

Children, Families & Adults Service

Finance and Performance Report – September 2015

1. SUMMARY

1.1 Finance

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

1.2. Performance and Portfolio Indicators – August 2015 Data (see sections 4 & 5)

Monthly Indicators	Red	Amber	Green	Total
August Performance (No. of indicators)	5	6	5	16
August Portfolio (No. of indicators)	0	5	4	9

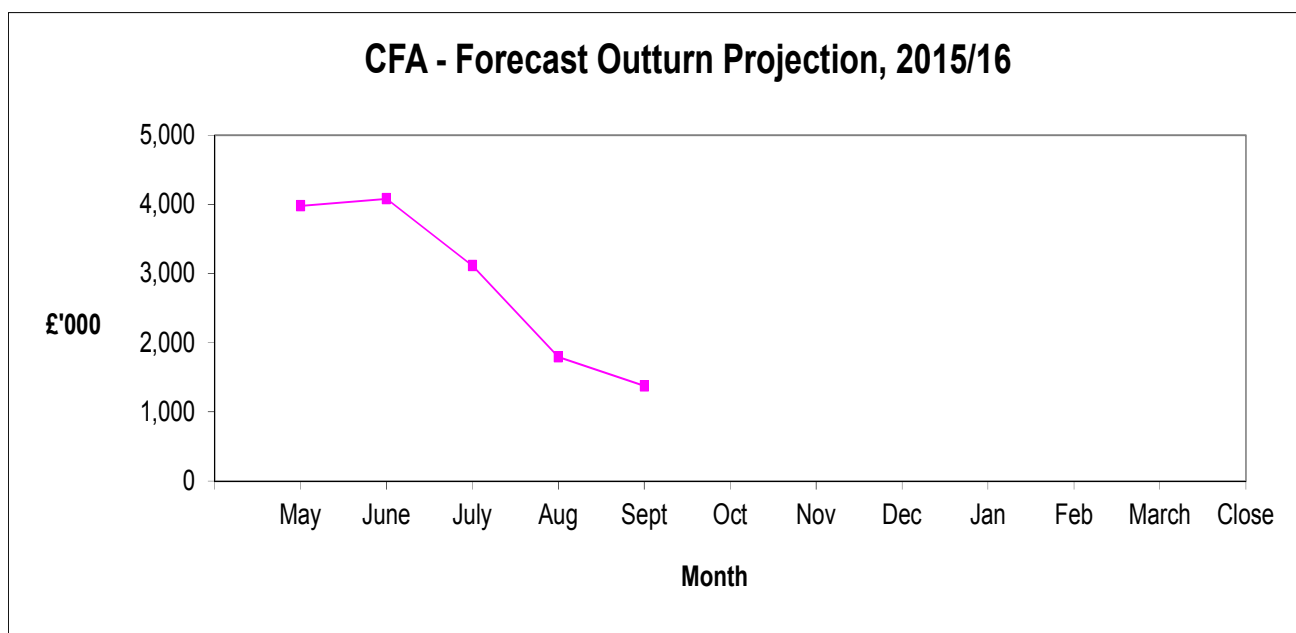
2. INCOME AND EXPENDITURE

2.1 Overall Position

Forecast Variance - Outturn (Aug) £000	Directorate	Current Budget for 2015/16 £000	Current Variance £000	Current Variance %	Forecast Variance - Outturn (Sept) £000	Forecast Variance - Outturn (Sept) %
-268	Adult Social Care	83,911	-853	-2.4%	-1,045	-1.2%
-1,803	Older People & Adult Mental Health	85,262	-712	-1.6%	-2,459	-2.9%
1,625	Children's Social Care	34,505	852	4.9%	1,725	5.0%
1,948	Strategy & Commissioning	42,060	720	3.6%	2,598	6.2%
-263	Children's Enhanced and Preventative	32,046	-315	-2.5%	-263	-0.8%
556	Learning	20,446	-1,723	-16.9%	1,021	5.0%
1,795	Total Expenditure	298,231	-2,030	-1.5%	1,577	0.5%
0	Grant Funding	-53,692	0	0.0%	-200	0.4%
1,795	Total	244,539	-2,030	-1.8%	1,377	0.6%

The service level finance & performance report for September 2015 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 September 2015, CFA is forecasting a year end overspend of £1,377k. Significant issues are detailed below:

- i) In Adult Social Care, the forecast overspend on Learning Disability has decreased by £429k to £2,135k, largely as a result of improved commitment record accuracy, particularly in relation to block contract arrangements.
- ii) In Adult Social Care, the forecast underspend on Carers support has increased by £230k to £380k as a result of lower than expected allocations to individual Carers, following new arrangements from April 2015.
- iii) In Adult Social Care, significant underspends continue to be forecast on the Physical Disabilities, Care Act and Deprivation of Liberty Safeguard budgets.
- iv) In the Older People's & Mental Health directorate, favourable changes of £656k are reflected in the Director and Reablement policy lines. These reflect where efficiencies have been achieved on contracts pending future budget reductions, the one-off impact of revised management arrangements (reablement worker salary arrears) or new service provision (prisons social care).
- v) In the Children's Social Care directorate, a £1,725k overspend is forecast, an increase of £100k from last month mainly the result of workforce and agency spending levels exceeding budget

- vi) In the Strategy and Commissioning directorate, within LAC Placements there is a £1,500k forecast overspend, an increase of £400k from last month, resulting from a continued unprecedented growth in the LAC population which has exacerbated the pressure carried forward from 2014/15.
- vii) In the Strategy and Commissioning directorate, SEN Placements is forecast to overspend by £200k. This is due to increasingly complexity of needs and therefore a requirement for more specialist placements. This is fully funded by the DSG.
- viii) In the Learning Directorate, the forecast overspend has increased by £200k. This is a pressure on the Directorate's vacancy savings target. Vacancies in the Directorate are mostly arising in teams with income targets, and so the salary saving is being used to offset the income lost from not having a person in post.
- ix) In the Learning directorate, the Home to School Transport (Mainstream) forecast overspend has increased by £150k, due to the movement of a cross CFA transport savings target which was previously reported under Strategic Management – Learning.

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

	BUDGET				ACTUAL (September)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Sep 15	Yearly Average	Projected Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost
Residential - disability	2	£381k	52	3,663.30	3	2.52	£241k	2,152.13	0.52	-£140k	-1,511.17
Residential schools	8	£828k	52	1,990.93	11	9.96	£1,024k	1,970.34	1.96	£195k	-20.59
Residential homes	16	£2,342k	52	2,814.92	27	27.38	£3,964k	2,857.51	11.38	£1,622k	42.59
Independent Fostering	261	£9,813k	52	723.03	235	240.94	£9,675k	782.47	-20.06	-£138k	59.44
Supported Accommodation 16+	15	£1,170k	52	1,500.00	27	21.4	£1,184k	1,134.54	6.4	£14k	-365.46
Growth/Replacement	9	£203k	52	433.58	10	10.97	£205k	353.93	1.97	£2k	-79.65
Savings requirement	-	£k	-	-	-	-	£310k	-	-	£310k	-
	-	£k	-	-	-	-	-£366k	-	-	-£366k	-
TOTAL	311	£14,737k			313	313.17	£16,237k		2.17	£1,500K	
In-house fostering	140	£3,472k	55	185.55	122	144.02	£3,333k	180.06	4.02	-£139k	-5.50
Kinship	26	£733k	55	185.55	31	23.01	£650k	193.21	-2.99	-£83k	7.66
In-house residential	16	£1,588k	52	1,908.52	10	11.24	£1,588k	3,053.63	-4.76	£k	1,145.11
Concurrent Adoption	3	£50k	52	350.00	9	8.33	£151k	350.00	5.33	£101k	0.00
Growth/Replacement	-	£k	-	-	-	-	£120k	-	-	£120k	-
TOTAL	185	£5,843k			172	186.6	£5,843k		1.6	£0k	
Adoption	289	£2,442k	52	162.50	334	328.44	£2,967k	166.64	39.44	£525k	4.13
TOTAL	289	£2,442k			334	328.44	£2,967k		39.44	£525k	
OVERALL TOTAL	785	£23,022k			819	828.21	£25,047k		43.21	£2,025k	

Note: Adoption includes Special Guardianship and Residency Orders. Any unutilised growth/replacement in-house will be used to support growth externally.

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

BUDGET				ACTUAL (September)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Sep 15	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
ASD	92	£5,753k	£62,536	99	99.65	£6,271k	£62,932	7	7.65	£518k	£396
BESD	35	£1,438k	£41,089	29	32.39	£1,265k	£39,045	-6	-2.61	-£173k	-£2,044
HI	4	£135k	£33,690	3	2.85	£69k	£24,267	-1	-1.15	-£66k	-£9,423
MLD	3	£99k	£33,048	3	2.69	£97k	£36,036	0	-0.31	-£2k	£2,988
MSI	1	£75k	£75,017	0	0.00	£0k	-	-1	-1.00	-£75k	-£75,017
PD	1	£16k	£16,172	2	2.00	£33k	£16,690	1	1.00	£17k	£518
PMLD	1	£41k	£41,399	0	0.34	£13k	£37,696	-1	-0.66	-£29k	-£3,703
SLCN	3	£141k	£47,128	3	3.01	£171k	£56,684	0	0.01	£29k	£9,556
SLD	2	£174k	£87,129	1	1.76	£129k	£73,313	-1	-0.24	-£45k	-£13,815
SPLD	10	£170k	£16,985	6	7.02	£113k	£16,089	-4	-2.98	-£57k	-£897
VI	2	£55k	£27,427	2	2.00	£55k	£27,477	0	0.00	£k	£49
Savings requirement	0	£0k	£0	-	-	£83k	-	-	-	£83k	-
TOTAL	154	£8,099k	£52,590	148	153.71	£8,299k	£53,990	-6	-0.29	£200k	£1,400

Note: the overall variance includes recoupment

In the following key activity data for Adults and Older People's Services, 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

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

			BUDGET			ACTUAL (September)			VARIANCE
Service Type			Budgeted No. of Clients 2015/16	Budgeted Average Unit Cost (per week)	Annual Budget	Snapshot of No. of Clients at End of Sept 15	Current Average Unit Cost (per week)	Projected Spend	Net Variance to Budget
Physical Disability Services	Residential		40	£969	£2,015k	39	£1,071	£2,133k	£118k
	Nursing		23	£926	£1,107k	26	£833	£1,136k	£29k
	Community		835	£236	£10,788k	747	£274	£10,604k	-£184k
Physical Disability Services Total			898		£13,910k	812		£13,873k	-£37k
Income variance									-£223k
Further savings assumed within forecast									-£140k
Learning Disability Services	Residential		294	£1,253	£19,161k	300	£1,357	£21,220k	£2,059k
	Nursing		17	£1,437	£1,270k	18	£1,434	£1,345k	£75k
	Community		1,272	£543	£35,907k	1,234	£586	£37,681k	£1,774k
Learning Disability Service Total			1,583		£56,338k	1,552		£60,247k	£3,909k
Further savings assumed within forecast									-£300k

The Learning Disability Partnership is in the process of loading care packages for automatic payment and commitment recording through the Council's AFM system.

Until this has been fully completed, activity analysis is based on more restricted details about package volume (hours/nights) and length, than is available through AFM.

In the table above, the assumption has been made that packages that are currently open last 365 days, as a proxy for full year activity, rather than full reflection of closed and part-year packages

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

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

		BUDGET			ACTUAL (September)			VARIANCE
Service Type		<i>Budgeted No. of Clients 2015/16</i>	<i>Budgeted Average Unit Cost (per week)</i>	<i>Annual Budget</i>	<i>Snapshot of No. of Clients at End of Sept 15</i>	<i>Current Average Unit Cost (per week)</i>	<i>Projected Spend</i>	<i>Variance</i>
Adult Mental Health	Community based support	67	£76	£265k	97	£99	£565k	£300k
	Home & Community support	196	£87	£886k	187	£79	£767k	-£118k
	Nursing Placement	13	£682	£461k	16	£648	£510k	£49k
	Residential Placement	71	£732	£2,704k	70	£774	£2,596k	-£108k
	Supported Accommodation	137	£81	£579k	142	£86	£615k	£37k
Adult Mental Health Total		484		£4,894k	512		£5,053k	£160k
Further savings assumed within forecast								-£321k

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

OP Total	BUDGET			Projected to the end of the year			Variance From Budget
Service Type	<i>Expected No. of clients 2015/16</i>	<i>Budgeted Average Cost (per week)</i>	<i>Gross Annual Budget</i>	<i>Service Users</i>	<i>Current Average Cost (per week)</i>	<i>Gross Projected spend</i>	<i>Gross Projected spend</i>
Residential	531	£458	£12,641k	552	£433	£12,723k	£82k
Residential Dementia	320	£523	£8,707k	330	£501	£8,764k	£57k
Nursing	319	£609	£10,103k	326	£584	£10,053k	-£50k
Respite	289	£497	£861k	326	£501	£930k	£69k
Community based							
~ Direct payments	356	£209	£3,862k	296	£247	£4,025k	£163k
~ Day Care	326	£106	£1,793k	431	£130	£2,136k	£343k
~ Other Care			£5,478k			£6,026k	£548k
~ Homecare arranged	1,807	<i>per hour</i> £16.48	£18,587k	1,841	<i>per hour</i> £15.61	£17,935k	-£652k
Total	3,948		£62,032k	4,102		£62,592k	£560k
Further Savings Assumed Within Forecast							-£560k

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

OP Mental Health	BUDGET			Projected to the end of the year			Variance From Budget
<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>Service Users</i>	<i>Current Average Cost (per week)</i>	<i>Gross Projected spend</i>	<i>Gross Projected spend</i>
Residential	14	£456	£332k	37	£584	£373k	£41k
Residential Dementia	37	£530	£1,020k	25	£487	£1,147k	£127k
Nursing	36	£627	£1,173k	30	£745	£1,186k	£13k
Nursing Dementia	156	£682	£5,534k	159	£676	£5,594k	£60k
Respite	16	£400	£38k	8	£583	£38k	£0k
Community based:							
~ Direct payments	16	£272	£226k	19	£226	£225k	-£1k
~ Other Care			£53k			£43k	-£10k
		<i>per hour</i>			<i>per hour</i>		
~ Homecare arranged	92	£16.08	£615k	95	£14.75	£583k	-£32k
Total	367		£8,991k	373		£9,189k	£198k
Further Savings Assumed Within Forecast							-£198k

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

- Respite, Day Care and Other Care (including Extracare) have been added increasing the budget since the last report published to Committee.
- Respite care budget is based on clients receiving 6 weeks care per year instead of 52.
- Residential, Residential Dementia, Nursing and Nursing Dementia budgets have been increased due to funding for Deferred Property payments.
- Day Care OP Block places are also used by OPMH clients, therefore there is no day care activity in OPMH

Across Adults Services there are also budget revisions as a result of the transfer of function for the independent living fund.

We are continuing to develop this data to encompass an increasing proportion of the service's expenditure; this means comparisons are not currently possible with previous months.

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

2015/16 and Future Years Scheme Costs

In September, there has been a £527k increase in the overall capital scheme costs. These changes relate to future years and have been addressed through the 2016/17 Business Plan. The schemes affected are;

- Fordham Primary: -£523k reduction in overall cost to provide an expansion to 2 forms of entry, in line with the revised milestone report received.
- Clay Farm, Cambridge: £900k increased due to slight delay in the start on site of the project (now anticipated in October 2016, not July 2016) and revised costs following more developed plans.
- Fourfields, Yaxley: -£150k reduction due to revised costs at Mile Stone 3.
- Huntingdon Primary: £150k increase due to revised build cost.

2015/16 In Year Pressures/Slippage

As at the end of September the capital programme forecast underspend is expected to be £3,923k. The favorable movement of £2,424k since last month relates to changes in the following schemes;

- Isle Primary, Ely: -£1,000k slippage due to delays in establishing site infrastructure.
- Burwell Primary School; -£900k slippage in 2015/16, following objection to the scheme there has been a delay in the start on site from September. Site works likely to begin December 2015.
- Strategic Investments; -£478k slippage due to revised phasing of Adult Social Care undertaken for 2016/17 business planning.
- Assistive Technology: £129k slippage due to increased investment technology costs during 2015/16.
- Enhanced Frontline: -£335k slippage due to revised phasing and prioritising of refurbishment work required.

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.

A new development for this year is inclusion of deprivation indicators. This will be developed over the coming year as relevant data is available. Information on % Y12 in Learning, % 16-19 NEET, Take up of Free 2 places, % young people with SEND who are EET, % Adults in contact with Secondary Mental Health Services (aged 18-64) in employment are available in this month's report; % Adults with a Learning Disability (aged 18-64) in employment is now included for the first time as promised last month.

In addition the following indicators will be included in future reports once current data is available:

- KS2 and GCSE FSM attainment gaps - will be included once 2016 results are received in the Autumn term.

Five indicators are currently showing as RED:

- **The proportion of pupils attending Cambridgeshire Secondary Schools judged good or outstanding by OFSTED**

The proportion of pupils attending Cambridgeshire Secondary 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'. Only 15 out of 32 Secondary schools with Inspection results are judged as good or outstanding, covering 14,550 pupils. This is 44% of pupils against the target of 75%.

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

The number of Looked After Children has remained at 563 during August 15. The current target has been set with an upper limit equating to 500 LAC by April 2016. The savings required on the LAC placements budget are significant. Within the LAC Placements Strategy there are a number of workstreams established which will contribute to an overall reduction in LAC numbers as well as reducing the costs of placements in order to make these savings. These include looking at alternative methods of meeting children's needs e.g. the Alternative to Care Service, increasing the numbers of available in-house foster placements to reduce the use of Independent Fostering Agency placements

- **Delayed transfers of Care: BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+)**

The Cambridgeshire health and social care system is experiencing a monthly average of 2,639 bed-day delays, which is 26% above the current BCF target ceiling of 2,088. In July there were 2,739 bed-day delays, down 22 from the previous month, 651 above the monthly target.

Between August '14 and July '15 there were 35,097 bed day delays across the whole of the Cambridgeshire system - representing a 31% increase against the preceding 12 months. This situation is well documented in the media with several of our local hospital trusts having to close their A & E departments due to insufficient capacity. Many of the patients are elderly who on average have longer lengths of stay in hospital, which in turn impacts on the hospitals ability to ensure sufficient throughput. Daily conference calls are held between CCC and the hospitals to identify patients who can be discharged safely and quickly.

Across this period NHS bed-day delays have increased by 57% from 15,998 (Aug 13 - Jul 2014) to 25,056 (Aug 14 - Jul 15), while bed-day delays attributed to Adult Social Care have decreased from 9,626 (Aug 13 - Jul 14) to 8,103 (Aug 14 - Jul 15) an improvement of 15%.

- **Delayed transfers of Care: Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+)**

Between April - July '15 there were 1,701 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 110.3 delays per 100,000 of 18+ population. For the same period the national rate was 97.2 delays per 100,000. The numbers have increased due to a number of factors, one of which is the increased number of admissions within the Acute Trusts particularly for the over 85s who tend to require longer more complex care on discharge. In addition, there have been some challenges around the availability of domiciliary care provision particularly in hard to reach areas of the county. In addressing these issues, we are in regular contact with providers and are actively working with them to increase their staffing capacity.

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

Though performance is very low at the moment, employment information is collected at a client's annual review so numbers are expected to increase in the second half of the year when most reviews are planned. Work is underway to ensure that reviews take place and are recorded correctly.

5. **CFA PORTFOLIO**

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

The programmes and projects highlighted in appendix 8 form part of a wider CFA portfolio which covers all the significant change and service development activity taking place within CFA services. This is monitored on a bi-monthly basis by the CFA Management Team at the CFA Performance Board. The programmes and projects highlighted below are areas that will be discussed by Members through the Democratic process and this update will provide further information on the portfolio.

APPENDIX 1 – CFA Service Level Budgetary Control Report

Forecast Variance Outturn (Aug) £'000	Service	Current Budget for 2015/16 £'000	Expected to end of Sept £'000	Actual to end of Sept £'000	Current Variance		Forecast Variance Outturn (Sept)	
					£'000	%	£'000	%
Adult Social Care Directorate								
-2,093	1 Strategic Management – ASC	3,829	1,346	685	-660	-49%	-1,628	-43%
0	Procurement	563	308	321	13	4%	-14	-3%
-37	ASC Strategy & Transformation	2,297	835	734	-101	-12%	-37	-2%
-100	2 ASC Practice & Safeguarding	2,143	562	307	-256	-45%	-675	-31%
0	Local Assistance Scheme	386	363	420	57	16%	0	0%
Learning Disability Services								
-315	3 LD Head of Services	250	-2,775	-2,928	-154	6%	-743	-297%
75	3 LD Young Adults	640	435	456	21	5%	492	77%
1,711	3 City, South and East Localities	31,166	13,941	14,345	404	3%	1,395	4%
1,228	3 Hunts & Fenland Localities	21,617	9,101	9,685	583	6%	1,126	5%
-135	3 In House Provider Services	4,554	2,116	2,016	-101	-5%	-135	-3%
Physical Disability Services								
-130	4 PD Head of Services	965	462	471	9	2%	-72	-8%
-319	4 Physical Disabilities	12,269	6,892	6,724	-168	-2%	-394	-3%
0	Autism and Adult Support	607	303	165	-138	-46%	18	3%
-3	Sensory Services	504	252	222	-30	-12%	2	0%
-150	5 Carers Services	2,121	1,245	911	-334	-27%	-380	-18%
-268	Director of Adult Social Care Directorate Total	83,911	35,387	34,533	-853	-2%	-1,045	-1%
Older People & Adult Mental Health Directorate								
-963	6 Director of Older People & Adult Mental Health Services	8,517	7,084	6,690	-394	-6%	-1,360	-16%
-78	City & South Locality	18,610	9,158	9,224	66	1%	0	0%
0	East Cambs Locality	7,242	3,211	2,937	-274	-9%	-99	-1%
-0	Fenland Locality	8,141	4,035	3,964	-71	-2%	0	0%
81	Hunts Locality	12,469	6,110	6,218	108	2%	-1	0%
0	Addenbrooke Discharge Planning Team	1,051	457	548	90	20%	0	0%
0	Hinchingbrooke Discharge Planning Team	634	317	315	-2	-1%	0	0%
-240	7 Reablement, Occupational Therapy & Assistive Technology	8,190	3,018	2,749	-269	-9%	-358	-4%
-473	8 Integrated Community Equipment Service	802	1,808	1,815	7	0%	-473	-59%
Mental Health								
-7	Head of Services	4,268	2,104	2,179	75	4%	-7	0%
-161	9 Adult Mental Health	7,207	2,871	2,816	-55	-2%	-161	-2%
39	Older People Mental Health	8,132	3,825	3,831	6	0%	0	0%
-1,803	Older People & Adult Mental Health Directorate Total	85,262	43,997	43,285	-712	-2%	-2,459	-3%

Forecast Variance Outturn (Aug) £'000		Service	Current Budget for 2015/16 £'000	Expected to end of Sept £'000	Actual to end of Sept £'000	Current Variance £'000 %		Forecast Variance Outturn (Sept) £'000 %	
Children's Social Care Directorate									
400	10	Strategic Management – Children's Social Care	2,727	1,561	1,697	137	9%	400	15%
525	11	Head of Social Work	4,224	1,890	2,173	283	15%	525	12%
0		Legal Proceedings	1,530	613	556	-57	-9%	0	0%
0		Safeguarding & Standards	1,176	588	621	34	6%	0	0%
350	12	Children's Social Care Access	4,448	2,203	2,347	145	7%	400	9%
0		Children Looked After	10,707	5,470	5,523	53	1%	0	0%
350	13	Children in Need	3,982	1,936	2,171	235	12%	400	10%
0		Disabled Services	5,711	3,197	3,219	23	1%	0	0%
1,625		Children's Social Care Directorate Total	34,505	17,455	18,308	852	5%	1,725	5%
Strategy & Commissioning Directorate									
-302	14	Strategic Management – Strategy & Commissioning	86	153	131	-21	-14%	-252	-293%
-50		Information Management & Information Technology	1,915	1,058	1,016	-42	-4%	-50	-3%
0		Strategy, Performance & Partnerships	1,628	334	316	-18	-5%	0	0%
Commissioning Enhanced Services									
1,100	15	Looked After Children Placements	16,490	7,039	7,490	450	6%	1,500	9%
0	16	Special Educational Needs Placements	8,469	5,823	5,854	31	1%	200	2%
0		Commissioning Services	3,768	1,988	2,009	21	1%	0	0%
0		Early Years Specialist Support	1,323	464	472	8	2%	0	0%
625	17	Home to School Transport – Special	7,085	2,590	2,733	144	6%	625	9%
575	18	LAC Transport	671	280	458	178	64%	575	86%
Executive Director									
0		Executive Director	449	202	197	-4	-2%	0	0%
0		Central Financing	175	60	34	-26	-43%	0	0%
1,948		Strategy & Commissioning Directorate Total	42,060	19,991	20,711	720	4%	2,598	6%
Children's Enhanced & Preventative Directorate									
-29		Strategic Management – Enhanced & Preventative	1,065	732	745	13	2%	21	2%
-60		Children's Centre Strategy	726	430	372	-58	-14%	-60	-8%
0		Support to Parents	3,495	285	264	-21	-8%	0	0%
0		SEND Specialist Services	5,890	2,776	2,775	-1	0%	0	0%
0		Safer Communities Partnership	7,252	3,080	3,076	-4	0%	0	0%
Youth Support Services									
0		Youth Offending Service	1,954	89	88	-2	-2%	0	0%
-120	19	Central Integrated Youth Support Services	1,181	538	416	-122	-23%	-120	-10%
Locality Teams									
-11		East Cambs & Fenland Localities	3,636	1,517	1,501	-16	-1%	-28	-1%
-35		South Cambs & City Localities	4,200	1,860	1,784	-76	-4%	-48	-1%
-8		Huntingdonshire Localities	2,649	1,185	1,158	-27	-2%	-29	-1%
-263		Children's Enhanced & Preventative Directorate Total	32,046	12,492	12,177	-315	-3%	-263	-1%

Forecast Variance Outturn (Aug) £'000	Service		Current Budget for 2015/16 £'000	Expected to end of Sept £'000	Actual to end of Sept £'000	Current Variance £'000 %		Forecast Variance Outturn (Sept) £'000 %	
Learning Directorate									
150	20	Strategic Management - Learning	-113	-35	162	197	-557%	192	169%
-15		Early Years Service	1,831	603	582	-21	-3%	-15	-1%
-47		Schools Intervention Service	1,591	716	635	-81	-11%	-47	-3%
-172	21	Schools Partnership Service	1,532	944	939	-5	0%	-5	0%
0	22	Childrens' Innovation & Development Service	167	-590	-288	302	-51%	-159	-95%
-25		Integrated Workforce Development Service	1,505	288	246	-42	-15%	-25	-2%
0		Catering, Cleaning & Grounds Service	-350	966	981	15	2%	0	0%
0		Teachers' Pensions & Redundancy	3,000	1,658	1,646	-12	-1%	0	0%
Infrastructure									
-265	23	0-19 Organisation & Planning	1,807	993	538	-455	-46%	0	0%
0		Early Years Policy, Funding & Operations	158	-13	-14	-1	5%	0	0%
0		Education Capital	176	139	140	1	0%	0	0%
930	24	Home to School/College Transport – Mainstream	9,143	4,519	2,898	-1,622	-36%	1,080	12%
556	Learning Directorate Total		20,446	10,188	8,465	-1,723	-17%	1,021	5%
1,795	Total		298,231	139,510	137,480	-2,030	-1%	1,577	1%
Grant Funding									
0	25	Financing DSG	-23,212	-11,606	-11,606	0	0%	-200	-1%
0		Non Baselined Grants	-30,479	-14,777	-14,777	0	0%	0	0%
0	Grant Funding Total		-53,692	-26,383	-26,383	0	0%	-200	0%
1,795	Net Total		244,539	113,127	111,097	-2,030	-2%	1,377	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 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
1) Strategic Management – ASC	3,829	-660	-49%	-1,628	-43%
<p>During July, the government announced a 4-year delay in implementing the Care Act funding reforms. This means that the assessment of people funding their own care, who would have begun to accrue spending against the care cap from April, will not now need to begin this financial year, technical preparations for care accounts can take place over a longer timeframe, and provision is no longer needed to meet additional costs next year. The Council had taken a cautious approach to making spending commitments in these areas pending further announcements and will be able to avoid expenditure totaling £1,685k. The assumption has been made that the additional funding already announced by government will continue to be received by the Council this financial year. There has been national recognition that the social care system is under significant strain as part of the announcement and the funding will instead be used to offset significant demand pressures for existing social care services, particularly in the Learning Disability Partnership (see below). However, there is now greater uncertainty about the extent to which this part of the Care Act funding will continue in future years.</p> <p>This underspend is partially offset by a small pressure on the vacancy savings budget.</p> <p>The anticipated underspend on Deprivation of Liberty Safeguards is now fully shown against the ASC Practice & Safeguarding policy line below, rather than being partially shown on this line, as it emerged in earlier months.</p>					
2) ASC Practice & Safeguarding	2,143	-256	-45	-675	-31%
<p>An underspend of £675k is anticipated on the Mental Capacity Act/Deprivation of Liberty Safeguarding budget due to shortage of available assessors. There has been a delay in being able to secure appropriate staff to manage the increased demand for processing MCA/DOLS cases, as all local authorities seek to respond to changes in case law and recruit from a limited pool of best interest assessors and other suitable practitioners. Previously this underspend was shown under strategic management, but is now shown in the Service overseeing this area of work.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
3) Learning Disability Services	58,227	755	3%	2,135	4%

Across the Learning Disability Partnership (LDP) at the end of September the ongoing pressure from known commitments reduced from a total of £3,625k to £2,985k. These commitments include full year impact of people requiring new or increased services in 2015/16 and young people who will turn 18 during this financial year.

Savings planned for the remainder of the year through increased use of assistive technology, reviewing expenditure on leisure activities, shared accommodation services and implementing the transport policy is expected to total £300k. This gives a forecast outturn of £2,685k. Of this, £2,135k relates to the County Council after the pooled budget risk share with the NHS is taken into account.

This forecast represents a reduction in the forecast overspend of £540k (£429k after NHS risk share) from last month. In all localities, the movement is principally the result of changes to the commitment records following further scrutiny of accuracy and the review of block contract commitments.

Further actions being taken to reduce the overspend

Additional project management resource has been made available to support the LDP management team approach to delivering savings and some capacity for in-depth analysis of spend to identify where to target review and reassessment activity. In order to reduce the overspend in the LDP, the spend on individual people has to be reduced. This has to be done within the legal framework of reviewing and reassessing needs so that we can demonstrate that we are still meeting eligible needs. Areas being focused include the following:

- Residential care and 24/7 supported living where additional day care or 1 to1 support has also been commissioned. Analysis of spend in these areas has been undertaken and an action plan will be drawn up to target the required social care reviews that will be needed to realise any savings in this area.
- Review and scrutiny of out-of-county placements, other high cost packages and ordinary residence.
- Increased use of in-house day services and respite services. This is being picked up in panel discussions, set alongside the principles of choice and control, with self-directed support in mind.
- Continuing to work closely with Children's colleagues to set realistic expectations and prepare young people for greater independence in adulthood. This work is part of the preparing for adulthood model and also the ongoing consideration around 'all age' services.
- Robust negotiations with providers where new or increased packages are required. This involves new arrangements for placement finding, decisions through panel and is embedded in transforming lives principles.
- Additional frontline staff are being recruited to provide more capacity to undertake reviews and reassessment, with the expectation that new recruits will join the team over the next two months.

There has been a focus on improving the robustness of the Young Adults forecast during September, and the outturn for this budget is now reflected against that policy line (previously some provision had been made under the LD Head of Service category, explaining the movement between those two lines)

Work is continuing to move the commitment records to a fully automated process that will provide greater accuracy and provide managers with better management information to support their oversight of changes from month to month. This work is progressing with additional hours and workforce being channeled towards the South team.

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
4) Physical Disabilities incl. Head of Services	13,234	-159	-2%	-467	-4%
<p>Disability Services (Physical Disability, Sensory Loss, HIV and Vulnerable Adult and Autism Services) continue to report an underspend of £467k. This includes an expectation that net reductions of £130k can be achieved in the remainder of the year.</p> <p>In the main the underspend is due to contract funding no longer required under the Head of Service budget and expected clawback on direct payments paid to people with a Physical Disability. Service demand across all of Disability Services is being managed through short term planning, increasing people's independence and use of community resources.</p>					
5) Carers Service	2,121	-334	-27%	-380	-18%
<p>An underspend of £380k is anticipated within the Carers budget – this is mainly the result of allocations to individual carers being lower than expected. Revised arrangements for carers support were implemented from 1 April, following the Care Act, and it is taking longer than expected for the additional anticipated demand to reach expected levels.</p> <p>This area will continue to be monitored closely as the new arrangements embed further.</p>					
6) Director of Older People and Mental Health Services	8,517	-394	-6%	-1,360	-16%
<p>The following underspends were identified and reported at the September General Purposes Committee meeting:</p> <ul style="list-style-type: none"> • services to respond to new responsibilities for social care needs for prisoners are still being established with the likely underspend this year being £240k • a budget of £330k for delayed transfers of care reimbursement is not required following implementation of the Care Act • release of an accrual made in last year's accounts for a £300k potential dispute on costs of nursing care. We now believe this will be resolved without making use of this provision. <p>The forecast underspend has increased further since last month as a result of reductions already realised on housing related support, £300k, (a permanent reduction will be made through Business Planning) as well as the one off impact of a deferred payment debt nearing collection and fully accounted for (£150k) as well as the net combination of more minor reductions (£40k).</p> <p>The underlying Older People's cost of care forecast, managed through locality teams, has reduced since last month. The service is nearing its savings target for the year and a balanced year-end position is forecast. There remains significant risk and uncertainty in supporting a strained health and care economy through the upcoming winter period.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
7) Reablement, Occupational Therapy &	8,190	-269	-9%	-358	-4%
<p>The underspends in this policy line are the result of:</p> <ul style="list-style-type: none"> capitalisation of Assistive Technology spend, which generates £125k revenue saving release of a £118k accrual made in last year's accounts for potential accommodation and administrative costs. Negotiations have progressed and we now judge that this provision is unlikely to be required. a one-off delay in salary costs of £71k. Some salary costs such as enhancements and extra hours are paid a month in arrears. Payments for these in April were made by the NHS as they related to March 15 and were therefore prior to the Reablement service being transferred to County Council management. Only 11 months of costs will be incurred by CCC this year. As this is a specific variation, it is excluded from vacancy savings calculations. reduction in the overheads related to Occupational Therapy, as this service moved to a new NHS provider this year (£44k). 					
8) Integrated Community Equipment Service (ICES)	802	7	0%	-473	-59%
<p>ICES reports a forecast underspend of -£473k; this largely arises from the intention to charge an additional £400k of equipment spend to the capital budget. Demand for this service is strong, and the revenue forecast is being closely monitored.</p>					
9) Adult Mental Health	7,207	-55	-2%	-161	-2%
<p>The underlying Adult Mental Health cost of care forecast was worsened since last month, largely as a result of three new high cost placements totalling £160k. Spending reductions will continue to be a focus in this area; however with underlying pressures totalling £249k, achieving the forecast underspend is considered an optimistic outlook at this stage.</p>					
10) Strategic Management - Children's Social Care	2,727	137	9%	400	15%
<p>The Children's Social Care (CSC) Director budget is forecasting an over spend of £400k. CSC Strategic Management has a vacancy savings target of £656k and although the directorate actively manages 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 within the Unit model covered by agency staff in a planned way until new staff have taken up post.</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 continue to make concerted efforts to minimise the dependency on agency and continue to look at other ways to manage work within the Units despite high levels of demand.</p> <p>The recruitment and retention strategy for social work staff should decrease the reliance on agency staffing. The additional staffing costs as a result will be funded from reserves for 2015/16 so there is no increase in forecast overspend as a result.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
Strategic Management - Children's Social Care continued					
Recruitment in Wisbech and East Cambs is particularly problematic which may be due in part to that area bordering a number of Local Authorities. This area holds the highest amount of vacancies and is therefore reliant on agency social workers and consultants to cover vacancies.					
<u>Actions being taken:</u>					
Workforce management continues to be reviewed weekly/fortnightly at CSC Heads of Service and CSC Management Teams respectively. We have monitoring procedures in place to manage the use of agency staff going forward and are focusing on the recruitment of Consultant Social Workers and Social Workers, but good quality agency staff continue to be needed in order to manage the work in the interim. The approval of the approach to recruitment and retention recently agreed by relevant Committees will support the work to reduce the use of agency staff.					
11) Head of Social Work	4,224	283	15%	525	12%
The Head of Social Work budget is forecasting an over spend of £525k due to an increase in the number of adoption/special guardianship orders. The increase in Adoption / Special Guardianship / Child Arrangement orders are however a reflection of the good practice in making permanency plans for children outside of the looked after system.					
The over spend is mostly attributable to demographic pressures. Previously no demography has been allocated to reflect the rise in numbers. This pressure is now being taken forward as part of the 2016/17 Business Planning process.					
12) Children's Social Care Access	4,448	145	7%	400	9%
The Access budget is forecasting an over spend of £400k due to the use of agency staffing. Please see Strategic Management Children's Social Care (note 10) above.					
13) Children In Need	3,982	235	12%	400	10%
The Children in Need budget is forecasting an over spend of £400k due to the use of agency staffing.					
Please see Strategic Management Children's Social Care (note 10) above.					
14) Strategic Management – S&C	86	-21	-14%	-252	-293%
Within the additional savings identified at the September GPC meeting there is an expectation for the following;					
<ul style="list-style-type: none"> reduction of £227k in earmarked Building Schools of the Future reserve to reflect anticipated demand levels saving on SEND delivery grant funding of £25k. 					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
15) Looked After Children Placements	16,490	450	6%	1,500	9%

Client Group	Budgeted Packages	31 Aug 2015 Package	30 Sep 2015 Packages	Variance from Budget
Residential Disability – Children	2	3	3	+1
Child Homes – Educational)	8	11	11	+3
Child Homes – General	16	28	27	+11
Supported Accommodation	15	26	27	+12
Supported living 16+	9	6	10	+1
Fostering & Adoption	261	244	235	-26
TOTAL	311	318	313	+2

Overall Looked After Children (LAC) numbers at the end of September 2015, including placements with in-house foster carers, residential homes and kinship, are 570, 35 more than 1 April 2015 and 7 more than the end of July 2015.

External placement numbers (including 16+ and supported accommodation) at the end of August are 313, a fall of 5 from August.

The LAC Placements budget (including 16+ and supported accommodation) is now forecasting an overspend of £1,881k. The forecast reflects planned end-dates where existing Looked After Children are expected to leave their placement or the care system, and assumes additional new placements (growth) of combined cost £310k.

The overspend is partially explained by a £1.8m pressure carried forward from 2014/15, as the LAC population grew at an unprecedented rate towards the end of the financial year; £1.8m is the full year impact of this growth.

There are a number of work streams within the LAC Placements Strategy which are presently on target to reduce this financial pressure and are therefore not reflected in the current forecast but may impact the current commitment if delivery stalls. These are:

- Review of high cost residential placements – developing in county provision including long breaks and challenging new residential placements.
- Commissioning savings – seeking discounts and savings through tendering.
- Assisted boarding – approaching private boarding schools as an alternative to residential placements.
- Creative care – using resources more creatively to identify better solutions for young people.

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%

Looked After Children Placements continued

There are also workstreams which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. These workstreams cannot impact current commitment but aim to prevent it increasing:

- Alternatives to Care – working with children on the edge of care to enable them to remain at home or out of the care system. This aims to reduce the growth in the LAC population.
- In-house fostering – increasing in-house fostering capacity to reduce the use of Independent Fostering Agency placements, therefore reducing the use of external placements.

The savings target for LAC Placements in 15/16 is £2m and this has been allocated to the work streams above. A large proportion of these savings have been achieved, and they are already included within commitment records and therefore their impact on expenditure is included within the forecast overspend of £1,881k. Work has been undertaken to review the achievability of further savings, focusing on alternative solutions to high cost residential packages and continuing to seek discounts. The savings are as follows:

Workstream	Achieved to date	Total expected	Difference
High cost placements	£0k	£0k	£0k
Commissioning savings	£292k	£310k	£18k
Assisted Boarding	£0k	£0k (unless children are placed in-year)	£0k
Creative Care	£0k	£0k	£0k
Conversion of IFAs to in-house	£0k	£100k	£100k
Alternatives to care staffing			
Total	£292k	£410k	£118k

A large proportion of the future savings are dependent on finding alternative social care solutions for children who currently have high cost packages. This carries significant risk for achievement of savings, and is monitored monthly at the LAC Commissioning Board.

The Alternatives to Care workstream was allocated £500k from CFA reserves and it was agreed that this would be used to cover any shortfall in savings as the teams became established during 15/16 and 16/17, and therefore not at full capacity. It is anticipated that £250k of the reserve will be required in 15/16, which will offset part of the current overspend.

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%

Looked After Children Placements continued

Growth included within the forecast is £460k which allows for the replacement of social care settings which have ended or are due to end, therefore maintaining current numbers, and also assumes new placements will be made. The target is to maintain current numbers and as such the provision for growth has been reduced. This too carries significant risk as growth in the LAC population in recent weeks has been greater than forecast and, as such, the growth allowance in the financial forecast has been insufficient. The growth, partly explained by national trends will be mitigated by the preventative strategies above but could be too great to prevent further financial pressure. Growth is monitored monthly at the LAC Commissioning Board.

The combination of further savings, holding growth and use of CFA reserves, reduces the forecast overspend to £1.5m.

16) SEN Placements	8,469	31	1%	200	2%
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OFSTED Category	1 Apr 2015	30 Sep 2015	Variance from 1 Apr 2015
Autistic Spectrum Disorder (ASD)	98	99	+1
Behaviour, Emotional and Social Difficulty (BESD)	38	29	-9
Hearing Impairment (HI)	3	3	-
Moderate Learning Difficulty (MLD)	1	3	+2
Multi-Sensory Impairment (MSI)	0	0	-
Physical Disability (PD)	1	2	+1
Profound and Multiple Learning Difficulty (PMLD)	2	0	-2
Speech, Language and Communication Needs (SLCN)	3	3	-
Severe Learning Difficulty (SLD)	3	1	-2
Specific Learning Difficulty (SPLD)	9	6	-3
Visual Impairment (VI)	2	2	-
Total	160	148	-12

The Special Educational Needs (SEN) Placements budget is forecast to come in £200k over budget, including secured additional income from Health, following development of a tool to assess the percentage level of contributions to placement costs. 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: whilst maintained Statement numbers are decreasing the level of need is escalating in early years with this age group requiring additional capacity in all of our Special Schools in 15/16. This additional need in early years has meant that the schools are at capacity, placing greater pressure to look outside of Cambridgeshire.

Going forward into 2016/17 we will continue to:-

- Actions in the Placements Strategy are aimed at returning children to within County borders and reducing Education Placement costs.
- 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.

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
SEN Placements continued <ul style="list-style-type: none"> • Previous discussions for 3 new special schools to accommodate the rising demand over the next 10 years needs to be revisited as there is a pressure on capital funding. One school is underway and alternatives to building more special schools are being investigated, 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 courses. • Review SEBD provision and look to commission additional specialist provision. • Business case presented to health commissioners to improve the input of school nursing in area special schools to support increasingly complex medical/health needs. Deliver SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education. 					
17) Home to School Transport – Special	7,085	144	6%	625	9%
<p>The forecast for Home to School Transport – Special, taken from the commitment record, is an overspend of £1.9m. Further savings are being developed and a review of all transport for the new academic year is being undertaken, resulting in an in-year pressure of £625k.</p> <p>This excludes a pressure on LAC Transport which is detailed below. There was a residual pressure of £1.2m from 14/15 but this has in part been mitigated by planned savings.</p> <p>The planned savings are as follows:</p> <ul style="list-style-type: none"> • A reduction in the amount paid to parents approved to use their own transport to get their children to school to from 45p to 40p per mile effective from 1 September 2015 • Reviews to reduce the number of single occupancy journeys undertaken and rationalise routes where possible. • Changes to the SEN post-16 transport policy, introducing contributions from parents / carers to transport costs. • Working with Health professionals to agree an alternative to using ambulances for Home to School Transport. <p>To manage the pressure going forward, the following options are being worked on:</p> <ul style="list-style-type: none"> • Cost-benefit analysis on path improvement at Meadowgate school, enabling the removal of transport. This will be implemented in 2016/17. • Retendering of 500 routes following a market development campaign in Summer 2015. The tender process is due to begin in January 2015 and contracts awarded for the start of the new financial year 2016/17. • Introducing termly reviews of transport with Casework Officers and schools. This is ongoing to ensure current transport arrangements are appropriate and to review all single occupancy routes. • Including transport reviews at both the first and second statutory reviews. This is ongoing, reviewing the permanence of social care placements and therefore the 					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
18) LAC Transport	671	178	64%	575	86%
<p>The forecast for LAC Transport, taken from the commitment record, is +£642k. Savings have been developed, resulting in an in-year pressure of £575k.</p> <p>The pressure is a result of an increasing LAC population and a policy to, where possible, keep a young person in the same educational setting when they are taken into care or their care placement moves, providing stability.</p> <p>The planned savings are as follows:</p> <ul style="list-style-type: none"> • Investigate providing allowances for in-house foster carers to provide Home to School Transport. • Conduct a recruitment campaign to increase the number of volunteer drivers within Cambridgeshire and therefore reduce the average cost per mile for LAC Transport. • Review all LAC routes for possibility to combine with existing Mainstream and SEN transport routes. • Improved procurement and a target reduction in the number of short notice journeys. <p>The savings target above has been adjusted, taking into account the part year effect of these savings, but there remains an element of risk in their achievability.</p>					
19) Central Integrated Youth Support Services	1,181	-122	-23%	-120	-10%
<p>An under spend of £120k is forecast. A one-off under spend of £100k is anticipated against the Young Carers budget. New expectations around the level of support provided to young people who take on caring roles for adults has led to a review and enhancement of the service in line with the expectations of the Care Act. A new contract is currently being tendered. Due to a period of transition between the current service contract and the transfer to a new enhanced offer, not all of the additional 'pressures' funding awarded in the Business Plan for this work will be required in 15/16. This is a non-recurrent position and the additional funding will be applied in full from 16/17 through the revised contract. A £20k under spend has arisen by allocating costs to an external grant received for an innovation project.</p>					
20) Strategic Management – Learning	-113	197	-557%	192	169%
<p>There is a reported pressure of £192k on Strategic Management – Learning.</p> <p>A pressure of £200k exists on the Directorate's vacancy Savings target.</p> <p>The directorate was significantly restructured in 14/15, leading to a reduced headcount and a greater traded income target. This has meant there are fewer posts from which to take savings. Furthermore when an income-generating post falls vacant, the salary saving is used in part to offset the reduced income. The vacancy savings target was not reduced to reflect this new position and consequently a pressure has emerged.</p> <p>Steps will be taken in year to try to offset this with vacancies in non-traded teams but the ad-hoc nature of vacancies makes this difficult to forecast.</p> <p>There is an underspend of £8k reported against funding earmarked for the independent chair of the School-led School improvement board. This is due to the delay in appointment, which will now not be until the Spring term.</p> <p>A pressure of £150,000 on Home to School transport was previously reported against this policy line. This is now being reported against Home to School/College Transport (Mainstream).</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
21) Schools Partnership Service	1,532	-5	0%	-5	0%
<p>A reduction of £13k in projects funding</p> <p>A £159k reduction in Education ICT asset reserve was previously reported here but is now being reported under the Children's, Innovation and Development Service due to a change in line management arrangements.</p>					
22) Children's Innovation and Development Service	167	302	-51%	-159	-95%
<p>Within the additional savings identified at the September GPC meeting there is a one reduction by £159k of the Education ICT Replacement Reserve. This was previously reported under Schools Partnership Service but there has been a change in line management arrangements for this service.</p>					
23) 0-19 Organisation & Planning	1,807	-455	-46%	0	0%
<p>The previously reported £265k reduction in expenditure through capitalisation of come revenue costs has been deleted. The expenditure was deemed ineligible for capitalisation.</p>					
24) Home to School / College Transport – Mainstream	9,143	-1,622	-36%	1,080	12%
<p>The forecast outturn for Home to School/College Transport – Mainstream is +£1.080m, an increase of £150k from last month.</p> <p>This is due to the movement of the £150k cross CFA transport saving, previously reported against the Strategic Management – Learning policy line. This target represents required efficiencies to be achieved through Home to School Mainstream, SEND and Adult Learning Disabilities (ALD) transport by further aligning activity and exploring opportunities for greater joint working. Work is taking place to review the procurement of school and day care routes together, which is expected to deliver savings in 2016/17 conditional on changes to ALD and Older People's transport.</p> <p>The provisional forecast for Home to School Mainstream transport is an overspend of £930k, this includes in-year savings achieved as a result of the implementation of a reduction in the amount paid to parents approved to use their own transport to get their children to school from 45p to 40p per mile and the withdrawal of free transport between Horningsea and Fen Ditton Primary School and between Stapleford/Great & Little Shelford and Sawston Village College for those children living within the statutory walking distances following decisions by the Service Appeal Committee that these routes are available for a child to use to walk to school accompanied by an adult as necessary.</p> <p>The forecast variance outturn also takes account of the following, all of which came into effect on 1 September 2015:</p> <ul style="list-style-type: none"> • Changes to the post-16 transport policy including the introduction of a subsidised rate for new students living in low-income households who would previously have been entitled to free transport • Implementation of an £10 per term increase in the cost of purchasing a spare seat on a contact service and for post-16 students who do not meet low income criteria • Award of contracts following re-tendering 					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
Home to School / College Transport – Mainstream continued <p>In addition, new transport arrangements will need to be put in place during the course of the new academic year as a result of families moving into and within Cambridgeshire in cases where the local schools are full. This is the main reason for the current in-year pressure. Work has been undertaken to ensure forecasts of growth are incorporated into the demographic increase within the commitment for 2016/17.</p> <p>The following options are being worked on to reduce demand and costs in future years:</p> <ul style="list-style-type: none"> • funding late in-catchment applications on a discretionary basis; • subsidising the cost of bikes for pre and post-16 aged children; • incentives for volunteering / parent car pool schemes; • cost-benefit analysis for limited direct provision, e.g. Council-run minibuses for a small number of high cost routes 					
25) Financing DSG	-23,212	0	0%	-200	-1%
<p>Within CFA, spend of £23.2m is funded by the ring fenced Dedicated Schools Grant. The Education Placements budget is forecast to overspend this year by £200k.</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 £200k will be taken in relation to DSG funded posts and will be used to offset the pressure on the DSG funded budgets.</p>					

APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £'000
Grants as per Business Plan		
Public Health	Department of Health	6,933
Better Care Fund	Cambs & P'Boro CCG	15,457
Adult Social Care New Burdens	DCLG	3,193
Social Care in Prisons Grant	DCLG	339
Delayed Transfer of Care	Department of Health	170
Unaccompanied Asylum Seekers	Home Office	600
Youth Offending Good Practice Grant	Youth Justice Board	653
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Non-material grants (+/- £160k)	Various	180
Troubled Families	DCLG	2,046
Music Education HUB	Arts Council	781
Total Non Baselined Grants 2014/15		30,479

Financing DSG	Education Funding Agency	23,212
Total Grant Funding 2014/15		53,691

The non baselined grants are spread across the CFA directorates as follows:

Directorate	Grant Total £'000
Adult Social Care	3,418
Older People	16,116
Children's Social Care	671
Strategy & Commissioning	111
Enhanced & Preventative Services	9,279
Learning	884
TOTAL	30,479

APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
Budget as per Business Plan	244,270	
Commissioning Services	37	SEND Preparation for Employment Grant
Early Years Service	26	Supporting Disadvantaged Children in Early Years Grant
Reablement, Occupational Therapy & Assistive Technology	-64	With the TUPE of 270 staff from the NHS to the County Council on 1 April, a contribution has been made by CFA to LGSS for payroll, payables and other professional services to support this new workforce. These services were previously provided by Serco through the now ended NHS contract.
Across CFA	-268	Centralisation of the budget for mobile telephone/device costs.
Mental Health – Head of Services	-7	The Mental Health service has agreed with a care provider to convert some existing accommodation, at Fern Court in Huntingdonshire, to ensure high needs services can continue to be provided at this location. Facilities Management will manage an ongoing rental contribution from the Council to the provider.
Children Looked After	27	Allocation of Q1 Staying Put Implementation Grant
Across ASC and OP&MH	519	Allocation of first half year instalment Independent Living Fund (ILF), following transfer of function from central government
Current Budget 2015/16	244,539	

APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 30 Sep 15		
	£'000	£'000	£'000	£'000	
General Reserve					
CFA carry-forward	0	0	0	-1,377	Forecast overspend of £1,377k applied against reserves.
subtotal	0	0	0	-1,377	
Equipment Reserves					
ICT Equipment Replacement Reserve	566	159	725	566	Ed ICT plan to replace major infrastructure in 2015/16 and need to build up reserve to £500k across the preceding years
IT for Looked After Children	178	0	178	94	Replacement reserve for IT for Looked After Children. Laptops to be replaced in 2015/16.
subtotal	744	159	903	660	
Other Earmarked Funds					
Adult Social Care					
Capacity for Reviews	336	0	336	136	Resources to support reviews to achieve savings from reviews of packages for LD and PD service users.
Capacity in Procurement and Contracts	250	-6	244	125	Increase in capacity for contract rationalisation and review etc.
In-house Care Home	15	-8	7	0	£5k to pay for the initial work to develop the proposal ahead of July Report. A further £10k required if committee determines the proposal to be further pursued. There will be legal costs associated with forming a LA trading company if that route is followed
AFM Implementation	10	0	10	0	Cost of short term staff / cover to support transferring all commitment records to Adults Finance Module.
MASH & Adult Safeguarding	7	0	7	0	Officer capacity to support the development of the MASH & safeguarding changes linked to the Care Act.
Older People & Mental Health					
Resilient Together	399	0	399	266	Programme of community mental health resilience work (spend over 3 years)
Reviews of Packages in Older People and Mental Health Services	300	-300	0	0	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	130	0	130	87	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. Funded to cover costs until March 2017.

Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 30 Sep 15		
	£'000	£'000	£'000	£'000	
Social Work Recruitment	120	-12	108	60	MB2 Social Work recruitment stability / strategy post and reward measures
Home Care Development	90	0	90	70	Managerial post to take forward proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work
Falls Prevention	80	0	80	0	Falls have been identified as one of the major causes of hospitalisation and long term care. This money is being targeted on a falls prevention initiative which will include education and exercise for older people in supported housing.
Dementia Coordinator	50	0	50	30	£50k for 12 months role
Live in Care	20	0	20	0	Evaluation of scheme by consultancy
Children Social Care					
Alternatives to Care / Family Crisis Support Service	500	0	500	250	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.
Repeat Removals	100	0	100	50	Establishing a dedicated team or pathway to provide on-going 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.
Brokering Family Solutions / Family Group Conferences	100	-100	0	0	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
IRO & CP Chairperson	80	0	80	0	Six months temporary posts
Fostering Marketing Manager	50	0	50	0	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
Adaptions to Respite Carer homes	29	0	29	12	Committed for adaptations to respite carer homes.
Strategy & Commissioning					
Building Schools for the Future	477	0	477	130	Funding allocated to cover full programme and associated risks. Projected £120k ICT risk.
Flexible Shared Care Resource	415	0	415	0	Provision opened May 2014.
START Team	164	0	164	0	Funding capacity pressures as a result of EHCPs.

Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 30 Sep 15		
	£'000	£'000	£'000	£'000	
Home to School Equalisation	165	87	253	253	Reserve to even out the number of school days per year.
Time Credits	157	0	157	83	Funding for 2 year Time Credits programme from 2015/16 to 2016/17 for the development of connected and supportive communities.
Disabled Facilities	200	0	200	120	Funding for grants for disabled children for adaptations to family homes.
Commissioning Services – Children's Placements	84	0	84	11	Funding to increase capacity. Two additional Resource Officers are in post. To be used flexibly between 2015/16 to 2016/17.
IT Infrastructure Costs	57	-57	0	0	Roll Out for Corporate iPads
Enhanced & Preventative					
Multi-Systemic Therapy Standard	364	0	364	182	2-year investment in the MST service (£182k 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	366	0	366	0	To increase capacity in Family Intervention Project. Additional FIP workers and Deputy Managers are in post. Funding to be used in 2015/16.
Information Advice and Guidance	320	0	320	80	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 on-going funding models for the IAG function.
MST Child Abuse & Neglect	307	0	307	0	To continue funding the MST CAN project (previously DoH funded). Funding to be used in 2015/16.
YOT Remand	223	0	223	223	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
All age Lead Professional	40	0	40	0	Trialing an all age locality lead professional - Appoint 5 and see how they get and how the idea works
Learning					
Trinity School	105	-50	55	55	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.
Art Collection Restoration Fund / Cambridgeshire Culture	140	0	140	140	Fund to support cultural activities within the county and the maintenance and development of the Art Collection.
Discretionary support for LAC education	134	0	134	134	LAC Pupil Premium grant from Department for Education to provide further discretionary support for Looked After Children.
Schools Partnership - NtG CREDS	72	-72	0	0	Funding to be used in 2015/16
ESLAC support for children on edge of care	50	0	50	50	Pilot Scheme

Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 30 Sep 15		
	£'000	£'000	£'000	£'000	
Capacity to attract private and independent sponsorship of programmes for children	50	0	50	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	35	0	35	35	Short term commissioning capacity (35k) in Learning to allow £90k school advisor savings to be made by not recruiting to vacant posts
Capacity to establish a self-sustaining and self-improving school system - leadership	13	0	13	13	Tender for a skilled education sector leader/professional with an in-depth knowledge of school improvement (£13k) to support the move towards a self-sustaining and improving school system
Cross Service					
SW recruitment and retention	674	-11	663	0	Reserves funding for 2015/16.
Other Reserves (<£50k)	255	-2	253	0	Other small scale reserves.
Subtotal	7,533	-531	7,003	2,645	
TOTAL REVENUE RESERVE	8,277	-372	7,906	1,928	
Capital Reserves					
Building Schools for the Future	280	0	280	0	Building Schools for Future - c/fwd to be used to spent on ICT capital programme as per Business Planning 15/16
Basic Need	2,774	2,041	4,815	0	Further receipts anticipated in respect of the targeted basic need and standard basic need. All expected to be spent by Mar 2016
Capital Maintenance	0	2,807	2,807	0	The Capital Maintenance allocation received in 2014/15 will be spent in full.
Other Children Capital Reserves	635	137	772	0	Comprises the Universal Infant Free School Meal Grant c/f and the Public Health Grant re Alcohol recovery hub-anticipate spending by year end.
Other Adult Capital Reserves	2,583	3,217	5,800	1,778	Expected receipts for Community Capacity grant and spend on planned programme.
TOTAL CAPITAL RESERVE	6,272	8,203	14,475	1,778	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

APPENDIX 6 – Capital Expenditure and Funding

6.1 Capital Expenditure

2015/16						TOTAL SCHEME	
Original 2015/16 Budget as per BP £'000	Scheme	Revised Budget for 2015/16 £'000	Actual Spend (Sept) £'000	Forecast Spend - Outturn (Sept) £'000	Forecast Variance - Outturn (Sept) £'000	Total Scheme Revised Budget £'000	Total Scheme Forecast Variance £'000
	Schools						
27,500	Primary Schools - New Communities	15,657	2,977	15,657	0	95,765	900
32,611	Primary Schools - Demographic Pressures	39,690	19,806	36,693	-2,998	125,450	17,656
1,810	Primary Schools – Adaptations	1,882	1,195	1,882	0	6,541	0
16,000	Secondary Schools - New Communities	16,906	5,143	16,906	0	114,596	-5,245
9,936	Secondary Schools - Demographic Pressures	8,747	2,075	9,047	300	113,380	-19,200
0	Final Payments	0	-14	0	0	0	0
250	Building Schools for the Future	363	96	363	0	9,118	0
1,126	Devolved Formula Capital	2,248	2	2,248	0	17,425	0
0	Energy Investment	0	1	0	0	0	0
0	Universal Infant Free School Meals	164	116	164	0	0	0
3,400	Condition, Maintenance and Suitability	3,400	3,709	4,081	681	47,457	682
300	Site Acquisition and Development	300	1	300	0	1,870	0
500	Temporary Accommodation	500	792	1,500	1,000	8,748	0
0	Youth Service	134	6	134	0	0	0
4,307	Children Support Services	4,607	441	2,233	-2,373	10,636	0
4,614	Adult Social Care	4,706	135	4,022	-684	12,952	0
2,500	CFA Wide	2,500	0	2,500	0	5,000	0
104,854	Total CFA Capital Spending	101,804	36,480	97,731	-4,073	568,938	-5,207

Primary School – Demographic Pressures £2,998k slippage.

Changes to the overall project costs of the capital programme total -£5,754k. This figure is made up as follows;

- £5,760k relates to four new schemes in the business plan for 2015/16. These being, Hardwick Primary Second Campus £2,360k, Fourfields Primary £1,500k, Grove Primary £1,000k and Huntingdon Primary £900k
- £1,486k relates to the 2015/16 impact of the increased costs of existing schemes. These being, Little Paxton £100k, Fordham Primary £500k, Burwell Primary £486k and Orchard Park Primary £400k
- The remaining -£13,000k is due to anticipated reduced costs of existing schemes in future years, which is currently showing as a total scheme forecast variance and will be managed through the 2016/17 business planning process.

Slippage and Acceleration.

A number of schemes have experienced cost movements since the Business Plan was approved. There are three schemes where work has progressed more quickly than had been anticipated in the programme schedules: Little Paxton (£29k), Loves Farm (£75k) and Grove Primary (£100k) where the programme schedules are ahead of anticipated plans.

Schemes that have encountered slippage in 2015/16 include;

- Fordham (£201k) where original phasing is not being achieved as a result of the decision to undertake a review of possible alternative options to meet in-catchment need; start on site now anticipated March 2016;
- Fulbourn (£118k) due to overall scheme revision which will see phase 2 works identified as a separate scheme in the 2016/17 Business Plan;
- Orchard Park, Cambridge (£365k) due to anticipated timescales not being achieved, it is expected only design costs will be incurred in 2015/16;
- Fourfields, Yaxley (£200k) where slippage from original programme has occurred and the start on site is now anticipated in February 2016.
- Burwell Primary (£350k) following slight revision to enabling works timetable which has slipped by one month to February 2016.
- Isle Primary, Ely (£1,000k) due to delays in establishing infrastructure required to further develop the site.
- Westwood Primary expansion (£900k) start on site slipped from September to December 15 due to planning. Scheme was to proceed under delegated power, as an objection to was made. Scheme is required to planning Committee in October.
- Huntingdon Primary School (£50k) revised phasing from the contractor as anticipated start on site late February/early March.

Secondary Schools - Demographic Pressures £300k slippage.

Cambourne Secondary expansion (£300k) underspend in 2015/16 due to design work being accelerated. The scheme will be rephased in the 2016/17 Business Plan.

Children Support Services -£2,373k slippage.

Trinity School (£2,323k) significant slippage had occurred due to delays in finalising the acquisition of the property from Huntingdonshire Regional College. As a result, the start on site date has now slipped to October 2015. Further slippage (£50k) in August 2015 due to costs being reduced through value engineering.

Condition, Maintenance and Suitability £681k overspend.

The forecast £681k overspend is due to Castle and Highfield Special School projects continuing from 2014/15 due to delays on site, together with significantly higher than anticipated tender prices for kitchen ventilation works required to meet health and safety standards.

Temporary Accommodation £1,000k overspend.

It had been anticipated at Business Planning that the current stock of mobiles would prove sufficient to meet September 2015 demand. Unfortunately, it has proved necessary to purchase additional mobiles due to rising rolls at primary schools around the county.

Additionally there is a small adjustment to the expected cost for Hardwick Second Campus (£18k) following receipt of a more accurate costing.

Adult Social Care 684k underspend.

Strategic Investment £353k underspend

The forecast underspend on Strategic investment has arisen as a result of re-phasing expenditure that has been reflected in the 2016/17 business plan.

Enhanced Frontline £335k underspend.

The forecast underspend is due to the prioritising of work required to enhance in-house provider services and related delivery of social care, predominantly for clients with needs from learning disabilities, mental health or old age. A further review of investment is required and expenditure has been re-phased during 2016/17 business plan.




6.2 Capital Funding

2015/16				
Original 2015/16 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2015/16 £'000	Forecast Spend – Outturn (Sept) £'000	Forecast Funding Variance - Outturn (Sept) £'000
4,949	Basic Need	6,448	6,448	0
6,294	Capital maintenance	5,053	5,053	0
1,126	Devolved Formula Capital	2,248	2,248	0
0	Universal Infant Free School meals	164	164	0
4,614	Adult specific Grants	4,706	4,022	-684
25,557	S106 contributions	19,737	19,737	0
0	BSF -PFS only	280	280	0
0	Capitalised Revenue Funding	0	0	0
700	Other Capital Receipts	700	700	0
34,262	Prudential Borrowing	41,357	37,969	-3,388
27,352	Prudential Borrowing (Repayable)	21,110	21,110	0
104,853	Total Funding	101,803	97,731	-4,072


The overall position of the Capital Plan for September 2015 is a net reduction of £684k in respect of the Adult Social Care Grant. Prudential Borrowing requirements have reduced by £3,388 for 2015/16 financial year. These elements are required to be carried forward into future years.




£2,502k is in respect of the Adult Social Care Grant. Prudential Borrowing requirements have reduced by £10,871k for 2014/15 financial year. These elements are required to be carried forward into future years

APPENDIX 7 – Performance at end of August 2015

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	92.6%	96.0%	91.9%	Aug 15		A	In learning for year 12 always drops off at this time of year. However we have improved our performance from this time last year when it was 91.3%. We must work hard now to ensure all young people 16/17 have an offer of learning for September. Locality teams have identified those young people who are at risk of non-participation and are working closely with them to encourage them to remain in learning.
% Clients with SEND who are EET	Enhanced & Preventative	85.2%	90.5%	86.8%	Q1 (April to June 2015)		A	Whilst we have not met the target, EET for young people with SEND has improved since this time last year when it was 86.2% and NEET has reduced for this group from 12.2% in June 2014 to 11.3% currently. Arrangements have been put in place to ensure that young people NEET from our special school provision receive tailored support to help meet their needs. The majority of young people within the SEND NEET cohort have emotional and behavioural issues. Post 16 learning providers are working to ensure that appropriate support arrangements are in place for this group of young people to minimise the risk or drop out
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	76.6%	75.0%	75.2%	Aug-15		G	156 out of 197 primary schools with inspection results have been judged as good or outstanding covering 75.2% of Cambridgeshire pupils. Of the 36 Primary schools inspected this year: 21 Outstanding 135 Good 38 Requires Improvement 3 Inadequate Two maintained primary schools have gone into an Ofsted category this academic year and have specific actions plans in place to support their improvement.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	44.0%	75.0%	44.0%	Aug-15	→	R	The proportion of pupils attending Cambridgeshire Secondary 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'. Only 15 out of 32 Secondary schools with Inspection results are judged as good or outstanding, covering 14,550 pupils. This is 44% of pupils against the target of 75%. (Source:Watchsted)
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	86.6%	75.0%	86.6%	Aug-15	→	G	7 out of 9 Special schools are judged as Good or outstanding.
No or % income deprived 2 year olds receiving free childcare		1126	1400	1301	Spring Term 2015	↑	A	The DfE Target set is 80% of eligible two-year olds. The latest information from the DfE suggests there are 1991 eligible two-year olds, on income grounds, which equates to a target of approx 1,400 children. Though the number is below target, performance has steadily improved over this year so far. Performance at the end of the Spring Term 2014 is nearly double that at the same time last year.
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	83.7%	85.0%	84.8%	Aug-15	↑	A	This is a new indicator for 2015/16. Performance is slightly below the provisional target but has increased during August. Performance is still above the national average for 14/15 and will be monitored closely

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
RBT-I - Total number of new users requiring no further service at end of re-ablement phase	Older People & Mental Health	55.2%	57.0%	55.8%	Aug-15		A	Performance has seen a gradual decline since July 2014, and is currently below target. However small improvements have been noted over recent weeks. It should be noted that over the last few years the average age of people being referred into the service has increased along with the level of need. We are seeing a greater number of people requiring double up packages of care and the normal exit routes from reablement into domiciliary care have been impacted due to shortages in the availability of domiciliary care. In recognition of this, a review is currently underway to identify the barriers and opportunities that can provide benefits to the system and service user.
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health		646	565	2014-15		G	This provisional score is calculated using 2nd cut submission data from the SALT return. This new method is different to previous years and as such a direct comparison could be misleading. This indicator is measured annually
The number of looked after children per 10,000 children	Childrens Social Care	42.8	32.8 - 38.5	42.8	Aug-15		R	The number of Looked After Children has remained at 563 during August 15. The current target has been set with an upper limit equating to 500 LAC by April 2016. The savings required on the LAC placements budget are significant. Within the LAC Placements Strategy there are a number of workstreams established which will contribute to an overall reduction in LAC numbers as well as reducing the costs of placements in order to make these savings. These include looking at alternative methods of meeting children's needs e.g. the Alternative to Care Service, increasing the numbers of available in-house foster placements to reduce the use of Independent Fostering Agency placements

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
% children whose referral to social care occurred within 12 months of a previous referral	Childrens Social Care	22.2%	25.0%	23.4%	Aug-15		G	There has been an increase in the number of children having a re-referral within 12 months since the July. Though performance is still below the target, the decline is being monitored and a piece of work started to track cases closed during September to inform work in this area.
% CAFs where outcomes were achieved	Enhanced & Preventative	81.7%	80.0%	79.7%	Aug-15		A	Performance is just below target.
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	Older People & Mental Health	507	406	513	Jul-15		R	<p>The Cambridgeshire health and social care system is experiencing a monthly average of 2,639 bed-day delays, which is 26% above the current BCF target ceiling of 2,088. In July there were 2,739 bed-day delays, down 22 from the previous month, 651 above the monthly target.</p> <p>Between August '14 and July '15 there were 35,097 bed day delays across the whole of the Cambridgeshire system - representing a 31% increase against the preceding 12 months. This situation is well documented in the media with several of our local hospital trusts having to close their A & E departments due to insufficient capacity. Many of the patients are elderly who on average have longer lengths of stay in hospital, which in turn impacts on the hospitals ability to ensure sufficient throughput. Daily conference calls are held between CCC and the hospitals to identify patients who can be discharged safely and quickly.</p> <p>Across this period NHS bed-day delays have increased by 57% from 15,998 (Aug 13 - Jul 2014) to 25,056 (Aug 14 - Jul 15), while bed-day delays attributed to Adult Social Care have decreased from 9,626 (Aug 13 - Jul 14) to 8,103 (Aug 14 - Jul 15) an improvement of 15%.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Older People & Mental Health	110	94	120	Jul-15		R	Between April - July '15 there were 1,701 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 110.3 delays per 100,000 of 18+ population. For the same period the national rate was 97.2 delays per 100,000. The numbers have increased due to a number of factors, one of which is the increased number of admissions within the Acute Trusts particularly for the over 85s who tend to require longer more complex care on discharge. In addition, there have been some challenges around the availability of domiciliary care provision particularly in hard to reach areas of the county. In addressing these issues, we are in regular contact with providers and are actively working with them to increase their staffing capacity.
1F - Adults in contact with secondary mental health services in employment	Older People & Mental Health	14.8%	12.5%	14.7%	Jul-15		G	424 out of 2893 adults in contact with MH services are in employment. Both recording and performance has improved this year, however, there are 370 of the cohort still have no employment status recorded so cannot be included in the numerator for this measure.
1E - Proportion of adults with learning disabilities in paid employment	Adult Social Care	1.9%	7.5%	1.3%	Aug-15		R	Though performance is very low at the moment, employment information is collected at a client's annual review so numbers are expected to increase in the second half of the year when most reviews are planned.

APPENDIX 8 – CFA Portfolio at end of August 2015

Programme/Project and Lead Director	Brief description and any key issues	RAG
Transforming Lives/Care Act Programme: Claire Bruin	<p>Joint governance arrangements have been established for this with effect from July 2015 and there is a programme of six projects to implement these changes. The Transforming Lives project is focusing on the implementation of the new way of working and the Programme Board reviewed updates from the Physical and Learning Disability Services. A report was also considered and agreed which outlined the elements required to implement Transforming Lives in the Older People's Service.</p> <p>No key issues.</p>	AMBER
Learning Disability Spend: Claire Bruin	A new project has been established to focus on developing an action plan to address the current overspend. The initial analysis work has been completed and a detailed project plan is being developed. Monthly Project Boards have been established to monitor progress and there are no key issues at this early stage.	AMBER
Building Community Resilience Programme: Sarah Ferguson	This programme will respond to the Council's shifting focus from meeting the needs of individuals to supporting communities and families. The strategy has been written and will be shared with service committees for comment before being discussed and agreed at the General Purposes Committee in October 2015. No key issues.	GREEN
Older People Service Development Programme: Charlotte Black	<p>Delivering service improvements for Older People following staff transfers from Cambridgeshire Community Services.</p> <p>Key Issue: Following the recent Home Care Summit a detailed action plan is being prepared to take the changes forward and will be discussed with the Service Director for Older People on 8 September 2015.</p>	AMBER
CFA Commissioning Strategy for 2016-20: Adrian Loades	<p>Delivering a strategy for the next five years that will respond to the savings that need to be made.</p> <p>Progress has been made to incorporate this into the Council's Strategic Framework. Work is underway to translate principles in strategy into five year Business Plan for CFA Services.</p> <p>No key issues.</p>	GREEN

Programme/Project and Lead Director	Brief description and any key issues	RAG
Accelerating Achievement: Keith Grimwade / Meredith Teasdale / Sarah Ferguson	Delivering the strategy aimed at groups of children and young people who are vulnerable to underachievement. An annual report has been produced and an evidence base developed. A comprehensive review of the action plan will be undertaken in October 2015. No key issues.	AMBER
LAC Placements Strategy: Meredith Teasdale	Delivering the strategy for our Looked After Children including significant savings and the rising number of LAC, which are higher than predicted. Key issue: To deliver the savings required the LAC Placements Strategy needs to be more radical and further work is underway to do that. The strategy will go to the November committee. Specific actions in the strategy include the implementation of the Alternatives to Care Service.	AMBER
Early Help: Sarah Ferguson	Delivering the implementation of a revised Early Help offer in Cambridgeshire. Work is in progress on the second phase of the Early Help review. No key issues.	GREEN
Together for Families: Sarah Ferguson	The Together for Families work in Cambridgeshire provides a driver and impetus to develop whole family working further across all agencies in the public sector. Preparations are underway to launch Phase 2 and the Family CAF in September 2015. No key issues.	GREEN