enhanced & Preventative	1,020	1,064	1,033	-31	-3%	0	0%
0	Children's Centre Strategy	709	369	369	-0	0%	0	0%
0	Support to Parents	2,084	865	828	-38	-4%	0	0%
0	SEND Specialist Services	5,700	3,486	3,512	26	1%	0	0%
0	Safer Communities Partnership	8,867	5,473	5,469	-4	0%	0	0%
Youth Support Services								
-13	Youth Offending Service	2,137	994	972	-21	-2%	-13	-1%
0	Central Integrated Youth Support Services	1,026	533	498	-35	-7%	-20	-2%
Locality Teams								
-10	East Cambs & Fenland Localities	3,700	2,268	2,224	-45	-2%	-20	-1%
0	South Cambs & City Localities	4,403	2,818	2,814	-4	0%	0	0%
0	Huntingdonshire Localities	2,745	1,690	1,673	-17	-1%	-2	0%
-23	Children's Enhanced & Preventative Directorate Total	32,389	19,561	19,393	-168	-1%	-54	0%

Forecast Variance Outturn (Oct) £'000		Service	Current Budget for 2014/15 £'000	Expected to end of Nov £'000	Actual to end of Nov £'000	Current Variance £'000 %		Forecast Variance Outturn (Nov) £'000 %	
Learning Directorate									
100	22	Strategic Management - Learning	-38	-60	74	134	-224%	100	266%
50		Early Years Service	2,397	1,375	1,424	49	4%	35	1%
-100	23	Schools Intervention Service	1,549	1,158	1,054	-104	-9%	-100	-6%
0		Schools Partnership Service	1,487	-298	-343	-46	15%	0	0%
20		Childrens' Innovation & Development Service	523	502	585	83	17%	47	9%
0		Integrated Workforce Development Service	1,829	621	569	-52	-8%	0	0%
166	24	Catering, Cleaning & Grounds Service	-250	228	162	-66	-29%	130	52%
Infrastructure									
75		0-19 Organisation & Planning	1,587	934	952	18	2%	35	2%
-5		Early Years Policy, Funding & Operations	381	200	199	-1	0%	-5	-1%
-15		Education Capital	279	329	308	-21	-6%	-15	-5%
808	25	Home to School/College Transport – Mainstream	8,779	4,239	5,095	856	20%	1,100	13%
1,099	Learning Directorate Total		18,522	9,231	10,080	850	9%	1,327	7%
1,684	Total		296,711	177,060	178,588	1,528	1%	1,978	1%
Grant Funding									
-298	26	Financing DSG	-20,919	-13,719	-13,946	-227	2%	-341	-2%
0		Non Baselined Grants	-22,252	-8,423	-8,423	0	0%	0	0%
-298	Grant Funding Total		-43,171	-22,142	-22,369	-227	1%	-341	1%
1,386	Net Total		253,540	154,918	156,219	1,300	1%	1,637	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 2014/15 £'000	Current Variance		Forecast Variance Outturn	
		£'000	%	£'000	%
1) Carers	914	-23	-3%	-106	-12%
<p>The Carers budget is forecasting a £106k underspend due to; the Carers Group Staff Contract having not been renewed; savings expected on the procurement strategy; reduced spend on the Alliance contract by saving on room bookings and back office costs; one off development work is not taking place this financial year; postage and other running cost savings; and from the Carers Support Team budget further savings have been made against reduced hours and hiring of facilities for carers drop in sessions.</p>					
2) Physical Disabilities	12,675	-777	-9%	-787	-6%
<p>The underspend is being achieved through the management of demand on services, particularly in the area of social inclusion. In addition to demand management some packages of support have not materialised, several higher cost packages have ended and a number of claw backs on direct payments have been made. The predicted under spend will continue to need close monitoring due to possible winter pressures and the return to normal staffing levels within the teams; both will raise the number of assessments undertaken (planned and unplanned) that in turn may lead to an increase in spend. Currently the Physical Disability & Vulnerable Adult Teams are running a waiting list.</p>					
3) Director of Older People and Mental Health	9,844	-903	26%	-1,337	-14%
<p>Block contracts with Care Homes have increased by six beds (+£88k). These are new specific block commitments for four block nursing beds at a home in Eastern Cambridge and two residential beds at a home in Huntingdon. These increases have been funded by converting budgetary provision for unspecified winter contingency (-£100k) in care homes, reflecting the strong demand at panel for specialist provision.</p> <p>Overall the directorate is reporting very good progress this month towards the overall target underspend position of -£2.5m.</p> <p>As explained further in the locality policy lines below, this is principally a result of active direct payment monitoring, an individual and exceptional one-off client contribution (backdated to 2009) and cross-directorate efforts to maintain demand at a steady level in the face of increases in client numbers and need. In the case of direct payments, the directorate has reflected increased appropriate recall of unused funds as part of Business Planning.</p> <p>The service continues to interact with a health and care economy which is strained, particularly in providing capacity at the hospital interface. This is a key area of focus for the directorate and financial implications will be closely monitored as the service is held to account for social care responsibilities on admission and discharge from hospital.</p> <p><u>Action being taken:</u> Financial management and accountability are key priorities for the service and this is leading to some reductions in the overall planned cost of care towards the target year-end underspend.</p>					

Service	Current Budget for 2014/15 £'000	Current Variance		Forecast Variance Outturn	
		£'000	%	£'000	%
4) City & South Locality	18,667	-457	-3%	-731	-4%
<p>The City and South Cambs Locality is projecting an underspend of £731k, which is a favourable change of £233k in forecast since last month. This is explained by:</p> <ul style="list-style-type: none"> • -£123k in contribution from a single client for the period April 2009 – September 2014 after discovery of additional assets during probate • -£125k from in-year increases in client contributions • -£62k from increases in direct payment recalls • +£55k from increases in care package commitments • +£22k in a net combination of more minor adjustments <p>52 clients are receiving a new service or have been recently discharged from hospital (£370k). 47 package changes generate a net reduction of £25k. 80 clients have either died or been admitted to hospital reducing the commitment by £195k. The strong increase in client commitments here may partly reflect the contributions improvement plan authorised by Adults Committee from Summer 2014, although there is not yet a consistent and conclusive pattern across localities.</p>					
5) East Cambs Locality	6,522	-39	-1%	-162	-2%
<p>The East Cambs Locality is projecting an underspend of £162k, an adverse change of £108k from last month. This can be explained by:</p> <ul style="list-style-type: none"> • +£35k: the full-year cost of one client with physical disabilities who had been previously been classified as a self-funder. • +£67k from increases in care package commitments • +£5k in a net combination of more minor adjustments <p>This team is currently implementing the upgraded care database, AIS, which is reducing capacity to manage the cost of care.</p>					
6) Fenland Locality	8,170	98	2%	-48	-1%
<p>The Fenland Locality is projecting an underspend of £48k, an adverse change of £183k from last month. This is explained by:</p> <ul style="list-style-type: none"> • -£115k from an increase in client contributions • +£349k from an increase in care package commitments • -£23k from increases in direct payment recalls • -£10k from decreases in expected spending on respite care • -£19k in a net combination of more minor adjustments <p>The most material month-to-month variances include £244k in net commitment for 60 new clients, offset by £123k in reductions from 48 clients who have deceased or been admitted to hospital.</p> <p>This team is currently implementing the upgraded care database, AIS, which is reducing capacity to manage the cost of care.</p>					

Service	Current Budget for 2014/15 £'000	Current Variance		Forecast Variance Outturn	
		£'000	%		£'000
7) Huntingdon Locality	12,700	-349	-4%	-472	-4%
<p>The Hunts Locality is projecting an underspend of £472k, a favourable change of £182k compared to last month. This can be explained by:</p> <ul style="list-style-type: none"> • -£91k from an increase in direct payment recalls • -£103k from a decrease in care package commitments • +£23k from a decrease in client contributions • -£11k in a net combination of more minor adjustments <p>Packages for 31 clients have ended since last month, reducing the commitment by £183k. The commitment for 31 new clients is £148k. There are 182 changes of low value amounting to a net reduction of £76k.</p>					
8) Reablement, Occupational Therapy & Assistive Technology	8,180	546	11%	615	8%
<p>Unmade savings from the Double-up project are shown on this line are static (£615k). Success rates in achieving package reductions are improving and the remainder of the target appears achievable.</p>					
9) Integrated Community Equipment Service (ICES)	2,258	-125	-5%	-112	-5%
<p>The underspend forecast in ICES is unchanged from last month and demand continues at levels that suggest this achievable. This represents the early delivery of savings from re0tender that were not initially expected until next year.</p>					
10) Strategic Management – Children's Social Care	2,544	513	28%	697	27%
<p>The Children's Social Care Director budget is forecasting an over spend of £697k.</p> <p>The directorate has a combined agency/vacancy savings target of £1.094m. Although the directorate is actively managing the staff budgets and use of agency staff, savings are not expected to be achieved to meet the target in full. This is because, due to service need, posts are required to be filled as quickly as possible, with essential posts covered by agency staff (see also notes for Access/Children in Need below), in a planned way until new staff have taken up post.</p> <p><u>Action being taken:</u> We are committed to reducing our agency spend on 2013/14 figures and have management actions in place which keep spend under continuous review and the reduction in the commitment is built into the forecast.</p>					

Service	Current Budget for 2014/15	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
11) Head of Social Work	4,419	71	3%	200	5%
<p>The Head of Social Work budget is forecasting an over spend of £200k.</p> <p>The increase in Adoption/Special Guardianship/Child Arrangement orders are a reflection of the good practice in making permanency plans for children outside of the looked after system. The increasingly complex needs of some of our children sometimes require additional allowances and Special Guardianships do not attract the same benefits as adopters re adoption leave so, in particular, carers need additional support in the first year of placement.</p> <p><u>Action being taken:</u> We continue to provide robust challenge to all financial requests which are scrutinised at Children's Allocation Meetings (CAM).</p>					
12) Legal Proceedings	1,500	52	6%	150	10%
<p>The Legal Proceedings budget is forecasting an over spend of £150k. This is a decrease of - £100k compared to the October F&PR and set against a £668k overspend in 2013/14.</p> <p>As well as the expected decrease in court issue fees we have seen a reduction in advice costs due to our better use of in-house knowledge and direct management of requests for information. Our management of the use of expert witnesses has also seen further cost reductions achieved.</p> <p><u>Action being taken:</u> Whilst mainly a demand led budget we continue to look at innovative ways of trying to manage this budget by better use of in-house knowledge and more direct management of requests for legal advice. Use of expert witnesses, and the associated costs, is also being better managed as we look to develop internal court assessment rather than relying as current on expert witnesses.</p>					
13) Safeguarding & Standards	936	38	6%	158	17%
<p>The Safeguarding and Standards budget is forecasting a £158k overspend. This is due to the continued use of agency staff to cover the long term absence of staff and posts that have been vacant during the year. There has also been a significant increase in the numbers of initial and review conferences being held in the year to date. The use of agency staff has been necessary to meet this demand. Further pressure has been experienced through an increase in Stage 2 and Stage 3 complaints and the associated costs in dealing with these cases.</p> <p><u>Action being taken:</u> Whilst the obligation to undertake stage 2 and stage 3 cases is now a statutory requirement we are looking at ways to manage these costs through better management of our processes in dealing with complaints.</p>					

Service	Current Budget for 2014/15	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
14) Children's Social Care Access	3,227	303	14%	475	15%
<p>The Access budget is forecasting an over spend of £475k due to the use of agency staffing.</p> <p>The use of agency staff is very difficult to predict due to changing circumstances. Agency cover is only used where circumstances dictate and no other options are available. We are making concerted efforts to minimise the dependency on agency and looking at other ways to manage work within the Units despite unprecedented levels of demand. Outside of agency commitments expenditure within the Social Work Units is being managed to budget.</p> <p><u>Action being taken:</u> Workforce management is reviewed each month at our Improvement Board and we have measures in place to manage the use of agency staff going forward. We are focusing on the recruitment of Consultant Social Workers but good quality agency staff are needed in order to manage the work in the interim.</p>					
15) Children Looked After	10,316	-212	-3%	-208	-2%
<p>Children Looked After (CLA) is forecasting a £208k underspend across the Unit, Unaccompanied Asylum Seeking Children (UASC) and Leaving Care budgets.</p> <p>2014/15 has seen a reduced number of both under 18 and over 18+ UASC's the service is supporting and subsequent reduction in associated costs. Spend has also been reduced across the CLA Units. This has been achieved through tighter monitoring of activity through greater scrutiny of unit expenditure and better use of universal services in preparation for testing savings requirements in 2015/16.</p> <p>Additional expenditure reserved to facilitate the transition of the Adoption Service to the Coram Cambridgeshire Adoption Service (CCA) was also not fully utilised following the release of funds made available from the Adoption Reform Grant. An element of the underspend was also planned to support the pressure in the Adoption Allowances budget, as well as annual Participation activities which have now been funded through the receipt of Outlook funds.</p>					
16) Children In Need	5,003	53	2%	100	2%
<p>The Children in Need budget is forecasting an overspend of £100k due to the use of agency staffing. The use of agency staff is very difficult to predict due to changing circumstances. Agency cover is only used where circumstances dictate and no other options are available. We are making concerted efforts to minimise the dependency on agency and looking at other ways to manage work within the Units despite unprecedented levels of demand. Outside of agency commitments expenditure within the Social Work Units is being managed to budget.</p> <p><u>Action being taken:</u> Workforce management is reviewed each month at our Improvement Board and we have measures in place to manage the use of agency staff going forward. We are focusing on the recruitment of Consultant Social Workers but good quality agency staff are needed in order to manage the work in the interim.</p>					

Service	Current Budget for 2014/15	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
17) Looked After Children Placements	15,579	999	12%	1,300	8%

Overall Looked After Children (LAC) numbers at the end of November 2014, including placements with in-house foster carers and residential homes, are 507, equalling 1 April 2014 numbers. External LAC placement numbers at the end of November are 295, a rise of 18 from 1 April figures and a rise of 27 from August 2013.

Access has been limited for a number of in house foster placements (holidays, ages, mix of needs, on hold etc.) and also for in house residential placements which means that we have been placing more children with external providers, although some costs have been offset by volume discounted placements being realised.

The underlying lack of capacity for in house foster provision has meant we have had to approach independent agencies more frequently to support our children and young people.

The LAC Placements budget is now forecasting an overspend of £1,150k. Pressure on costs has been seen for some time now but actions have been taken to try to keep spend within budget. External placement numbers exceed those budgeted for and this is likely to continue to be the case for the remainder of the year.

However, discussions have been held with Health to review contributions to placement costs and a new matrix has been developed to assess the percentage level of contributions. The forecast includes an estimate of increased income (£300k) based on initial analysis of placements with a Health contribution. This is in addition to that of SEN Placements.

The Health tool has been developed and has been sent to Health for final approval. There is still uncertainty around the amount of Health contributions which will be received this financial year, and therefore a risk that anticipated income will be lower than forecast. The tool will be in use before Christmas and revised forecasts will be available in early January.

Client Group	2014/15 Budgeted Packages	1 Apr 2014 Packages	30 Sept 2014 Packages	31 Oct 2014 Packages	30 Nov 2014 Packages	Variance from Budget
Residential Disability – Children	4	4	5	4	4	-
Child Homes-Secure Accommodation	0	0	0	0	0	-
Child Homes – Educational)	12	13	14	14	14	+2
Child Homes – General	26	27	29	30	29	+3
Parent & Child Assessment)	0	0	0	0	0	-
Supported Accommodation	1	2	0	0	0	-1
Supported living 16+	1	1	1	1	1	-
Fostering & Adoption	229	230	240	250	247	+18
TOTAL	273	277	289	299	295	+22

Action being taken:

Overall LAC numbers are increasing and the number of placements with external providers is high. There are a number of actions in the Placement Strategy and arising from the LAC Commissioning Board which aim to stabilise the LAC numbers and ultimately reduce them.

Service	Current Budget for 2014/15	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%

Looked After Children Placements continued;

For the longer term, service redesign is being influenced significantly by this need to reduce the number of children and young people being looked after. As the Social Care Unit Model embeds we are expecting to see a positive impact in identifying those children who we need to look after.

We are monitoring the use of Independent Fostering Agencies (IFAs) and in-house fostering provision through the Fostering Review. It is expected that this work will result in an increased use of in-house provision, and therefore a decreased use of IFAs. Residential figures are being monitored similarly through the Residential Review.

Improvements are being made in our commitment records, ensuring accurate reconciliations and discounts achieved are reflected throughout the year. The top 50 most expensive placements are reviewed monthly to identify any that can be moved to cheaper placements while continuing to provide for the needs of the child.

16+ Placements

The 16+ Placements budget is forecasting an overspend of £150k. There has been an increase in the number of young people who are presenting as homeless who are willing to be looked after and have nowhere else to go. A number of young people have had to move to supported accommodation that can offer additional support due to their complex needs and this is impacting on the average cost.

18) SEN Placements	8,031	238	3%	300	4%
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OFSTED Category	1 Apr 2014	30 Sept 2014	31 Oct 2014	30 Nov 2014	Variance from 1 Apr 2014
Autistic Spectrum Disorder (ASD)	87	90	89	92	+5
Behaviour, Emotional and Social Difficulty (BEDS)	38	36	37	37	-1
Hearing Impairment (HI)	3	4	3	3	-
Moderate Learning Difficulty (MLD)	4	2	2	2	-2
Multi-Sensory Impairment (MSI)	1	1	0	0	-1
Physical Disability (PD)	0	1	1	1	+1
Profound and Multiple Learning Difficulty (PMLD)	2	2	2	2	-
Speech, Language and Communication Needs (SLCN)	4	3	3	3	-1
Severe Learning Difficulty (SLD)	4	3	3	3	-1
Specific Learning Difficulty (SPLD)	11	9	9	8	-3
Visual Impairment (VI)	2	2	2	2	-
Total	156	153	151	153	-3

The Special Educational Needs (SEN) Placements budget is forecast to come in £300k over budget. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant. Included in the above numbers are 20 children educated under a block contract.

The budget is under significant pressure due to numbers: over 3,200 Statements maintained is the highest number for over 10 years and the new statement rate for 14/15 is predicted to be over 450 new Statements this year. In addition the level of need is escalating in the early years and this is where we have filled our Special Schools to capacity.

Service	Current Budget for 2014/15	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<p>SEN Placements continued;</p> <p>However, preliminary discussions have been held with Health to review contributions to placement costs and a new matrix is being developed to assess the percentage level of contributions. The forecast includes an estimate of increased income (£300k) based on initial analysis of placements with a Health contribution. This is in addition to that of LAC Placements.</p> <p>The Health tool has been developed and has been sent to Health for final approval. There is still uncertainty around the amount of Health contributions which will be received this financial year, and therefore a risk that anticipated income will be lower than forecast. The tool will be in use before Christmas and revised forecasts will be available in early January.</p> <p>We will be managing this pressure from within the HNB and taking action to respond to a rise in demand. The issues are:</p> <p>Our special schools are at capacity. This places greater pressure to look outside of Cambridgeshire</p> <p>A recent increase in the number of children requiring very specialist consistent input for care, medical and educational reasons that need 52 week provision not available in house or in county</p> <p>We don't have sufficient in county provision for children in the primary phase with SEBD and HI as well as Dyslexia and therefore we have to turn to the independent sector to secure appropriate education</p> <p>There is pressure from Tribunal decisions. We have offered appropriate in house /in county alternatives that the tribunal has overruled. We have had decisions against us in 4 Tribunal appeals recently which have resulted in 4 children being placed in out of county independent specialist educational provision. Although Cambridgeshire County Council has a low number (when compared to other LA's) of appeals currently lodged with the HM Courts and Tribunals Service, we have experienced a large increase particularly in statutory assessment. We currently have 45 tribunal cases. Our success rate in appeals, however, is over 95%, but due to the nature of the appeals and the high costs for placements that parents are requesting, losing only one can have a very significant impact on the budget. There is no flexibility within the budget to allow for this unpredictable demand.</p> <p>We are also seeing a significant pressure in relation to primary aged children (some as young as 5 years old) with social, emotional and behavioural difficulties whose needs can no longer be met by their local mainstream school. The Harbour School is the only in county Special School able to support children of this age with social, emotional and behavioural difficulties and is full from September 2014. Cambridgeshire Area Special Schools had very few vacant places in September 2014.</p> <p><u>Action being taken:</u></p> <p>Actions in the Placements Strategy are aimed at returning children to within County borders and reducing Education Placement costs.</p> <ul style="list-style-type: none"> • Through the Placements Strategy a focus on returning children to within County borders and reducing Education Placement costs wherever possible. • A shared care service enabling parents to continue to keep children at home has recently come on line. • Additional classes (and places) commissioned and funded at all of our area special schools to meet the rise in demand for early years. Funded from the HNB. • Agreement for 3 new special schools to accommodate the rising demand over the next 10 years. 					

Service	Current Budget for 2014/15	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
SEN Placements continued; <ul style="list-style-type: none"> • Implementation of a specification for existing special schools which will further enable outreach and better partnership working, in particular with health colleagues. • Review SEBD provision and look to re commission /commission additional specialist provision from within the HNB financial envelope. • Business case presented to health commissioners to improve the input of school nursing in area special schools to support increasingly complex medical/health needs. • Review how we maintain mainstream education through the SEND Commissioning Strategy. • Rigorous investigation into commitments, discounts and health contributions. • Developing in county special schools to meet need. • Project looking at Cambridgeshire's offer to prevent placements out of county. 					
19) Commissioning Services	5,294	234	6%	350	7%
<p>The Out of School Tuition budget is forecast to come in £350k over budget.</p> <p>We have a number of children with a Statement of Special Educational Needs out of school in receipt of alternative education (tuition) packages. There is an expectation that the majority of this group of children will join a new school at the beginning of the Autumn term.</p> <p>When moving a child with a Statement of Special Educational Needs from one school to another the LA has to adhere to the placement consultation process (with specified timescales) outlined in the DfE SEN Code of Practice. Due to the need for the timescales to be followed, and an increasing number of negative responses being received, the process of moving a child with a Statement from one school to another is taking much longer. Until the process is complete the LA has a duty to provide interim full-time education provision. The duration of provision is now a mandatory 25 hours per week.</p> <p>It is important to note that a large number of our special schools have started the academic year full. This will create an additional pressure on this budget as there will no doubt be an increasing number of children who will require interim education provision whilst the search for a new school placement is underway. The LA is considering recouping funding for these moves between schools.</p>					
20) Home to School Transport – Special	7,572	746	20%	990	13%
<p>H2S Special is forecasting a pressure of +£990k. The major contributory factors to the predicted outturn are:</p> <ul style="list-style-type: none"> • Fewer companies have the specialist vehicles or the number of specialist vehicles we require, which reduces the size of the tender pool and increases prices. We require an additional 11 tail lift vehicles compared to 13/14. • Fewer companies have the required number of passenger assistants, even if they can supply the specialist vehicles, again reducing the tender pool and increasing prices. We require an additional 31 passenger assistants compared to 13/14. • Companies winning the tenders are not based in the city (one used regularly is based in Haverhill) which increases the tender price as having to fund journey into the City & back as well as school route. The current average daily price is £91.99, an increase of 3.09% on the April 2014 average. 					

Service	Current Budget for 2014/15 £'000	Current Variance		Forecast Variance Outturn	
		£'000	%	£'000	%
Home to School Transport - Special continued;					
<ul style="list-style-type: none">Reduced number of providers interested in applying for contracts for primary school children due to legislation around child seats. Taxis would need to carry child seats for the day reducing public use of boot space e.g. for luggage to the train station. This again results in a smaller tender pool and increased prices.More children with more complex needs have increased use of single occupancy taxis.Closure of respite centres has resulted in children, often with the most acute needs, requiring high cost transport for increased distances.Action being taken:Continue to reinforce the Post 16 eligibility criteria to ensure that funding is being directed correctlyPropose amendments to the SEN Transport policy for Post 16 to establish a charge towards the cost of individual transport, as for non-disable young people over 16 years.Reviewing claimable parental mileage to ensure distances claimed are correctThe use of single occupancy taxis is being reviewed, particularly for students at Harbour, with a view to identifying more cost effective means of travelIntensive checking of commitments for the new academic yearReconciliation to reserves which is being undertaken with support from LGSS Finance.					
21) Central Financing	-35	-222	1014%	-350	-1004%
<p>Within CFA, spend of £20.9m is funded by the ring fenced Dedicated Schools Grant. The budgets for Education Placements (£300k), Commissioning Services (£350k), Early Years Specialist Support (£50k), East Cambs & Fenland Localities (-£7k) and 0-19 Organisation & Planning (-£2k) are forecast to overspend this year by a total of £691k.</p> <p>Vacancy savings are taken across CFA as a result of posts vacant whilst they are being recruited to, and some of these vacant posts are also DSG funded. It is estimated that for this financial year vacancy savings of £350k will be taken in relation to DSG funded posts and DSG carry forward within Schools Financing of £341k will be applied (please see note 26), both of these will be used to offset the pressures on DSG funded budgets.</p>					

Service	Current Budget for 2014/15	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
22) Strategic Management - Learning	-38	134	-224%	100	266%
<p>The forecast overspend is £100k. The Learning Directorate had a savings target of £4.1m to achieve in 14/15. In order to achieve this, a consultation on a major reconfiguration of the Directorate was undertaken. Staff redundancies and other changes were delayed due to the length of the consultation process, meaning that savings due to start from April could only take effect from August. This has resulted in some pressure. Furthermore, some other savings due to take place as part of the Directorate's reconfiguration were not realised. The cumulative impact of this was a pressure of £321k.</p> <p>Actions have been identified to mitigate this pressure, e.g. some posts in the reconfigured Directorate that were not recruited to will not now be filled on a permanent basis. However, there is a residual pressure of £100k, which has been lodged in the Director of Learning policy line. This comprises:</p> <ul style="list-style-type: none"> • £70k that was due to be made through not replacing Business Support posts filled by temporary staff. However, the need for Business Support to ensure efficient service delivery was underestimated so this saving has not been achieved. • £30k from the restructure of senior management. During the consultation it was identified that planned reductions in senior management would have a detrimental impact on service delivery. Whilst some of the saving was achieved by reduction in other areas, a residual pressure of £30k remained. <p>Action will continue to be taken to mitigate further this pressure, e.g. by taking any underspends that emerge during the year. However, it is likely that this pressure will need to be built into the 2015/16 budget plan.</p>					
23) Schools Intervention Service	1,549	-104	-9%	-100	-6%
<p>The Schools Intervention Service is forecasting a £100k underspend, due to calls on the Intervention budget are significantly below previous years. This is in part due to fewer schools falling into OFSTED categories and in part due to a change in support offered to schools, reducing the financial support written into High Level Plans. Financial support is now limited as support is given in adviser time, for example supply cover for teachers is no longer given. Schools in category are now expected to fund more from their own budgets. This is in anticipation of savings identified from Intervention from April 2015.</p>					

Service	Current Budget for 2014/15 £'000	Current Variance		Forecast Variance Outturn	
		£'000	%	£'000	%
24) Catering, Cleaning & Groomfield Services	-250	-66	-29%	130	52%

The outturn forecast for Catering, Cleaning & Groomfields Services is an overspend of £130k. This financial position includes trading up to Nov 14 and is an improvement of £36k on the previous month.

The forecast expenditure on catering equipment has reduced by £14k with some costs set against the UIFSM capital budget. The cook / freeze and distribution centres are unlikely to need the planned extra shifts resulting savings against the forecast staff costs £40k. Conversely the school kitchens are experiencing staff cost pressures resulting from agency and peripatetic staff covering vacancies and absences.

Previously reported variances within these figures are;

LGPS contributions have now been charged at 20% of salaries when the budget allowed 19% contribution, so resulting in an anticipated overspend of £55k. The budget set anticipated a 1% pay award, however, 50% of CCS' staff costs relate to the bottom 3 salary scale points and will be subject to greater than 1% increases (up to 4.66%) and as a result staff costs will exceed budget by £105k.

School meal numbers for the Spring term exceeded budget by approx 6,500 (+£13k). Provisions costs for the Spring term are £32k overspent, some 3.8% higher than budget. The menu plan has been introduced in September 14 for UIFSM and related provisions costs are within budget, and the forecast assumes this will continue to year end.

Schools Catering in Cambridgeshire - The introduction of universal free school meals for infants schools (UFSM) in Sep 14 has required increases in staff, staff recruitment & training, provisions, equipment and premises resources in conjunction with schools to accommodate the increase in demand for meals (potentially up to 3 times current levels of Infant meals and a 50% overall increase). Take-up of UIFSM to Nov14 is 83% (achieving the budgeted level but less than DfE expected 87%).

Variations in take-up will affect the outturn position by +/- £17k per percentage point in 14/15.

The equipment budget has spent £279k of the £301k annual budget but with further commitments, an overspend of £29k is forecast.

Assumptions have been made regarding the impact of UFSM and the number of meals that will be required by Northamptonshire Schools from September 2014 and any significant variations would impact on the bottom line. Negotiations have taken place to secure a contribution to the additional resource requirements. Sales to July are £153k below budget, with £15k lost contribution. Sales for Sep-Nov 14 have been encouraging and close to budget, whilst provisions costs are within budget.

There are 2 Cambridgeshire primary schools who have announced that they are tendering their catering services to commence January 2015 (loss of £15.6k contribution Jan-Mar 15).

CCS has agreements to commence catering services with 11 Bedfordshire schools, and 2 Peterborough schools from September 14 (expected £48k contribution gain Sep14-Mar15).

Civic catering. CCS has commenced a service at two staff restaurants at Northamptonshire County Council from April14. Whilst income levels have exceeded budget, the costs of covering sickness and absence to provide the service has meant that the outlets will need to streamline costs over the next few months in order to break even.

Service	Current Budget for 2014/15 £'000	Current Variance		Forecast Variance Outturn	
		£'000	%	£'000	%
Catering, Cleaning & Groomfield Services continued;					
The Castle Court office closure in Dec 14 will lead to the closure of the servery outlet with related costs and further impact on the Bailey Rooms and Shire Hall cafes.					
Cleaning Services forecast an overspend of £10k due primarily to the impact of the additional LGPS contribution and proposed pay award costs.					
Groomfields has restructured and is reviewing operational procedures to reduce operating costs. Additional costs to cover long term sickness, and write off of uncollectable debtors indicates an outturn forecast overspend of £49k.					
25) Home to School Transport – Mainstream	8,779	856	20%	1,100	13%
The Mainstream Home to School/College transport budget is forecasting an overspend of £1.1m. This outturn figure:					
<ul style="list-style-type: none">• Reflects the new prices for routes which have been the subject of re-tendering. The re-tender process only delivered £41k in savings. The assumed level of saving had been in the order of £350k based on experience of re-tendering contracts in 2012/13 and 2013/14.• Takes account of an inflationary uplift of 2.9% on all contracts.• Takes account of a decision to defer proceeding with a proposal to withdraw free transport on the route between Horningsea and Fen Ditton Primary School as a result of the delayed implementation of road safety improvements and with a proposal to withdraw free transport on the route between Babraham and Sawston Village College as a result of a concern raised by the Road Safety Officer, which requires further independent assessment.• Takes account of the under spend on the 13/14 budget of £355k.• Reflects the fact that the under spend achieved in 2013/14 was £345k less than the forecast out turn saving which informed the setting of the 2014/15 budget during business planning.• Reflects an increase in the number of post-16 students living in East Cambridgeshire being deemed to be entitled to subsidised and free transport into Cambridge as a result of changes made by City of Ely and Newmarket College to their curriculum offer to focus on vocational courses in place of an A Level programme of study.• Reflects a reconciliation of the commitment record against the information held in Capita ONE to ensure all contracts had been appropriately end dated and there were no duplicate records.					
<u>Action being taken:</u>					
A number of actions are being taken to ensure the accuracy of the forecast outturn and reduce, where possible, further demands on the budget:					
<ul style="list-style-type: none">• On-going scrutiny and challenge of requests for transport on discretionary grounds e.g. where families have moved house during the final two years of a student's statutory schooling.• Bus passes are being offered to, and have been accepted by, some Cambridge City parents, instead of taxi rides.• Production of a weekly variance sheet.• Reconciliation to reserves which is being undertaken with support from LGSS Finance.• Discussions at Director level to identify and implement changes which will secure improved and consistent commitment and reconciliation arrangements in advance of the start of the new financial year.					

Service	Current Budget for 2014/15 £'000	Current Variance		Forecast Variance Outturn	
		£'000	%		£'000
26) Financing DSG	-20,919	-227	2%	-341	-2%

Within CFA, spend of £20.9m is funded by the ring fenced Dedicated Schools Grant. The budgets for Education Placements (£300k), Commissioning Services (£350k), Early Years Specialist Support (£50k), East Cambs & Fenland Localities (-£7k) and 0-19 Organisation & Planning (-£2k) are forecast to overspend this year by a total of £691k.

Vacancy savings are taken across CFA as a result of posts vacant whilst they are being recruited to, and some of these vacant posts are also DSG funded. It is estimated that for this financial year vacancy savings of £350k will be taken in relation to DSG funded posts (please see note 21) and DSG carry forward within Schools Financing of £341k will be applied, both of these will be used to offset the pressures on DSG funded budgets.

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	DoH	6,933
Better Care Fund	OPMH	10,652
Adoption Reform Grant	DfE	580
Unaccompanied Asylum Seekers	HO – UKBA	125
Troubled Families	DCLG	482
Intensive Evidence Based Programme (Sexualised Behaviour)	DfE	160
Youth Offending Good Practice Grant	YJB	707
Littlehay / Whitemoor Prisons IDTS	IDTS	580
Littlehay / Whitemoor Prisons CARAT	MOJ	919
16-19 Bursary Fund	EFA	0
Music Education HUB	Arts Council	682
Non-material grants (+/- £160k)	Various	432
Total Grants 2014/15		22,252

These grants are spread across the CFA directorates as follows:

Directorate	Grant Total £'000
Adult Social Care	384
Older People	10,754
Children's Social Care	775
Strategy & Commissioning	111
Enhanced & Preventative Services	9,087
Learning	1,140
TOTAL	22,252

APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
Budget as per Business Plan	251,616	
Strategy & Commissioning – Strategic Management	429	Healthwatch funding
ASC Practice & Safeguarding	400	Reserves funding relating to the Mental Capacity Act
Ordinary Residence	398	Reserves funding within Learning Disability Pool
Strategy & Commissioning – Strategic Management	-429	Healthwatch funding
Director of Older People and Mental Health	125	Allocation of Care Bill Implementation Grant
Schools Financing	405	SEN Reform Grant
Children Looked After	290	Adoption Reform Grant
Director of Older People and Mental Health	-50	CCS HR Support
Schools Financing	252	Allocation of Special Educational Needs and Disability (SEND) Implementation Grant
Catering, Cleaning & Grounds Service	104	Transfer of CCS Finance Support
Current Budget 2014/15	253,540	

APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2014	2014/15		Forecast Balance at 31 March 2015	Notes
		Movements in 2014/15	Balance at 30 Nov 14		
	£'000	£'000	£'000	£'000	
<u>General Reserve</u>					
CFA carry-forward	6,760	-1,552	5,208	0	Forecast overspend of £1,637k and known reserve commitments applied against reserves.
subtotal	6,760	-1,552	5,208	0	
<u>Equipment Reserves</u>					
ICT Equipment Replacement Reserve	453	153	606	500	Ed ICT plan to replace major infrastructure in 2014/15 and need to build up reserve to £500k across the preceding years
IT for Looked After Children	234	0	234	0	Replacement reserve for IT for Looked After Children. Laptops to be replaced in 2014/15.
subtotal	687	153	840	500	
<u>Other Earmarked Funds</u>					
Adult Social Care					
Capacity for Reviews	0	0	0	336	Resources to support reviews to achieve savings from reviews of packages for LD and PD service users.
Capacity in Procurement and Contracts	0	0	0	250	Increase in capacity for contract rationalisation and review etc.
Adult Social Care Recruitment Capacity	0	0	0	100	Proposal to fund a post for 2 years (£50k per year) within Workforce Development to lead work related to Adult Social Care recruitment and retention
Older People & Mental Health					
Reviews of Packages in Older People and Mental Health Services	0	0	0	300	Invest in additional capacity to undertake package reviews on a much larger scale than previously possible - on the assumption that by applying our latest thinking and the transforming lives approach to each case we will reduce the cost of packages
Continuing Health Care	0	0	0	130	The County Council could decide to employ its own staff to undertake CHC assessments – ensuring they are completed in a transparent way with a view to ensuring that those who are eligible for CHC receive it. This would allow us to address the issues whereby clients with continuing health needs are currently being funded in full by social care services
Children Social Care					
Alternatives to Care / Family Crisis Support Service	0	0	0	500	New service which is able to offer a rapid response to situations where young people are identified as at risk of becoming looked after either in an emergency or as a result of a specific crisis. The intention would be to offer a direct and intensive intervention which would explicitly focus on keeping families together, brokering family and kinship solutions and finding alternatives to young people becoming looked after.

Fund Description	Balance at 31 March 2014	2014/15		Forecast Balance at 31 March 2015	Notes
		Movements in 2014/15	Balance at 30 Nov 14		
	£'000	£'000	£'000	£'000	
Children Social Care					
Changing the Cycle	0	0	0	100	Establishing a dedicated team or pathway to provide ongoing work with mothers who have children taken into care – to ensure that the remaining personal or family needs or issues are resolved before the mother becomes pregnant again. Part fund the FGC Service or alternative arrangements within CSC from reserves, providing it with sufficient resource to allow it to ensure we can attempt to broker family solutions for all cases where there is potentially escalating cost to CCC and a chance/plan for reunification – i.e. All risk of LAC, PLO, court work and all relevant CP cases
Brokering Family Solutions / Family Group Conferences	0	0	0	100	Provide resource to support the programme of work to drive the recruitment of in-house foster carers and hit recruitment target of a 36 net increase in available carers
Fostering Marketing Manager	0	0	0	50	Committed for adaptations to respite carer homes.
Adaptions to Respite Carer homes	46	-10	36	16	
Strategy & Commissioning					
Building Schools for the Future	603	0	603	483	Funding allocated to cover full programme and associated risks. Projected £120k ICT risk.
Flexible Shared Care Resource	536	0	536	364	Provision opened May 2014.
START Team	0	0	0	200	Funding capacity pressures as a result of EHCPs.
Home to School Equalisation	-2	167	165	165	Reserve to even out the number of school days per year.
Time Credits	0	0	0	154	Funding for 3 year Time Credits programme from 2014/15 to 2016/17 for the development of connected and supportive communities.
Disabled Facilities	200	0	200	110	Funding for grants for disabled children for adaptations to family homes.
Commissioning Services – Children's Placements	0	0	0	84	Funding to increase capacity. Two additional Resource Officers are in post. To be used flexibly between 2014/15 to 2016/17.
Commissioning New School for Children with Autism	470	-470	0	0	Provision now established and full to capacity. Loan not used and repaid in 2014/15.
Enhanced & Preventative					
Multi-Systemic Therapy Standard	0	0	0	364	2-year investment in the MST service (182 in 2015/16 & 2016/17) to support a transition period whilst the service moves to an external model, offering services to CCC and other organisations on a traded basis.
Family Intervention Project Expansion	520	0	520	336	To increase capacity in Family Intervention Project. Additional FIP workers and Deputy Managers are in post. Funding to be used flexibly across 2014/15 to 2015/16.

Fund Description	Balance at 31 March 2014	2014/15		Forecast Balance at 31 March 2015	Notes
		Movements in 2014/15	Balance at 30 Nov 14		
	£'000	£'000	£'000	£'000	
Enhanced & Preventative					
Information Advice and Guidance	0	0	0	320	Proposal to delay the saving from the IAG teams by 1 year by funding from reserves Another option would be to consider making this a saving part way through the year which would give us more time to work on alternative ongoing funding models for the IAG function.
MST Child Abuse & Neglect	375	0	375	307	To continue funding the MST CAN project (previously DoH funded). Funding to be used flexibly across 2014/15.
YOT Remand	250	0	250	250	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
Redundancy Costs	0	0	0	57	To fund central redundancies that arise following the reconfiguration of The County School.
Learning					
Trinity School	0	0	0	105	New pressures emerging in Learning driven by requirement to resource the Post Ofsted Action Plan for Trinity Special School, which has been placed in Special Measures by Ofsted.
Capacity to establish a self-sustaining and self-improving school system - leadership	0	0	0	105	Tender for a skilled education sector leader/professional with an in-depth knowledge of school improvement (£105k) to support the move towards a self-sustaining and improving school system
Transport Leadership	0	0	0	100	Intention to recruit to a fixed term (15 months) leadership role working across CFA to review the transport budget and deliver major savings
Art Collection Restoration Fund / Cambridgeshire Culture	174	0	174	83	Fund to support cultural activities within the county and the maintenance and development of the Art Collection.
Capacity to attract private and independent sponsorship of programmes for children	0	0	0	50	A number of private sector organisations have begun to discuss how they might invest in Cambridgeshire's children and young people. Recruit to a fixed term position for 12 months to develop a sponsorship framework which identifies: a funding pipeline; multi-year funding streams and funding security for medium term plans, including identifying how these can allow us to substitute for activities we currently fund from core budget.
School advisor savings	0	0	0	35	Short term commissioning capacity (35k) in Learning to allow £90k school advisor savings to be made by not recruiting to vacant posts
Legal Costs	0	0	0	17	New legal cost pressures in Learning Directorate

Fund Description	Balance at 31 March 2014	2014/15		Forecast Balance at 31 March 2015	Notes
		Movements in 2014/15	Balance at 30 Nov 14		
	£'000	£'000	£'000	£'000	
Cross Service					
Mindful	0	0	0	399	Programme of community mental health resilience work (spend over 3 years) Other small scale reserves.
Other Reserves (<£50k)	37	-30	7	105	
Planned reduction of above commitments	0	0	0	-537	Review of all above commitments currently underway to ensure funding allocated to priority areas
Subtotal	3,209	-343	2,866	5,538	
SUB TOTAL	10,656	-1,742	8,914	6,038	
<u>Capital Reserves</u>					
Building Schools for the Future	427	0	427	174	Building Schools for Future - c/fwd to be used to spent on ICT capital programme as per Business Planning 14/15. Further receipts anticipated in respect of the targeted basic need and standard basic need. C/F expected of £462k but entire funding for Swavesey VC. The Capital Maintenance allocation received in 2014/15 will be spent in full. Comprises the Universal Infant Free School Meal Grant and the Public Health Grant re Alcohol recovery hub- anticipate spending by year end. At present anticipated spend of £95k from reserves. Current year grant of £1.25m expected to be spent in full.
Basic Need	654	10,940	11,594	402	
Capital Maintenance	0	4,895	4,895	0	
Other Children Capital Reserves	0	1,557	1,557	0	
Other Adult Capital Reserves	3,099	1,275	4,374	2,571	
subtotal	4,180	18,667	22,847	3,147	
TOTAL	14,836	16,925	31,761	9,185	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

2014/15						TOTAL SCHEME	
Original 2014/15 Budget as per BP		Revised Budget for 2014/15	Actual Spend (Nov)	Forecast Spend - Outturn (Nov)	Forecast Variance - Outturn (Nov)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000	Scheme	£'000	£'000	£'000	£'000	£'000	£'000
	Schools						
6,200	Primary Schools - New Communities	5,352	666	1,722	-3,630	79,190	-150
30,170	Primary Schools - Demographic Pressures	29,992	12,356	26,885	-3,107	87,920	-1,216
1,800	Primary Schools – Adaptations	1,600	213	1,170	-430	5,260	141
14,500	Secondary Schools - New Communities	12,676	669	5,220	-7,456	111,471	0
6,750	Secondary Schools - Demographic Pressures	9,318	3,876	6,478	-2,840	66,350	350
1,773	Schools - Scheme Final Payments	2,026	260	1,928	-98	105,112	0
323	Building Schools for the Future	323	120	253	-70	9,985	0
1,068	Devolved Formula Capital	2,740	63	2,740	0	9,475	0
0	Universal Infant Free School Meals	1,289	572	1,289	0	1,289	0
4,900	Condition, Maintenance and Suitability	4,900	4,726	6,050	1,150	31,204	0
300	Site Acquisition and Development	300	228	300	0	1,847	0
1,000	Temporary Accommodation	1,000	1,367	1,500	500	4,964	0
413	Short Breaks (Disabled Children) & Social Care Minor Works	25	30	53	28	770	0
0	Youth Service	173	39	173	0	-50	0
3,170	Children Support Services	3,729	208	2,105	-1,624	9,790	0
4,042	Adult Social Care	4,673	610	2,172	-2,502	4,692	0
76,409	Total CFA Capital Spending	80,116	26,003	60,038	-20,079	529,270	-875

Primary Schools – New Communities £3,630k underspend

£3,320k relates entirely to Northstowe. The start on site date has been put back to March 2015 from November 2014; the school is now not required to open until September 2016 as the first houses on the development are not expected to be ready for occupation until the summer of 2016. The overall cost of the project will be unchanged, latest slippage of £70k results from further delays on design. A £150k overall reduction to Trumpington Meadows Primary School scheme due to savings made on compensation events, risk register and contingencies. North West Cambridge (NIAB) Primary £60k reduction in 2014/15 due to works taking longer than originally anticipated. Bearscroft £100k slippage for 2014/15 is due to delays with the design processes and finalisation of land agreements with developers. There is no change to the overall cost of the project.

Primary School Demographic Pressures £3,107k underspend

Is comprised of the following;

Slippage and accelerated progress £2,432k underspend

This is due to slippage on Isle of Ely Primary (£2,133k) and Orchards Primary (£207k), Additional Places in March (£100k), St Neots Love's Farm (£49k) and Huntingdon Primary School (£238k). This is balanced against changes to the expenditure profiles for Kings Hedges Primary (£130k) and Fulbourn Primary School (£273k) where expenditure previously anticipated as falling in 2015/16 will now be spent in 2014/15.

Revisions in costs net £675k underspend

The overall costs of the expansion at Fawcett Primary have been reduced by £600k following receipt of a lower than anticipated Milestone (MS) 4 tender price.

A saving of £225k has been achieved on the Hemingford Grey Primary School due to employer's contingencies and risk register not being expended.

These savings have been offset by increased costs at Cavalry Primary School of £150k for re-roofing works.

Primary School Adaptations £430k underspend

This underspend is principally due to a delay in return of the tenders for the planned expansion of Hauxton Primary School. The completion date for the scheme is now June 2015. Some cost increases of c£60k are anticipated in the overall project due to piling and on costs. These will be taken into account in the 2015/16 business plan. There is a small slippage on Morley Memorial of £50k, but overall project costs remain unchanged. The costs of the Dry Drayton Primary scheme have increased by £81k and the work programme has been accelerated.

Secondary Schools - New Communities £7,456k underspend

Construction works on site have slipped from September to October 2014 at the Southern Fringe Secondary. The forecast underspend due to this slippage has increased by a further £300k to £7.3m accounting for nearly all the overall underspend. The project is to complete in April 2016, instead of September 2015. The delay was due to contamination testing of imported fill, resulting in environmental pre-commencement planning conditions delays. Northstowe Secondary scheme has reduced by £30k in 2014/15 after reviewing profiling of project timescales.

Secondary Schools – Demographic £2,840k underspend

The Littleport Secondary scheme is forecast to underspend by £3.3m in 2014/15, primarily due to a delay in acquiring the land the school will be built on. The start on site date has consequently slipped from summer to autumn 2015.

Projected expenditure on North Cambridgeshire Secondary in 2014/15 is anticipated to be slow, increasing the overall underspend for the year by £70k. Anticipated costs for Ely College have reduced by £80k.

The Swavesey Village College scheme is progressing more quickly than originally anticipated. This project is funded significantly by Targeted Basic Need funding. The funding has been advanced to offset the acceleration in the programme. The cost of this scheme has increased by £350k over the lifetime of the project due to higher than anticipated tender costs.

The Coleridge Secondary extension scheme has advanced more quickly than anticipated. Funding of £598k is required to be advanced to offset the acceleration of the programme. There has been no increase in the overall cost of the scheme.

Condition, Maintenance and Suitability £1,150k overspend

Tenders have come in higher than anticipated, which is a reflection of the impact the upturn in the housing market is having on building costs.

Temporary Accommodation £500k overspend

More mobiles have been needed due to rising rolls at primary schools around the county coupled with increased site works, rising building and transportation costs.

Children's Support Services £1,624k underspend

Increased certainty over the timings of projects related to Early Years basic need placements means that costs previously anticipated for 2014/15 will now be incurred in 2015/16. This accounts for £124k of the overall underspend. Projects envisaged for later years, will however, be brought forward into 2015/16 in the Business Planning process.

The remaining £1.5m is due to slippage on the Trinity School where delays in the acquisition of land led to the appointment of contractors being put on hold until such time as there was greater certainty that the project would proceed.

Adult Social Care (ASC) £2,502k underspend





The ASC capital programme for 2014/15 totals £4.3m, the current forecast underspend is £2.5m. This relates to unallocated grant funding which will be required in 2015/16. Plans are developed to ensure the sustainability of future ASC capital investments which are incorporated into 2015/16 business planning. £69k movement between October and November due to forecast expenditure on transformation initiatives including AIS, being incurred in 2014/15.


Capital Funding


2014/15				
Original 2014/15 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2014/15 £'000	Forecast Spend – Outturn (Nov) £'000	Forecast Funding Variance - Outturn (Nov) £'000
15,249	Basic Need	16,592	16,130	-462
6,294	Capital maintenance	6,294	6,294	0
1,068	Devolved Formula Capital	2,740	2,740	0
0	Universal Infant Free School meals	1,289	1,289	0
388	Short breaks	0	0	0
4,042	Adult specific Grants	4,292	1,790	-2,502
17,123	S106 contributions	16,019	7,685	-8,334
0	BSF -PFS only	426	253	-173
0	BSF - capital receipts	0	0	0
27,645	Prudential Borrowing	28,988	21,553	-7,435
4,600	Prudential Borrowing (Repayable)	3,476	2,303	-1,173
76,408	Total Funding	80,117	60,038	-20,079

The overall net impact of the movements within the capital plan is an expected £20.1m underspend. £8,334k is S106 funding requirements and £2,502k is in respect of the Adult Social Care Grant. Prudential Borrowing and Prudential Borrowing (Repayable) requirements have reduced by £8,608k for 2014/15 financial year. These elements are required to be carried forward into future years.

APPENDIX 7 – Performance at end of October 2014

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
% year 12 in learning	Enhanced & Preventative	76.0%	95.8%	91.2%	Oct-14		A	At this time of year in learning always drops due to the number of young people who have completed a one year course and do not wish to continue, registering with the locality teams for support looking for employment and or training. However young people leaving year 12 are still covered by the September Guarantee and teams will be actively promoting opportunities in learning.
The proportion pupils attending Cambridgeshire schools judged good or outstanding by Ofsted	Learning	66.3%	75.0%	66.3%	Oct-14		R	The proportion of pupils attending Cambridgeshire schools judged good or outstanding by Ofsted has been adversely affected by a number of the county's largest secondary academies slipping from 'good' to 'requires improvement'.
1C PART 1 local - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	90.5%	95.0%	91.0%	Oct-14		A	Performance has climbed slightly from the previous month, and is within 10% of target. Compared with the same time last year, performance has improved by 10.3%, - showing that the personalisation agenda is embedded within the social care process.
RBT4 - The proportion of new OP users requiring no further service at end of re-ablement phase	Older People & Mental Health	58.0%	55.0%	56.0%	Oct-14		G	Performance is stable at around 57%, but has begun to creep down towards target.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	271	377	328	Oct-14		G	<p>Admission rates have slowed and are lower than the previous financial year. As of October 2014, there have been 373 new permanent admissions made (239 to residential care, 134 to nursing care). In the same period in the previous financial year there had been 466 new permanent admissions made (285 to residential care and 181 to nursing).</p> <p>The reduction in admissions could be caused by a lack of capacity in the sector.</p> <p>This is a demand led measure however, and while efforts will continue to reduce admission rates, this remains an appropriate service for people with high and complex needs.</p>
The number of looked after children per 10,000 children	Children's Social Care	39.5	31.3 to 38.4	40.3	Oct-14		A	The number of Looked After Children has increased to 525 during October 14.
% children whose referral to social care occurred within 12 months of a previous referral	Children's Social Care	19.8%	25.0%	19.4%	Oct-14		G	The re-referral rate during October improved slightly and performance is still well within target.
% CAFs where outcomes were achieved	Enhanced & Preventative	82.5%	80.0%	83.0%	Oct-14		G	Performance is still above target.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
BCF DTOC2 - Reduced proportion of Delayed Transfers of care from hospital, per 100,000 of population (aged 18+): April - December 2014	Older People & Mental Health	511	438	534	Oct-14		R	<p>The Cambridgeshire health and social care system is experiencing a monthly average of 2,717 bed-day delays, which is 22% above the current BCF target ceiling of 2,232. In October there were 3,555 bed-day delays, almost twice the number of delays recorded in April.</p> <p>Between April and October 2014 there were 19,020 bed day delays across the whole of the Cambridgeshire system - representing a 17% increase against the same period in 2013.</p> <p>Across this period NHS bed-day delays have increased from 9,480 (Apr - Oct 2013) to 13,024 (Apr - Oct 2014) an increase of 37%, while bed-day delays attributed to Adult Social Care have decreased from 6,420 (Apr - Oct 2013) to 4,771 (Apr - Oct 2014) an improvement of 25%</p> <p>This remains a challenging, whole system measure and is reliant on both health and social care commissioners and providers to work together to meet target.</p>