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 Date: 13 May 2016

Children, Families & Adults Service

Finance and Performance Report – Closedown 2015/16

1. SUMMARY

1.1 Finance

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

1.2. Performance and Portfolio Indicators – Mar 2016 Data (see sections 4&5)

Monthly Indicators	Red	Amber	Green	Total
Mar Performance (No. of indicators)	7	4	7	18
Mar Portfolio (No. of indicators)	0	2	6	8

2. INCOME AND EXPENDITURE

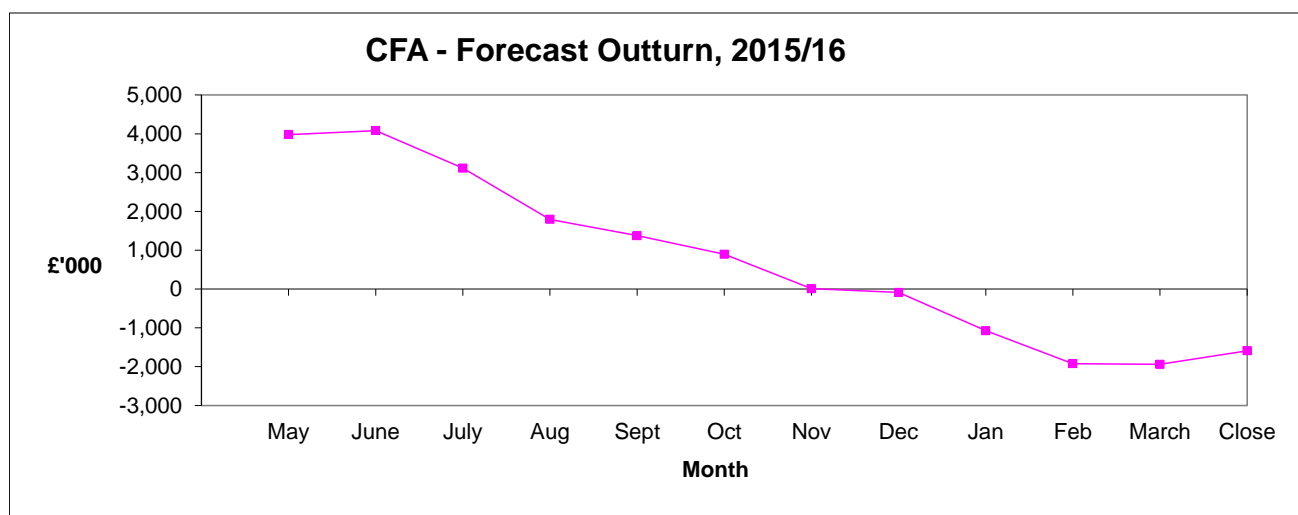
2.1 Overall Position

Previous Outturn	Directorate	Budget 2015/16	Actual	Outturn Variance	Outturn Variance
£000		£000	£000	£000	%
-2,608	Adult Social Care	89,314	86,768	-2,546	-2.9%
-4,063	Older People & Adult Mental Health	85,221	81,398	-3,823	-4.5%
2,093	Children's Social Care	35,056	37,210	2,154	6.1%
2,936	Strategy & Commissioning	52,423	55,764	3,341	6.4%
-493	Children's Enhanced and Preventative	31,864	31,316	-548	-1.7%
499	Learning	20,450	20,849	398	1.9%
-1,635	Total Expenditure	314,328	313,304	-1,024	-0.3%
-305	Grant Funding	-54,335	-54,934	-599	1.1%
-1,940	CFA Net Expenditure	259,993	258,370	-1,623	-0.6%

To allow for accurate completion of Government & CIPFA statistical returns, we are required to charge certain corporate overheads to direct services. These recharges relate to the net cost of a significant element of Corporate Services, LGSS Managed and LGSS Cambridge Office. The charges are transferred to services at year end with matching budget, therefore there is no impact on services' final outturn variance. For CFA, the 15/16 corporate overheads equate to £14.391m and can be seen in [appendix 4](#)

The service level finance & performance report for 2015/16 can be found in [appendix 1](#)

Further analysis of the outturn position can be found in [appendix 2](#)



2.2 Significant Issues

At the end of Closedown 2015/16, CFA is reporting a year end underspend of £1,623k. Significant changes since last month are detailed below:

- i) In Adult Social Care, the service directorate underspend is £62k lower than expected at the end of March. Further unused Care Act funding of £189k has been identified, however this was more than offset by additional commitments in the Disabilities Services, the Learning Disability Partnership and Practice & Safeguarding.
- ii) In Older People & Mental Health, the Fenland Locality and City & South Locality report outturns that were £131k and £120k worse than forecast, respectively. This is the result of additional costs for service user transport in both areas and lower than forecast client income in City & South.
- iii) In Older People & Mental Health, Adult Mental Health underspent by an additional £232k, the result principally of lower than expected costs of staffing the service, which is managed by an NHS partner.
- iv) In Older People & Mental Health, Older People Mental Health spent £202k more by year-end than previously anticipated. Client contribution levels were less than recent forecasts and there was additional care package spending.
- v) In Children's Social Care, the legal proceedings budget overspend has increased to £212k. This is mainly due to a recent Judicial Review case and three other court cases from other Local Authorities.
- vi) In Learning, the Home to School Transport overspend has reduced from £520k to £384k following the year-end review of outstanding commitments.

- vii) In Strategy and Commissioning the SEN placement budget overspend has increased by £122k, mainly due to 10 new placements in the last quarter of the financial year. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant.
- viii) In Strategy and Commissioning the Commissioning Services budget has ended the year £246k overspent. This is due to pressures on the Out of School Tuition budget as a result of the LA fulfilling its duty to provide interim full-time education provision when moving a child with a Statement of Special Educational Needs from one school to another. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant.

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 as at the end of 2015/16 for **Looked After Children** (LAC) is shown below:

Service Type	BUDGET				ACTUAL (Closedown)				VARIANCE		
	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Close 15/16	Yearly Average	Actual 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	1	2.54	£331k	2,223.00	0.54	-£50k	-1,440.30
Residential - secure accommodation	0	£k	52	0.00	0	0.28	£70k	5,110.00	0.28	£70k	5,110.00
Residential schools	8	£828k	52	1,990.93	10	10.83	£983k	1,709.74	2.83	£155k	-281.19
Residential homes	16	£2,342k	52	2,814.92	26	27.73	£4,157k	3,044.18	11.73	£1,815k	229.26
Independent Fostering	261	£9,813k	52	723.03	225	238.16	£9,639k	792.26	-22.84	-£174k	69.23
Supported Accommodation	15	£1,170k	52	1,500.00	27	23.14	£1,239k	1,146.67	8.14	£69k	-353.33
16+	9	£203k	52	433.58	11	10.29	£261k	357.29	1.29	£58k	-76.29
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£188k	-	-	-£188k	-
TOTAL	311	£14,737k			300	312.97	£16,492k		1.97	£1,755K	
In-house fostering	140	£3,472k	55	185.55	147	143.93	£3,379k	176.19	3.93	-£93k	-9.37
Kinship	26	£733k	55	185.55	50	33.82	£790k	187.29	7.82	£57k	1.74
In-house residential	16	£1,588k	52	1,908.52	15	11.42	£1,588k	2,673.93	-4.58	£k	765.41
Concurrent Adoption	3	£50k	52	350.00	10	9.24	£181k	350.00	6.24	£131k	0.00
Pressure funded within directorate	-	£k	-	-	-	-	-£95k	-	-	-£95k	-
TOTAL	185	£5,843k			212	198.41	£5,843k		13.41	£k	
Adoption	289	£2,550k	52	162.50	355	339.65	£3,121k	168.41	50.65	£571k	5.91
TOTAL	289	£2,550k			355	339.65	£3,121k		50.65	£571k	
OVERALL TOTAL	785	£23,130k			867	851.03	£25,456k		66.03	£2,326k	

2.5.2 Key activity data to end of Closedown 15/16 for SEN Placements is shown below:

BUDGET				ACTUAL (Closedown)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Close 15/16	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	92	£5,753k	£62,536	102	100.44	£6,366k	£63,377	10	8.44	£612k	£841
Behaviour, Emotional and Social Difficulty (BESD)	35	£1,438k	£41,089	37	36.27	£1,484k	£40,911	2	1.27	£46k	£179
Hearing Impairment (HI)	4	£135k	£33,690	3	2.85	£78k	£27,407	-1	-1.15	£57k	£6,283
Moderate Learning Difficulty (MLD)	3	£99k	£33,048	3	2.21	£83k	£37,443	0	-0.79	£16k	£4,395
Multi-Sensory Impairment (MSI)	1	£75k	£75,017	0	0.00	£0k	-	-1	-1.00	£75k	£0
Physical Disability (PD)	1	£16k	£16,172	1	1.34	£23k	£16,864	0	0.34	£6k	£692
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41,399	0	0.31	£13k	£41,344	-1	-0.69	£29k	£55
Speech, Language and Communication Needs (SLCN)	3	£141k	£47,128	3	3.01	£171k	£56,684	0	0.01	£29k	£9,556
Severe Learning Difficulty (SLD)	2	£174k	£87,129	1	1.72	£140k	£81,532	-1	-0.28	£34k	£5,596
Specific Learning Difficulty (SPLD)	10	£170k	£16,985	7	7.52	£134k	£17,863	-3	-2.48	£36k	£877
Visual Impairment (VI)	2	£55k	£27,427	2	2.00	£55k	£27,477	0	0.00	£0k	£49
Recoupment	0	£0k	£0	-	-	£60k	-	-	-	£60k	-
TOTAL	154	£8,099k	£52,590	160	157.67	£8,605k	£54,200	5	3.67	£507k	£1,611

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 as at the end of 2015/16 for **Adult Social Care** Services is shown below:

		BUDGET			ACTUAL (Closedown)			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 Close 15/16	Current Average Unit Cost (per week)	Actual Spend	Net Variance to Budget
Physical Disability Services	Residential	40	£969	£2,015k	42	£1,111	£2,421k	£406k
	Nursing	23	£926	£1,107k	23	£826	£971k	£136k
	Community	620	£334	£10,758k	654	£336	£10,625k	£133k
Physical Disability Services Total		683		£13,880k	719		£14,017k	£137k
Income variance								£142k
Further savings assumed within forecast								£0k
Learning Disability Services	Residential	294	£1,253	£19,161k	312	£1,316	£21,415k	£2,254k
	Nursing	17	£1,437	£1,270k	18	£1,391	£1,306k	£36k
	Community	1,272	£543	£35,907k	1,209	£596	£37,595k	£1,688k
Learning Disability Service Total		1,583		£56,338k	1,539		£60,315k	£3,977k

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

2.5.4 Key activity data as at the end of Closedown for **Adult Mental Health Services** is shown below:

		BUDGET			ACTUAL (Closedown)			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 Close 15/16</i>	<i>Current Average Unit Cost (per week)</i>	<i>Actual Spend</i>	<i>Variance</i>
Adult Mental Health	Community based support	67	£76	£265k	116	£103	£501k	£236k
	Home & Community support	196	£87	£886k	218	£74	£683k	-£203k
	Nursing Placement	13	£682	£461k	20	£670	£558k	£97k
	Residential Placement	71	£732	£2,704k	79	£751	£2,490k	-£214k
	Supported Accommodation	137	£81	£579k	152	£84	£559k	-£20k
Adult Mental Health Total		484		£4,895k	585		£4,791k	-£104k

2.5.5 Key activity data as at the end of 2015/16 for **Older People (OP) Services** is shown below:

OP Total		BUDGET			ACTUAL (Closedown)			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	£455	£12,593k	540	£434	£13,128k	£535k
Residential Dementia		319	£520	£8,675k	356	£501	£9,044k	£369k
Nursing		319	£613	£10,189k	314	£591	£10,043k	-£146k
Respite		289	£497	£861k	109	£501	£1,057k	£196k
Community based								
~ Direct payments		356	£176	£3,276k	274	£257	£3,535k	£259k
~ Day Care		326	£104	£1,773k	431	£131	£1,795k	£22k
~ Other Care				£5,434k			£5,567k	£134k
~ Homecare arranged		1,807	<i>per hour</i> £16.48	£18,572k	1,713	<i>per hour</i> £16.83	£17,991k	-£581k
Total		3,947		£61,372k	3,737		£62,160k	£788k
Income Variance								-£1,858k

2.5.6 Key activity data as at the end of 2015/16 for **Older People Mental Health (OPMH)** Services is shown below:

OP Mental Health	BUDGET			ACTUAL (Closedown)			Variance From Budget
<i>Service Type</i>	<i>Budgeted 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	14	£455	£332k	51	£617	£403k	£71k
Residential Dementia	38	£529	£1,097k	28	£487	£1,331k	£234k
Nursing	36	£625	£1,172k	40	£717	£1,173k	£1k
Nursing Dementia	156	£680	£5,534k	154	£667	£5,537k	£3k
Respite	16	£400	£38k	6	£442	£45k	£7k
Community based:							
~ Direct payments	16	£271	£226k	18	£204	£218k	-£8k
~ Other Care			£62k			£48k	-£14k
		<i>per hour</i>			<i>per hour</i>		
~ Homecare arranged	92	£16.08	£615k	76	£15.27	£543k	-£72k
Total	368		£9,076k	373		£9,298k	£222k
Income Variance							-£131k

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

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

We are continuing to develop the methodology for providing this data; this complicates comparisons 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

Funding

A £2,333k net increase in funding has occurred in Mach 2015 as a result of the following;

£3,846k Schools funded capital balances being confirmed.

£77k increase to other contributions for contributions received

£1,590k reduction in S106 funding due to corrections from previous years after detailed reconciliations identified secondary funding applied to a primary scheme.

These funding changes result in a net increase in prudential borrowing of £1,513k

2015/16 Pressures/Slippage

The 2015/16 Capital spend was £92,098m resulting in a £14,106m underspend. The significant changes in the following schemes have been the major contributory factors to this;

- Alconbury 1st Primary; £607k slippage due to poor weather disrupting mobile cranes lifting frame of the school into place.
- Isle of Ely Primary; £1,613k slippage due to delays in establishing infrastructure on the site that impacted on IT installation and fixtures and fittings.
- Westwood Primary expansion; £925k slippage due to start on site slipping from September following receipt of an objection which meant the scheme could not proceed under delegated authority, but required approval by the Development Control Committee.
- Southern Fringe Secondary; £2,445k slippage experienced due to significant delay in construction (£1,609k), this had a knock on effect in procuring fitting and fixtures and ICT equipment (£836k)
- Littleport Secondary & Special; £3,577k slippage. Significant delays to the start on site date, which commenced Feb 2016. The winter start meant progress was slower than hoped with contractor only carrying out ground works, infrastructure and site set up. Work has not commenced on the building.
- Hampton Garden Secondary; £1,730k accelerated spend. Project started on site February 2016 triggering the first payments to Peterborough City Council, Agreement was also reached in March 2016 that a £1,500k contribution will be made for the land the school is sited on
- Condition, Maintenance and Suitability; £1,660k overspend due to Castle and Highfield Special School projects continuing from 2014/15 due to delays on site, (£850k) together with significantly higher than anticipated tender prices for kitchen ventilation works required to meet health and safety standards and projects requiring urgent attention to ensure schools remained operational
- Early Years Provision; £590k slippage due to delays in planning permissions for two schemes which have failed to commence in 2015/16.

- Trinity School £2,640k slippage occurred due to delays in finalising the acquisition of the property from Huntingdonshire Regional College. As a result, work on site could not commence until October 2015
- CFA IT Infrastructure; £2,500k slippage due to reduced project costs of £2,000k resulting from responses from the invitation to submit outline solution process; this along with revised project timescales has resulted in the slippage for 2015/16.

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. Information on all the indicators is now included in the performance table in appendix 7: % Y12 in Learning, % 16-19 NEET, Take up of Free 2 places, % young people with SEND who are EET, % Adults with a Learning Disability (aged 18-64) in employment and Adult Mental Health Service users in employment, KS2 FSM/non-FSM gap and the GCSE FSM attainment gap.

Seven 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 49.4% of pupils against the target of 75%.

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

The number of Looked After Children increased to 610 during March 2016. This includes 61 UASC, 10% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. 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. Since 1st April 2015, the percentage of the LAC population in external placements has reduced by 5.01%.

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

In spite of excellent progress earlier in the year we have seen some deterioration in the last few months. The Cambridgeshire health and social care system is experiencing a monthly average of 2,442 bed-day delays, which is 17% above the

current BCF target ceiling of 2,088. In February there were 2,772 bed-day delays, down 96 compared to the previous month.

We are not complacent and continue to work in collaboration with health colleagues to build on this work. However, since Christmas we have seen a rise in the number of admissions to A & E across the county with several of the hospitals reporting Black Alert. There continues to be challenges in the system overall with gaps in service capacity in both domiciliary care and residential home capacity. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community

Between March '15 and February '16 there were 29,477 bed-day delays across the whole of the Cambridgeshire system - representing a 9% decrease on the preceding 12 months.

Across this period NHS bed-day delays have decreased by 9% from 22,575 (Mar 14 - Feb 15) to 20,435 (Mar 15 - Feb 16), while bed-day delays attributed to Adult Social Care have decreased from 7,969 (Mar 14 - Feb 15) to 7,720 (Mar 15 - Feb 16) an improvement of 3%.

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

Between April '15 - Feb '16 there were 7,209 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 128 delays per 100,000 of 18+ population. For the same period the national rate was 107 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.

Please note that we receive the official data for DTOC measures from NHS England 6 weeks after the end of the month so reporting is always a month behind. However, we receive more up-to-date data on Social Care delays from the Acute hospitals. The latest update (at 22nd April 2016) shows the following delays:

Cambridge University Hospital [51 bed day delays]

There are 7 social care delays

3 patients waiting for residential care. Brokerage team currently sourcing

3 patients waiting for nursing care. Brokerage have contacted providers to assess and discharges planned

1 patient waiting for residential care [12 week dis regard]

Hinchingbrooke Hospital

There are 4 social care delays [25 bed days]

3 patients are awaiting domiciliary care. These are double up packages of care in some hard to reach areas of the county. Staff currently working on sourcing care

1 patient waiting for nursing care. Family declined one home and looking at another

Peterborough hospital [The hospital has been on Black Alert this week]

There are 2 social care delays [5 bed days]

1 patient waiting for domiciliary care – currently being sourced

1 patient waiting for interim provision. Brokerage currently sourcing

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

Performance has increased very slightly during March though still well below target. As well as a requirement for employment status to be recorded, unless a service user

has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams.

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

Data for 2015 shows that the gap has remained unchanged at KS2, but increased significantly at KS4. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential. All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

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 monthly basis by the CFA Management Team at the CFA Performance Board. The programmes and projects highlighted in appendix 8 are areas that will be discussed by Members through the Democratic process and this update will provide further information on the portfolio.

The programmes and projects within the CFA portfolio have been reviewed to align with the business planning proposals for 2016/17.

APPENDIX 1 – CFA Service Level Budgetary Control Report

Previous Outturn	Service		Budget 2015/16	Actual 2015/16	Outturn Variance	
£'000			£'000	£'000	£'000	%
Adult Social Care Directorate						
-2,529	1	Strategic Management – ASC	8,861	6,142	-2,718	-31%
-10		Procurement	563	554	-9	-2%
-37		ASC Strategy & Transformation	2,184	2,194	10	0%
-1,197	2	ASC Practice & Safeguarding	2,109	982	-1,127	-53%
-76	3	Local Assistance Scheme	386	306	-81	-21%
<u>Learning Disability Services</u>						
-667	4	LD Head of Services	250	-461	-711	-284%
979	4	LD Young Adults	626	1,464	838	134%
1,282	4	City, South and East Localities	31,287	32,921	1,634	5%
382	4	Hunts & Fenland Localities	21,744	22,111	367	2%
58	4	In House Provider Services	4,539	4,502	-38	-1%
<u>Physical Disability Services</u>						
-167	5	PD Head of Services	947	732	-215	-23%
-140	5	Physical Disabilities	12,585	12,470	-115	-1%
-4	5	Autism and Adult Support	607	727	120	20%
-20	5	Sensory Services	504	494	-10	-2%
-462	6	Carers Services	2,121	1,629	-491	-23%
-2,608	Director of Adult Social Care Directorate Total		89,314	86,768	-2,546	-3%
Older People & Adult Mental Health Directorate						
-1,818	7	Director of Older People & Adult Mental Health Services	8,907	7,150	-1,757	-20%
-893	8	City & South Locality	18,600	17,827	-773	-4%
-409	9	East Cambs Locality	7,269	6,852	-417	-6%
185	10	Fenland Locality	8,169	8,485	317	4%
-282	11	Hunts Locality	12,443	12,245	-198	-2%
-33		Addenbrooke Discharge Planning Team	1,051	1,002	-50	-5%
0		Hinchingbrooke Discharge Planning Team	634	633	-1	0%
-605	12	Reablement, Occupational Therapy & Assistive Technology	7,718	7,091	-627	-8%
8		Integrated Community Equipment Service	802	744	-58	-7%
<u>Mental Health</u>						
-2		Head of Services	4,231	4,216	-15	0%
-104	13	Adult Mental Health	7,132	6,796	-336	-5%
-111	14	Older People Mental Health	8,266	8,358	91	1%
-4,063	Older People & Adult Mental Health Directorate Total		85,221	81,398	-3,823	-4%

Previous Outturn		Service	Budget 2015/16	Actual 2015/16	Outturn Variance	
£'000			£'000	£'000	£'000	%
Children's Social Care Directorate						
400	15	Strategic Management – Children's Social Care	3,138	3,535	398	13%
411	16	Head of Social Work	4,249	4,660	411	10%
150	17	Legal Proceedings	1,530	1,742	212	14%
157	18	Safeguarding & Standards	1,177	1,337	160	14%
420	19	Children's Social Care Access	4,448	4,862	414	9%
85	20	Children Looked After	10,860	10,982	121	1%
470	21	Children in Need	3,933	4,375	443	11%
0		Disabled Services	5,722	5,717	-4	0%
2,093		Children's Social Care Directorate Total	35,056	37,210	2,154	6%
Strategy & Commissioning Directorate						
-365	22	Strategic Management – Strategy & Commissioning	417	38	-379	-91%
-77		Information Management & Information Technology	1,859	1,795	-64	-3%
-52		Strategy, Performance & Partnerships	1,521	1,462	-59	-4%
Commissioning Enhanced Services						
1,712	23	Looked After Children Placements	16,490	18,245	1,755	11%
385	24	Special Educational Needs Placements	8,469	8,976	507	6%
0	25	Commissioning Services	3,665	3,911	246	7%
0		Early Years Specialist Support	1,323	1,250	-72	-5%
625	26	Home to School Transport – Special	7,085	7,702	617	9%
575	27	LAC Transport	671	1,327	655	98%
Executive Director						
0		Executive Director	10,203	10,196	-7	0%
133	28	Central Financing	719	861	142	20%
2,936		Strategy & Commissioning Directorate Total	52,423	55,764	3,341	6%
Children's Enhanced & Preventative Directorate						
-89	29	Strategic Management – Enhanced & Preventative	1,771	1,656	-115	-7%
-60		Children's Centre Strategy	707	656	-51	-7%
0		Support to Parents	3,532	3,550	18	1%
-15		SEND Specialist Services	5,371	5,338	-34	-1%
-24		Safer Communities Partnership	7,132	7,124	-8	0%
Youth Support Services						
-4		Youth Offending Service	2,364	2,358	-6	0%
-146	30	Central Integrated Youth Support Services	1,112	925	-186	-17%
Locality Teams						
-86		East Cambs & Fenland Localities	3,427	3,356	-72	-2%
-41		South Cambs & City Localities	3,915	3,868	-47	-1%
-28		Huntingdonshire Localities	2,532	2,485	-47	-2%
-493		Children's Enhanced & Preventative Directorate Total	31,864	31,316	-548	-2%

Previous Outturn		Service	Budget 2015/16	Actual 2015/16	Outturn Variance	
£'000			£'000	£'000	£'000	%
Learning Directorate						
151	31	Strategic Management - Learning	67	224	156	233%
-55		Early Years Service	1,813	1,758	-55	-3%
-40		Schools Intervention Service	1,710	1,679	-31	-2%
-157	32	Schools Partnership Service	1,324	1,133	-191	-14%
291	33	Children's' Innovation & Development Service	163	535	372	227%
-25		Integrated Workforce Development Service	1,486	1,451	-34	-2%
-26		Catering & Cleaning Services	-350	-368	-18	-5%
-116	34	Teachers' Pensions & Redundancy	3,000	2,887	-114	-4%
Infrastructure						
-48		0-19 Organisation & Planning	1,769	1,685	-85	-5%
0		Early Years Policy, Funding & Operations	149	149	0	0%
4		Education Capital	176	189	13	8%
520	35	Home to School/College Transport – Mainstream	9,143	9,527	384	4%
499	Learning Directorate Total		20,450	20,849	398	2%
-1,635	Total		314,328	313,304	-1,024	0%
Grant Funding						
-305	36	Financing DSG	-23,212	-23,811	-599	-3%
0		Non Baselined Grants	-31,123	-31,123	0	0%
-305	Grant Funding Total		-54,335	-54,934	-599	1%
-1,940	Net Total		259,993	258,370	-1,623	-1%

APPENDIX 2 – Commentary on Outturn Position

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

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
1) Strategic Management – ASC	8,861	6,142	-2,718	-31%
<p>In July, the government announced a 4-year delay in implementing the Care Act funding reforms. This meant that the assessment of people funding their own care (self-funders), who would have begun to accrue spending against the care cap from April, did not begin this financial year and technical preparations for care accounts can take place over a longer timeframe. The Council had taken a cautious approach to making spending commitments and confirmation was received in October that none of the additional funding received in 2015/16 for Care Act duties will be clawed back. This careful spending of Care Act funding, combined with the monitoring of other workstreams, resulted in an underspend of £2,794, which is an increase in the underspend of £189k compared to the March 2016 forecast.</p> <p>There has been national recognition that the social care system is under significant strain and the funding instead was used to offset significant demand pressures for existing social care services, particularly in the Learning Disability Partnership (see note 4). Care Act funding is within general funding from government in 2016/17, rather than standalone grants, with a smaller separate contribution continuing through the Better Care Fund. This has been reflected in Business Planning.</p> <p>This underspend has partially been offset by a pressure on the vacancy savings budget.</p>				
2) ASC Practice & Safeguarding	2,109	982	-1,127	-53%
<p>The Mental Capacity Act/Deprivation of Liberty Safeguarding (MCA/DoLS) budget has underspent by £1,127k due to shortage of available assessors and the resulting level of activity to date.</p> <p>There was 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.</p> <p>Although there was moderate recent success in recruiting to posts in the final round of interviews in 2015/16, lead-in times for staff joining meant that the underspend on assessors and related activity remained £1,197k.</p> <p>Since the March 2016 report the underspend for the service as a whole as decreased by £70k to £1,127k as a result of an increase in the cost of the external advocacy contract and lower than expected income from Court of Protection cases, which only becomes apparent at the end of the year.</p>				
3) Local Assistance Scheme	386	306	-81	-21%
<p>The Cambridgeshire Local Assistance Scheme has an overall underspend of £81k against budget, equating to the saving taken within the Business Plan for 2016-17. This is predominantly due to an underspend of £73k on the investments element of the budget as a result of a lack of suitable investment opportunities. The total expenditure in relation to the direct grant provision and the administration fee for this scheme was £279k at year-end.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
4) Learning Disability Services	58,447	60,537	2,091	4%

There is an overspend across the Learning Disability Partnership (LDP) at the end of 2015/16 of £2,625k. Of this, £2,091k relates to the County Council after the pooled budget risk share with the NHS is taken into account. The overspend is principally caused by higher than expected expenditure on care packages for service users. Although still of concern, this is a significant improvement on the £4,800k forecast outturn reported at the start of this financial year.

This overall final position is an increase in the overall overspend of £77k, though there have been larger changes within individual localities as a result of changes in commitments during the last two weeks of the year (including the full-year effect of some changes), and the final level of accruals becoming known.

The overspend was managed to this level due to mitigating actions put in place during the year, including:

- Additional project management capacity and scrutiny around numbers / pace of re-assessments, with a focus on the financial outcome of re-assessments.
- Work within the teams on reviewing areas of funding in packages of care.
- Increased use of in-house day services and respite services, set alongside the principles of choice and control, with self-directed support in mind.
- Close work with Children's colleagues to set realistic expectations and to prepare young people for greater independence in adulthood.
- Robust negotiations with providers where new or increased packages were required. This involved embedding the Transforming Lives principles, and aligning hours of care being delivered by providers around provisions rather than individuals with the aim of giving increased flexibility and capacity of provision.

All of these actions will be carrying-on into 2016/17, alongside a thorough review of care packages, in order to manage this pressure and deliver on savings targets agreed in the Business Plan.

From April 2016 the North and East Teams will use AFM commitment records and work is continuing to move the City and South Teams to the commitment records for 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. Further attention continues to be given to this area to ensure that progress is made.

Work has already been started to reduce the expenditure on staffing in in-house provider services. Vacant posts and relief posts are being recruited to reducing the need to use agency staffing. A number of protocols are being produced to limit the rate overtime hours are paid at as well as the need for senior management authorisation for the use of agency staffing, with use being monitored and reported across the services. Budget surgeries have taken place with budget holders in these services to ensure they are aware of the emerging pressures in their budgets and have plans in place to manage these. These budget surgeries have brought about better understanding of all of the budget areas enabling more accurate forecasting. Many of the cost pressures identified within the in house services have now been offset by doing this.

We are further developing the process for tracking costs for young people with a learning disability as they prepare for adulthood.

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
5) Physical Disabilities incl. Head of Services	14,644	14,423	-220	-2%
<p>The previous reported underspend in Disability Services (Physical Disability, Sensory Loss, HIV and Vulnerable Adult and Autism Services) of £307k has reduced overall by £87k. An underspend in the Physical Disability service and in the Head of Service budget was previously identified due to contract funding no longer being required, expected clawbacks on direct payments paid to people with a physical disability and management of demand; final figures for clawbacks and expected income have increased the underspend in these areas.</p> <p>This has been offset during closedown by around £120k of additional costs being incurred in the Autism and Adult Support service as a result of transfers of two clients from the Learning Disability Partnership, resulting in an overall reduction in underspend in the Disabilities Service as a whole.</p>				
6) Carers Service	2,121	1,629	-491	-23%
<p>Allocations to individual carers have been below expected levels, and as such, the year-end underspend is £491k. Revised arrangements for carers support were implemented this year, following the Care Act, and took longer than expected for the additional anticipated demand to reach budgeted levels. Whilst activity increased towards the end of the year, resulting in a reduced underspend forecast in March, the final year-end expenditure was slightly lower than forecast resulting in the underspend increasing by £29k during Closedown.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
7) Director of Older People and Mental Health Services	8,907	7,150	-1,757	-20%
<p>The year-end position for the Director of Older People and Mental Health Services was an underspend of £1.757m, an adverse change of £61k from the position reported in March. This is due to an increase in the expected level of expenditure on delayed transfers of care reimbursement. This is with a view to all reimbursement ending in 2016/17 in line with a planned saving.</p> <p>Previously reported underspends under this heading are principally the result of:</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 underspend this year being £289k. • Release of an accrual made in last year's accounts for a £290k potential dispute on costs of nursing care. This was resolved without making use of the provision. • Reductions realised on housing related support totalling £390k; this has been shown as a permanent saving in Business Planning • Deferred payment income was £205k above the expectation set at the start of the year. • A one-off underspend of £182k on a centrally held seasonal cost of care budget which was not utilised, reflecting the favourable overall Older People's cost of care forecast, managed through the locality teams • £349k underspend on vacancy savings, reflecting difficulties experienced in recruiting to posts across the directorate (and the first year in which Reablement staff have been employed directly). • An under-recovery on funded Nursing Care of £150k for 2015/16 • An underspend of £11k on the Addenbrookes' discharge to assess budget used to reduce hospital delays • A £10k underspend on the Brokerage team budget which represents a vacant post that has been permanently deleted in business planning <p>Client debt levels outstanding for more than twelve months have increased compared to a year-ago. This triggers an increase in the Council's bad debt provision. However this charge is offset by other transactions from previous years where income and expenditure has been incurred in arrears.</p>				
8) City & South Locality	18,600	17,827	-773	-4%
<p>The outturn position for City and South Locality was an underspend of £773k, an adverse change of £120k from the position reported in March. This is due in part to a late swing on transport costs (£53k) where sporadic processing of invoices has led to commitment difficulties. The remainder of the change (£67k) is due to a net increase in cost of care, attributable to a reduction in income received by year-end compared to the previous forecast.</p> <p>Staffing vacancies persisted throughout the year despite several attempts to recruit to all levels in this team. Capacity was supported with Agency workers however the time taken to induct them has impacted on performance and spending patterns. The waiting list in March was 140 people, some of whom will be waiting for long term placements and care packages and some of whom will need court of protection applications submitting. This means that the year-end underspend does not reflect the true position of eligible needs that currently need supporting in the City and South Locality.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
9) East Cambs Locality	7,269	6,852	-417	-6%
<p>There was a small £8k favourable change in the East Cambs Locality outturn position compared to March. Previously reported underspend on net cost of care held to year end.</p> <p>Work continues in the new year to review packages and identify potential savings.</p>				
10) Fenland Locality	8,169	8,485	317	4%
<p>The outturn position has increased by £131k to a £317k overspend as a result of the following:</p> <ul style="list-style-type: none"> • £109k increase due to day centre transport. There was inaccurate level of commitment previously forecast due to sporadic processing of invoices and the need to fund additional routes not provided by the Council's transport fleet. The total transport project is seeking to address some of these issues. • £15k – Staffing overspend due to extended agency worker arrangements. Agency workers are being used to increase the review capacity of the team in order to achieve savings targets after incurring large unforeseen pressures. <p>Savings have been difficult to make on individual packages of care, and the following underlying pressures still apply:</p> <ul style="list-style-type: none"> • £140k under budgeting for clients with a learning disability who transferred service at 65, prior to the change in procedure. • £102k pressure due to the above transport issue. • £30k pressure on staffing • £45k unmade savings. 				
11) Hunts Locality	12,443	12,245	-198	-2%
<p>The outturn position for Hunts Locality reduced by £84k to £198k underspent. The adverse change since the March report was due to estimated legal costs for a deferred payment (£40k), new costs for clients reaching the asset threshold for Council funding (£18k) together with a number of other year-end accruals and adjustments (£26k).</p> <p>Previously reported underspends which were achieved through reductions of cost of care following reviews and increases in Continuing Healthcare funding awarded still applied.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
12) Reablement, Occupational Therapy & Assistive	7,718	7,091	-627	-8%
<p>Reablement, Occupational Therapy and Assistive Technology underspent by £627k, which was an increase of £22k from the March forecast position. The increase was due to a number of small underspends on non-staffing budgets across the service.</p> <p>Previously reported underspends still applicable at year-end include the following:</p> <ul style="list-style-type: none"> • release of a £118k accrual made in last year's accounts for potential accommodation and administrative costs. Negotiations have progressed and this provision was not required. • a one-off delay in salary costs of £72k. Some salary costs such as enhancements and extra hours are paid a month in arrears. Payments for these in April 2015 were made by the NHS as they related to March 2015 and were therefore prior to the Reablement service being transferred to County Council management. Only 11 months of costs were incurred by CCC this year. • £220k reduced support (non-staff) costs of the Reablement Service following its move into the Council of which £174k are expected to be ongoing and have been built into the Business Planning process • £55k identified across the Reablement Teams due to enhancements and extra hour's payments being lower than expected for the winter period. • £85k underspend on Assistive Technology and Environmental Controls split across both staffing and equipment <p>And the following, anticipated on an ongoing basis, through the Business Plan</p> <ul style="list-style-type: none"> • reduction in the overheads related to Occupational Therapy, as this service moved to a new NHS provider this year (£45k). 				
13) Adult Mental Health	7,132	6,796	-336	-5%
<p>The outturn position for Adult Mental Health had a favourable change of £232k compared to the position reported in March.</p> <p>The increased underspend was due to:</p> <ul style="list-style-type: none"> • £108k underspend on staffing following a significant reduction compared to the expected level of recharge from CPFT for use of bank staff to cover CCC vacancies; • a further reduction of £60k in the cost of care packages compared to the March snapshot; and • an increase in the Section 75 agreement underspend from £64k to £117k. The Section 75 funds CPFT staff employed to provide mental health services on behalf of CCC and their associated overheads. 				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
14) Older People Mental Health	8,266	8,358	91	1%
<p>The outturn position for Older People Mental Health was an overspend of £91k, an adverse change of £202k compared to the figures reported in March. This was due to £99k increase in the costs of care packages, primarily relating to residential care, and actual levels of client contributions at year end being reduced compared to the figure included in the March forecast.</p> <p>The year-end overspend on cost of care has resulted in an increase in commitment levels moving in to 2016/17. This is expected to be addressed as part of the work to achieve savings allocated in the Business Plan.</p>				
15) Strategic Management - Children's Social Care	3,138	3,535	398	13%
<p>The Children's Social Care (CSC) Director budget is showing an outturn overspend of £398k.</p> <p>CSC Strategic Management had a vacancy savings target of £656k and although the directorate actively managed the staff budgets and use of agency staff, savings were not achieved to meet the target in full. This is 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>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. The recruitment and retention strategy for social work staff should decrease the reliance on agency staffing.</p> <p>Recruitment in Wisbech and East Cambs remains problematic which may be due in part to that area bordering a number of other Local Authorities. This area holds the highest amount of vacancies and is therefore more reliant on agency social workers to cover vacancies.</p> <p><u>Actions being taken:</u></p> <p>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 continues 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.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
16) Head of Social Work	4,249	4,660	411	10%
<p>The Head of Social Work budget is showing an outturn over spend of £411k.</p> <p>The adoption allowances budget has overspent by £580k 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 and previously no demography has been allocated to reflect the rise in numbers.</p> <p>The overspend has been mitigated by an underspend of £169k in the Clinicians budget which has arisen due to recruitment difficulties. Initially there were three unsuccessful recruitment campaigns that resulted in continuing vacancies as there were no applicants, or applicants that we were not able to appoint. Between September 2015 and the end of January 2016 we were further delayed in the recruitment process by CPFT human resources delays and on CPFT's part in relation to the partnership agreement between CPFT and CCC. These issues are now resolved and recruitment has since commenced.</p> <p><u>Actions being taken:</u> The adoption pressure is now being managed as part of the 2016/17 Business Planning process. We are implementing a review of all adoption allowances and updating our policy in order to better manage our costs.</p>				
17) Legal Proceedings	1,530	1,742	212	14%
<p>The legal proceedings budget has finished the year with an overspend of £212k.</p> <p>This is mainly due to a recent Judicial Review case (costs c£80k) and three other court cases from other Local Authorities (£60k). Aside from these exceptional cases there is an outturn overspend of £72k on other legal cases.</p>				
18) Safeguarding & Standards	1,177	1,337	160	14%
<p>The Safeguarding and Standards budget has overspent by £160k.</p> <p>In Head of Safeguarding and Standards there was a £99k pressure due to the use of seconded and agency staff to cover the increased number of initial and review child protection conferences and initial and review Looked After Children Reviews. The numbers of looked after children and children with a child protection plan is significantly higher than the last five years.</p> <p>There was a further pressure of £61k in Complaints through an increase in Stage 2 and Stage 3 complaints and the associated costs in dealing with these cases.</p> <p><u>Actions being taken:</u> Review is underway to manage the Complaints pressure from within CSC going forward into 2016/17.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
19) Children's Social Care Access	4,448	4,862	414	9%
<p>The Access budget has overspent by £414k due to the use of agency staffing in both Children's Social Care Access and First Response services.</p> <p>Please see Strategic Management Children's Social Care (note 15) above.</p>				
20) Children Looked After	10,860	10,982	121	1%
<p>The Children Looked After budget has ended the year with an overspend of £121k.</p> <p>Historically the Home Office grant allowance for unaccompanied asylum seeking children (UASC) does not cover expenditure and a small, now reducing, reserve has been utilised to manage any deficit. In previous years the cohort of UASC that CCC have been supporting has been relatively small but in 2015/16 we have seen an additional 55 UASC cases up to February 2016 which has seen expenditure exceed the grant beyond the limit of the reserve. The overspend is based on expectation of grant to be approved in 2015/16 but final confirmation will not be received until June 2016 and is dependent on necessary documentation being provided</p> <p><u>Actions being taken:</u> Controls are being put in place to proactively manage expenditure in this area in 2016/17 with accommodation costs being the main focus.</p>				
21) Children In Need	3,933	4,375	443	11%
<p>The Children in Need budget has overspent by £443k due to the use of agency staffing in the Children in Need Service.</p> <p>Please see Strategic Management Children's Social Care (note 15) above.</p>				
22) Strategic Management – S&C	417	38	-379	-91%
<p>The overall underspend is £379k. Within the additional savings identified at the September GPC meeting there was an expectation for the following;</p> <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 • saving of £14k on the High Needs Block (HNB) – this is subsumed within the Dedicated Schools Grant (DSG) <p>The remaining £113k is the result of £25k underspend on Strategy & Commissioning central legal budgets and £88k over-recovery of vacancy savings.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
23) Looked After Children Placements	16,490	18,245	1,755	11%

Overall Looked After Children (LAC) numbers at the end of March 2016, including placements with in-house foster carers, residential homes and kinship, are 610, 75 more than 1 April 2015 and 11 more than the end of February 2016. This includes 61 unaccompanied asylum seeking children (UASC).

External placement numbers (including 16+ and supported accommodation) at the end of March are 300, 1 fewer than in February.

External Placements Client Group	Budgeted Packages	29 Feb 2016 Packages	31 Mar 2016 Packages	Variance from Budget
Residential Disability – Children	2	1	1	-1
Child Homes – Secure Accommodation	0	0	0	-
Child Homes – Educational	8	10	10	+2
Child Homes – General	16	27	26	+10
Supported Accommodation	15	26	27	+12
Supported living 16+	9	11	11	+2
Fostering & Adoption	261	226	225	-36
TOTAL	311	301	300	-11

As can be seen in the Key Activity Data and the figures above, the budgeted external placements included a target composition change from residential placements to fostering. Although the total number of external placements is not too dissimilar to the budgeted number, there are 15.38 more residential placements and 22.84 fewer fostering placements than budgeted. As residential placements are on average three times more expensive per week, this unfavourable composition is the driver of the year end overspend of £1.755m. This overspend is net of the staffing underspends within in-house fostering (£57K) and Alternatives to Care (£69K), and the use of CFA reserves allocated for Alternatives to Care (£44K).

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.

Actions taken to manage the rising LAC numbers and the resulting financial pressure, all of which will continue throughout 2016/17, include:

- A weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.
- A weekly LAC monitoring meeting chaired by the Strategic Director of CFA has been established which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions.

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%

Looked after Children Placements, continued:

- A monthly LAC Commissioning Board reviews the financial pressures and achievement of savings. This Board also reviews the top 50 cost placements, linking with the Section 20 panel and finding innovative, cost-effective solutions. The Board is responsible for monitoring against activity targets and identifying solutions if targets are missed.
- A cross council LAC Strategy has been developed and was agreed by CYP Committee in January. Alongside this is an action plan with savings allocated to activities to ensure that future savings will be achieved.

The savings target for LAC Placements in 2015/16 was £2m. Within the LAC Strategy there are a number of work streams which have achieved savings in 2015/16, including:

- 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.
- Creative care - using resources more creatively to identify better solutions for young people. One case has been completed, and savings achieved are currently being reviewed.

There are also work streams which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. These work streams 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 (non-UASC) 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. Since 1st April 2015, the percentage of the LAC population in external placements has reduced by 5.01%.

24) SEN Placements	8,469	8,976	507	6%
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OFSTED Category	1 Apr 2015	29 Feb 2016	31 Mar 2016	Variance from 1 Apr 2015
Autistic Spectrum Disorder (ASD)	98	102	102	+4
Behaviour, Emotional and Social Difficulty (BESD)	38	37	38	-
Hearing Impairment (HI)	3	3	3	-
Moderate Learning Difficulty (MLD)	1	2	3	+2
Multi-Sensory Impairment (MSI)	0	0	0	-
Physical Disability (PD)	1	1	1	-
Profound and Multiple Learning Difficulty (PMLD)	2	0	0	-2
Speech, Language and Communication Needs (SLCN)	3	3	3	-
Severe Learning Difficulty (SLD)	3	1	1	-2
Specific Learning Difficulty (SPLD)	9	7	7	-2
Visual Impairment (VI)	2	2	2	-
Total	160	158	160	-

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%

SEN Placements, continued:

The Special Educational Needs (SEN) Placements budget has come in £507k over budget. This includes secured additional income from Health, following development of a tool to assess the percentage level of contributions to placement costs. The increase of £122k to the previously reported overspend mainly relates to 10 new placements in the last quarter of the financial year. 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 continues to be under significant pressure due to numbers: whilst maintained Statement numbers are decreasing the level of need escalated in early years with this age group requiring additional capacity in all of our Special Schools in 2015/16. This additional need in early years meant 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.
- Offer 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.
- 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.
- Establish ASC specialist cabin provision for the primary sector.
- 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.
- Reviewing the opportunity for developing residential provision attached to an existing special school in-county. The remit will be extended to include New Communities and newly built special schools.

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
25) Commissioning Services	3,665	3,911	246	7%
<p>The Out of School Tuition budget is overspent by £358k.</p> <p>We have a number of children with a Statement of Special Educational Needs out of school in receipt of alternative education (tuition) packages. When moving a child with a Statement of Special Educational Needs from one school to another the LA has to adhere to the placement consultation process (with specified timescales) outlined in the DfE SEN Code of Practice. Due to the need for the timescales to be followed, and an increasing number of negative responses being received, the process of moving a child with a Statement from one school to another took much longer. Until the process is complete the LA has a duty to provide interim full-time education provision, which is now a mandatory 25 hours per week.</p> <p>It is important to note that a large number of our special schools started the academic year full. This created an additional pressure on this budget as there were an increased number of children requiring interim education provision whilst the search for a new school placement was underway.</p> <p>The educational equipment budget is underspent by £16k, the special equipment budget is underspent by £84k and the Access & Inclusion budget is underspent by £12k, so bringing the Commissioning Services overspend down to £246k.</p>				
26) Home to School Transport – Special	7,085	7,702	617	9%
<p>The outturn position for Home to School Transport – Special is an overspend of £617k.</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 delivered savings:</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 routes rationalised. • Changes to the SEN post-16 transport policy, introducing contributions from parents / carers to transport costs. • Worked with Health professionals to agree an alternative to using ambulances for Home to School Transport. <p>To manage the pressure going forward in 2016/17, the following options are being worked on:</p> <ul style="list-style-type: none"> • Cost-benefit analysis on path improvement at Meadowgate School has begun which, if beneficial, will enable the removal of transport. This will be implemented in 2016/17. • Retendering of 500 routes. The tender process is due to begin in the summer 2016 and contracts awarded for the start January 2017. • 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 appropriateness of a young person's educational centre. • Introducing the use of Personal Travel Budgets. 				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
27) LAC Transport	671	1,327	655	98%
<p>The outturn position for LAC Transport is an overspend of £655k.</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>To manage the pressure going forward into 2016/17, the following activity is taking place:</p> <ul style="list-style-type: none"> • Conducting a recruitment campaign to increase the number of volunteer drivers within Cambridgeshire and therefore reduce the average cost per mile for LAC Transport. • Reviewing 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. • Additional challenge provided by the Statutory Assessment & Resources Team (StART) for all transport requests. 				
28) Central Financing	719	861	142	20%
<p>The overspend is primarily made up from a new commitment of £133k following Children and Young People Committee's resolution that the Local Authority should financially support Bottisham Multi-Academy Trust's sponsorship of the Netherhall School.</p>				
29) Strategic Management – E&P Services	1,771	1,656	-115	-7%
<p>The Enhanced & Preventative Service Strategic Management budget has under spent by £115K. This is the result of a favourable increase in the amount of vacancy savings achieved in quarter 4 of 2015/16. There was an overall increase in the number of vacancies in the final part of the year, including Locality Manager posts which have been backfilled. This level of over recovery is expected to be a one off non-recurrent position when compared to the trend for under recovery against target in recent years. The vacancy savings target remains a challenging target, following the Early Help Review.</p>				
30) Central Integrated Youth Support Services	1,112	925	-186	-17%
<p>An under spend of £186k has occurred across the Central Youth Support Services. A one-off under spend of £114k occurred 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 and a new contract was awarded during 2015/16. 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 2015/16 Business Plan for this work was required in 2015/16. This is a non-recurrent position and the additional funding will be applied in full from 2016/17 through the revised contract.</p> <p>A £20k under spend has arisen by allocating costs to an external grant received for an innovation project. A £10k under spend occurred due to a reduction in the number of small grant payments to the voluntary and community sector and a £20k under spend occurred against the budget supporting teenage pregnancy coordination. A £5k under spend occurred against the legal budget and staff training budgets and £17k of additional income has been generated by the Attendance and Behaviour Service.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
31) Strategic Management – Learning	67	224	156	233%
<p>There is a pressure of £156k on Strategic Management – Learning.</p> <p>A pressure of £106k exists on the Directorate's vacancy savings target. 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. However this pressure has reduced from £200k to £106k since the last quarter as a result of increased income in the Directorate meaning that the vacancy saving held to cover the income could be released.</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. There is further underspend of £8k against lines in the Director budget.</p> <p>There is a pressure of £58k on Business Support as a result of savings budgeted for not being realised. This will be addressed in full in 2016/17 through a business support restructure. It was hoped in-year vacancies would realise this saving but that has not been the case.</p>				
32) Schools Partnership Service	1,324	1,133	-191	-14%
<p>The Education Support for Looked After Children Team (ESLAC) is reporting an underspend on its Local Authority budget of £191k. This is mainly because it has had to allocate less of this budget to individual tuition than it had anticipated.</p>				
33) Children's Innovation & Development Service	163	535	372	227%
<p>The overall pressure on CID is £372k.</p> <p>There is a pressure of £285k reported on the Head of Service's income target of £314k from sponsorship from external organisations. Whilst significant sums have been / are being secured from sponsors that will fund a wide range of activities for children and young people, the income to the LA, e.g. for administration has been less than had been modelled. This target should be secured in 16/17 but will need reviewing for 17/18 onwards as the external environment has changed significantly since the original target was set.</p> <p>The Service Development team is reporting an underspend of £50k. This is a combination of a vacant post and a staff member of maternity leave, plus a small underspend on the expenditure of the Adventure Playground in Wisbech. This team has been reviewed and the saving made permanent for 2016/17.</p> <p>The Education Wellbeing Team are reporting a combined overspend of £22k. This is due to staffing changes and missed income targets. The team has significantly reviewed its operations for 2016/17 in order to meet its future targets.</p> <p>The Outdoor Centres – Stibbington, Burwell House and Grafham Water Centre – under-recovered by a combined total of £88k. The centres have reviewed their operations. Stibbington has consulted on staffing reductions and Burwell House has had some capital investment in its domestic facilities that should result in an increase in income.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
Children's Innovation & Development Service, continued:				
<p>The ICT Service under-recovered by a total of £14k, mostly due to some disputed internal invoices not resolved before the internal invoice deadline.</p> <p>Professional Centre Services (PCS) under-recovered by £13k. This was due to the continuation of the loss making Wisbech base. Plans are underway to reduce this for 16/17.</p>				
34) Redundancy & Teachers Pensions	3,000	2,887	-114	-4%
<p>The Teachers' Pension and Redundancy budget is underspent by £114k.</p> <p>This budget is used to fund historic pension commitments, and redundancies of staff in maintained schools where staffing changes have had to be made due to reasons beyond the school's control.</p> <p>£16k of this relates to an in-year renegotiation of the EPM contract by the Director of Learning.</p> <p>This year the pension fund has seen a greater membership turnover than expected and so the required charges have been lower than in previous years. This has resulted in an underspend of £98k.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
35) Home to School / College Transport – Mainstream	9,143	9,527	384	4%

The outturn position for Home to School/College Transport – Mainstream is a £384k.overspend.

This includes £150k cross CFA transport saving which had been expected to be achieved this financial year by further aligning activity and exploring opportunities for greater joint working across Home to School Mainstream, SEND and Adult Learning Disabilities (ALD) transport. 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.

The outturn position for Home to School Mainstream transport is an overspend of £234k, 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.

The position also takes account of the following, all of which came into effect on 1 September 2015:

- 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

In addition, the amount of funding anticipated to be required to meet the cost of new transport arrangements as a result of families moving into and within Cambridgeshire in cases where the local schools are full has been reassessed to take account of a reduction in the number of in-year admission requests lodged since the start of the spring term.

However, the main influencing factor in the significant adjustment in the outturn results from a comprehensive review of the commitment record to identify and remove routes and transport arrangements which are no longer required.

Following approval of the Business Plan, those post-16 students who are commencing a new course of study from 1 September 2016 under the Council's low-income criteria will be responsible for meeting all of their transport costs. This change to the Council's post-16 transport policy will further reduce demands on this budget.

Increased levels of income are anticipated as a result of increasing the cost of purchasing a spare seat on one of the Council's contract services from £160 to £200 per term from September. In addition, those students who qualify for assistance will be required to pay an extra £10 per term.

The following options are being worked on to further reduce demand and costs in future years:

- funding late in-catchment applications on a discretionary basis;
- a bike purchase scheme as an alternative to providing a bus pass or taxi ;
- 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

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
36) Financing DSG	-23,212	-23,811	-599	-3%
<p>Within CFA, spend of £23.2m is funded by the ring fenced Dedicated Schools Grant. This year the Education Placements budget overspent by £507k and the Commissioning Services budget overspent by £249k, however these in part were offset with underspends with Early Years Specialist Support (-£72k), 0-19 Place Planning & Organisation Service (-£45k), SEND Specialist Services (-£29k) and E&P Locality teams (-£7k).</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. The DSG pressure of £599k for this financial year has been met in full by DSG related vacancy savings.</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	6,823
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	832
Youth Offending Good Practice Grant	Youth Justice Board	584
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Non-material grants (+/- £160k)	Various	193
Troubled Families	DCLG	2,105
Children's Social Care Innovation Grant (MST innovation grant)	DfE	519
Music Education HUB	Arts Council	781
Total Non Baselined Grants 2015/16		31,123

Financing DSG	Education Funding Agency	23,212
Total Grant Funding 2015/16		54,371

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	899
Strategy & Commissioning	111
Enhanced & Preventative Services	9,682
Learning	897
TOTAL	31,123

APPENDIX 4 – Virements and Budget Reconciliation

	Effective Period	£'000	Notes
Budget as per Business Plan		244,270	
Commissioning Services	May	37	SEND Preparation for Employment Grant
Early Years Service	May	26	Supporting Disadvantaged Children in Early Years Grant
Reablement, Occupational Therapy & Assistive Technology	June & Sept	-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	June	-262	Centralisation of the budget for mobile telephone/device costs.
Mental Health – Head of Services	July	-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	July, Dec & Mar	108	Allocation of 2015/16 Staying Put Implementation Grant
Across ASC and OP&MH	Sept, Oct & Feb	1,037	Allocation of 15/16 Independent Living Fund (ILF) following transfer of function from central government
Across CFA	Feb	454	Annual Insurance Charges 2015/16
Across CFA	Close	3	Building Maintenance Funding 2015/16
Executive Director	Close	9,762	Corporate Overheads
Strategic Management - ASC	Close	4,628	
Current Budget 2015/16		259,993	

APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2015	2015/16		Year End Balance 2015/16	Notes
		Movements in 2015/16	Balance at Close 15/16		
	£'000	£'000	£'000	£'000	
General Reserve					
CFA carry-forward	0	1,623	1,623	1,623	Underspend of £1,623k applied against reserves.
Subtotal	0	1,623	1,623	1,623	
Equipment Reserves					
ICT Equipment Replacement Reserve	566	38	604	604	Ed ICT plan to replace major infrastructure and need to build up reserve to do so.
IT for Looked After Children	178	0	178	178	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
subtotal	744	38	782	782	
Other Earmarked Funds					
Adult Social Care					
Capacity for Reviews	336	-47	289	289	Resources to support reviews to achieve savings from reviews of packages for LD and PD service users. Funding requested from transformation fund going forward.
Capacity in Procurement and Contracts	250	-25	225	225	Increase in capacity for contract rationalisation and review etc. Staff in post and expected to be used further in 16/17
In-house Care Home	15	-16	-1	-1	External consultancy advice received on potential options considered during the year
AFM Implementation	10	0	10	10	Cost of short term staff / cover to support transferring all commitment records to AFM were funded from existing budgets without recourse to this fund during 2016-17.
MASH & Adult Safeguarding	7	0	7	7	After departure of project manager, development of the MASH & safeguarding changes linked to the Care Act, were supported without use of this reserve
Older People & Mental Health					
Resilient Together	399	-78	321	321	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

Fund Description	Balance at 31 March 2015	2015/16		Year End Balance 2015/16	Notes
		Movements in 2015/16	Balance at Close 15/16		
	£'000	£'000	£'000	£'000	
Continuing Health Care	130	-12	118	118	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. CHC Manager in post..
Social Work Recruitment	120	-12	108	108	Social Work recruitment support advisors working with managers on a fixed term basis to address workforce gaps.
Home Care Development	90	-28	62	62	Managerial post to take forward proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work
Falls Prevention	80	-36	44	44	To upscale the falls prevention programme - contract with Forever Active continues into 2016/17
Dementia Coordinator	50	-15	35	35	Dementia Coordinator role to be filled and funding required in 2016/17
Live in Care	20	29	49	49	Trialling the Adult Placement Scheme within OP&MH - scheme to start in 2016/17
Children Social Care					
Alternatives to Care / Family Crisis Support Service	500	-104	396	396	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	-33	67	67	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. This project will span 15/16 and 16/17.
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

Fund Description	Balance at 31 March 2015	2015/16		Year End Balance 2015/16	Notes
		Movements in 2015/16	Balance at Close 15/16		
	£'000	£'000	£'000	£'000	
IRO & CP Chairperson	80	-52	28	28	2 x Fixed Term Posts across 2015/16 and 2016/17. Increase in Independent Reviewing Officers (IRO) capacity to provide effective assessment which will safeguard the YP as per statutory guidance under the Care Planning Regulations Children Act 1989 – (Remaining balance will support for 1 post for 6 month period in 2016/17)
Fostering Marketing Manager	50	-50	0	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	-15	14	14	Committed for adaptations to respite carer homes.
Strategy & Commissioning					
Building Schools for the Future	477	-336	141	141	Funding allocated to cover full programme and associated risks. £108k ICT risk, Costs associated with transition from Dell contract expected in 2016/17
Flexible Shared Care	415	-415	0	0	Provision opened May 2014.
START Team	164	-154	10	10	Funding capacity pressures as a result of EHCPs.
Home to School Equalisation	165	87	253	253	Reserve to even out the number of school days per year.
Time Credits	157	-74	83	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	-73	127	127	Funding for grants for disabled children for adaptations to family homes.
Commissioning Services – Children’s Placements	84	-51	33	33	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	-182	182	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	-366	0	-0	To increase capacity in Family Intervention Project. Additional FIP workers and Deputy Managers are in post. Funding used in 2015/16.
Information Advice and Guidance	320	-240	80	80	Proposal to delay the saving from the IAG teams by 1 year by funding from reserves. However E&P are currently developing a traded offer with schools, and any income received by trading in 2015/16 may reduce the call on this reserve. Of £80K remaining, £20K is required to fund posts in to 16/17 prior to redundancy in May 2016 and £60K is to be reallocated
MST Child Abuse & Neglect	307	-229	78	78	To continue funding the MST CAN project (previously DoH funded).

Fund Description	Balance at 31 March 2015	2015/16		Year End Balance 2015/16	Notes
		Movements in 2015/16	Balance at Close 15/16		
	£'000	£'000	£'000	£'000	
YOT Remand	223	27	250	250	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	40	Trialling 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	-53	87	87	Fund to support cultural activities within the county and the maintenance and development of the Art Collection.
Discretionary support for LAC education	134	48	182	182	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 used in 2015/16
ESLAC support for children on edge of care	50	0	50	50	Earmarked for CIN post starting 2016/17
Capacity to attract private and independent sponsorship of programmes for children	50	-50	0	0	A number of private sector organisations have begun to discuss how they might invest in Cambridgeshire's children and young people. This funding has been used to cover the initial work required to support this initiative.
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. Unlikely to be required in year due to other vacancy savings offsetting
Capacity to establish a self-sustaining and self-improving school system - leadership	13	-13	0	0	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
CCS Equipment reserve and groomfields debt	0	119	119	119	CCS Reserve to make additional investment in branding, marketing, serveries and dining areas to increase sales and maintain contracts. Also includes bad debt provision following closure of Groomfields Grounds Maintenance Service.
Cross Service					
SW recruitment and retention	674	-363	311	311	Actual cost of re-grading social work staff mid-year. Funded from April 2016 onwards through Business Planning.
Other Reserves (<£50k)	255	-49	206	206	Small scale reserves usually associated with academic years.
Subtotal	7,533	-3,436	4,097	4,097	
TOTAL REVENUE RESERVE	8,277	-1,775	6,502	6,502	

Fund Description	Balance at 31 March 2015	2015/16		Year End Balance 2015/16	Notes
		Movements in 2015/16	Balance at Close 15/16		
	£'000	£'000	£'000	£'000	
<u>Capital Reserves</u>					
Building Schools for the Future	280	0	61	61	Building Schools for Future - c/fwd to be used to spent on ICT capital programme as per Business Planning 16/17
Basic Need	2,774	-2,774	0	-0	Targeted basic need and standard basic grants spent in 2015/16
Capital Maintenance	0	0	0	0	The Capital Maintenance allocation received in 2015/16 will be spent in full.
Other Children Capital Reserves	635	-525	110	110	Contributions spent to fund 2015/16 capital expenditure. £10k Universal Infant Free School Meal Grant c/f and the Public Health Grant re Alcohol recovery hub £100k rolled forward to 2016/17.
Other Adult Capital Reserves	2,583	-326	2,257	2,257	Adult Social Care Grant to fund 2015/16 capital programme spend.
TOTAL CAPITAL RESERVE	6,272	-3,624	2,428	2,428	

(+) 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	Scheme	Revised Budget for 2015/16	Actual Spend (Close)	Forecast Variance - Outturn (Close)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000
	Schools					
27,500	Primary Schools - New Communities	15,657	15,006	-649	95,765	3,400
32,611	Primary Schools - Demographic Pressures	40,124	36,044	-4,078	125,820	18,179
1,810	Primary Schools – Adaptations	1,882	1,997	115	6,541	0
16,000	Secondary Schools - New Communities	16,906	14,411	-2,494	114,596	-4,150
9,936	Secondary Schools - Demographic Pressures	8,747	7,649	-1,098	113,380	-12,070
0	Final Payments	0	51	51	0	0
250	Building Schools for the Future	363	219	-144	9,118	0
1,126	Devolved Formula Capital	2,248	1,398	-850	17,425	0
0	School Funded Capital (Fund 05/18)	3,846	3,846	0	0	0
0	Universal Infant Free School Meals	164	154	-10	0	0
3,400	Condition, Maintenance and Suitability	3,521	5,181	1,660	47,578	1,450
300	Site Acquisition and Development	300	68	-232	1,870	0
500	Temporary Accommodation	500	1,435	935	8,748	0
0	Youth Service	134	7	-127	0	0
4,307	Children Support Services	4,607	1,073	-3,535	10,636	0
4,614	Adult Social Care	4,706	3,555	-1,151	12,952	0
2,500	CFA Wide	2,500	0	-2,500	5,000	-2,000
104,854	Total CFA Capital Spending	106,204	92,095	-14,106	569,429	4,809

Primary School - New Communities £649k slippage.

The Shade, Soham has experienced £31k accelerated spend for initial design and feasibility works. The accelerated spend have been offset by North West Cambridge (NIAB site);(-£97k) slippage due to limited design work being completed and Alconbury 1st Primary(£607k) where poor weather disrupted mobile cranes lifting frame into place. Trumpington Meadows slippage on final accounts being settled (£39k)

Primary School – Demographic Pressures £4,078k slippage and cost variation.

Changes to project costs

These 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 reduced costs of existing schemes in future years, which is currently showing as a total scheme variance and will be managed through the 2016/17 business planning process.

Slippage and Acceleration

A number of schemes experienced cost movements since the Business Plan was approved. The following schemes have experienced accelerated spend where work has progressed more quickly than had been anticipated in the programme:

Little Paxton (£36k), Loves Farm (£162k), Cottenham Primary (£129k) and Grove Primary (£68k, Eastfield/Westfield, St Ives, (£31k) and Huntingdon Primary School (£60k), Orchards Primary, Wisbech £89k), Cavalry Primary (£31k), Swavesey Primary (£127k)

Slippage has occurred in respect of the following schemes;

Fordham (£174k) where original phasing not achieved as a result of the decision to undertake a review of possible alternative options to meet in-catchment need; start on site commenced March 2016;

Fulbourn (£115k) due to overall scheme revision phase 2 works have been identified as a separate scheme in the 2016/17 Business Plan;

Orchard Park, Cambridge (£406k) the scheme is currently on hold

Fourfields, Yaxley (£32k) slippage from original programme occurred and the start on site is now anticipated in April 2016.

Burwell Primary (£430k) programme slipped by one month to February 2016 following a slight revision to enabling works timetable.

Isle of Ely Primary (£1,613k) due to delays in establishing infrastructure required to further develop the site.

Westwood Primary expansion (£930k) start on site slipped from September following receipt of an objection which meant the scheme could not proceed under delegated authority, but required approval by the Development Control Committee in October.

Hemingford Grey (£65k) final accounts agreed resulting in 2015/16 slippage and an overall project reduction

Brampton Primary (£85k) final accounts agreed resulting in 2015/16 slippage and an overall project reduction

Fawcett Primary (£324k) rephrasing of the access road within the scheme timescales.

School final account settled for less than expected due to contingencies not being used. (£50k).

Secondary Schools – New communities’ £2,494k slippage

Southern Fringe Secondary scheme has experienced slippage (£2,445k) due to significant delay in construction (£1,609k), this had a knock on effect in procuring fitting and fixtures and ICT equipment (£836k). Northstowe secondary is also reporting slippage (£23k) as design work has not progressed as quickly as expected and is at early option/feasibility stage. Cambridge City Additional Capacity (£26k) part of the project is on hold while planning permissions are being sought.

Secondary Schools - Demographic Pressures £1,098k slippage

Three schemes experienced significant accelerated expenditure since the 2015/16 business plan was approved. Cambourne Secondary expansion (£419k) in 2015/16 due to design work being progressed ahead of original plan. The scheme has been rephased in the 2016/17 Business Plan. Swavesey Village College (£312k) overspent in 2015/16 due to increased project cost to create additional capacity for Northstowe pupils ahead of the new Northstowe secondary school opening. Hampton Garden Secondary (£1,730k). The project started onsite February 2016 triggering the first payments to Peterborough City Council. In March it was agreed that a £1,500k contribution will be made for the land the school is sited on.

This has been offset by Littleport secondary & special slippage (£3,577k) due to delays to the start on site. Work commenced in February 2016.

Building Schools for Future; £144k slippage

£144k slippage as costs anticipated in 2105/16 to transfer ICT arrangements from Dell in September 2016 have slipped into 2016/17.

Devolved Formula Capital £850k slippage

Devolved Formula Capital (DFC) has encountered slippage of £850k. The slippage reflects DFC being a three year rolling funding stream and historical trend of school rolling forward balances.

Condition, Maintenance and Suitability £1,660k overspend

Condition, Maintenance and Suitability; £1,660k overspend due to Castle and Highfield Special School projects continuing from 2014/15 due to delays on site, (£850k) together with significantly higher than anticipated tender prices for kitchen ventilation works required to meet health and safety standards and projects requiring urgent attention to ensure school remained operational

Site Acquisition and Development £232k slippage

Planned purchase of land in Wisbech to provide future site for additional capacity did not materialise resulting in the slippage.

Temporary Accommodation £935k 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.

Children Support Services £3,535k slippage

Trinity School (£2,640k) experienced significant slippage had occurred due to delays in finalising the acquisition of the property from Huntingdonshire Regional College. As a result, work on site could not commence until October 2015. Further slippage (£50k) occurred in August 2015 after a review to reduce the overall project cost in line with the available budget. Early Years Provision experienced slippage (£590k) due to delays in planning permissions for two schemes which have failed to commence in 2015/16.

Small slippage (£39k) on Children's minor works which has not been required in 2015/16

Adults Strategic Investment £718k slippage

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

Adults Enhanced Frontline £433k slippage

The slippage 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 the 2016/17 business plan.

CFA IT Infrastructure £2,500k slippage and cost revision

The Management Information System project has reduced project costs of £2,000k as a result of responses from the invitation to submit outline solution process; this along with revised project timescales has resulted in the slippage for 2015/16. Revision to project cost has been reflected in the 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	Actual Spend – Outturn (Close) £'000	Funding Variance - Outturn (Close) £'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	1,398	-850
0	Universal Infant Free School meals	164	154	-10
4,614	Adult specific Grants	4,706	3,555	-1,151
25,557	S106 contributions	7,760	7,760	0
0	BSF -PFS only	280	219	-61
0	Capitalised Revenue Funding	0	0	0
700	Other Capital Contributions	4,508	4,508	0
34,262	Prudential Borrowing	44,839	32,806	-12,033
27,352	Prudential Borrowing (Repayable)	30,197	30,197	0
104,853	Total Funding	106,203	92,098	-14,105

The overall net impact of the movements within the capital plan is an expected £14.1m underspend in 2015/16.

£1,151k is Adult Social Care grant, £61k Building Schools for future grant and £10k Universal Infant free school means grant which are all to be carried forward into future years, along with £850k of Devolved Formula Capital which represents the School DFC programme, a rolling three-year programme; and accounts for 14/15 and 15/16 rolled forward funds.






Prudential borrowing has underspent by £12,033k and will be required in 2016/17; provision for this has been made within the 2016/17 business plan.


6.2 Key Funding Changes 2015/16




Previously reported key funding changes that are still applicable are detailed in the table below.


Funding	Amount (£m)	Reason for Change
Additional / Reduction in Funding (Capital Maintenance)	-1.2	Condition, Suitability and Maintenance funding reduction – as reported in May 15.
Additional / Reduction in Funding (Prudential Borrowing)	+1.2	Prudential Borrowing required to offset the shortfall in funding from the DfE RE: Condition, Suitability and Maintenance (note above) – as in May 15 and approved by the GPC on 28th July 2015.
Revised Phasing (Section 106)	-5.8	Rephasing (mainly North West Cambridge (NIAB) Primary) – as reported in May 15 and approved by the GPC on 28th July 2015.
Revised Phasing (Prudential Borrowing)	-7.1	Rephasing (various schemes) – as in May 15 and approved by the GPC on 28th July 2015.
Additional / Reduction in Funding (Prudential Borrowing)	+3.2	New Schemes (various) – as reported in May 15 and approved by the GPC on 28th July 2015.
Additional / Reduction in Funding (Prudential Borrowing)	+1.5	Increase in costs (various schemes) – as reported in May 15 and approved by the GPC on 28th July 2015.
Revised Phasing (Section 106)	-10.4	Delayed S106 developer contributions – as reported in Sep 15.
Revised Phasing (Prudential Borrowing)	10.4	Prudential Borrowing required to bridge the funding gap caused by the expected delay in S106 developer contributions – approved by the GPC on 22nd December 2015.
Revised Phasing (Other Contributions)	-0.7	Isle of Ely Primary – capital contributions of £0.7m have been delayed. A tariff agreement set up with the landowner to cover the infrastructure funded by CCC has been delayed. - as reported in Mar 16 and to be approved by the GPC May 2016..
Revised Phasing (Prudential Borrowing)	0.7	Delayed capital contribution in relation to the Isle of Ely Primary scheme - as reported in Mar 16 and to be approved by the GPC May 2016.






APPENDIX 7 – Performance at end of March 2016

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	95.6%	96.5%	95.2%	Mar 16		A	Our performance in learning tends to drop at this point in the year as young people drop out before completing their programmes in learning. As many will not return until September it is unlikely that we will meet this target until later in the year.
% Clients with SEND who are NEET	Enhanced & Preventative	10.0%	9.5%	10.1%	Q4 (Jan to Mar 2016)		A	Whilst we are not on target our performance is much better than this time last year when NEET was 12.4%. We continue to prioritise this group for follow up and support.
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	78.0%	75.0%	78.6%	Mar-16		G	155 Primary schools are judged as good or outstanding by Ofsted covering 36748 pupils. Two maintained primary school's remain in an Ofsted category and have specific actions plans in place to support their improvement.
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	49.4%	75.0%	49.4%	Mar-16		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 49.4% of pupils against the target of 75%.
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	92.9%	75.0%	92.9%	Mar-16		G	8 out of 9 Special schools are judged as Good or outstanding covering 903 (92.9%) pupils.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
No. of income deprived 2 year olds receiving free childcare		1308	1400	1425	Autumn Term 2015		G	The DfE Target set is 80% of eligible two-year olds. The latest information from the DfE suggests there are 1786 eligible two-year olds, on income grounds, which equates to a target of approx 1400 children. .
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	88.3%	85.0%	91.0%	Mar-16		G	This indicator is subject to a new calculation method for 2015/16. Performance remains above the provisional target and is improving gradually. Performance is above the national average for 14/15 and will be monitored closely.
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	54.9%	57.0%	55.0%	Mar-16		A	<p>The service continues to be the main route for people leaving hospital with simple, as opposed to complex care needs. However, we are experiencing a significant challenge around capacity in that a number of staff have recently retired and we are currently undertaking a recruitment campaign to increase staffing numbers.</p> <p>In addition, people are leaving hospital with higher care needs and often require double up packages of care which again impacts our capacity. We are addressing this issue directly by providing additional support in the form of the Double Up Team who work with staff to reduce long term care needs and also release reablement capacity.</p>
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

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
The number of looked after children per 10,000 children	Childrens Social Care	45.6	32.8 - 38.5	46.4	Mar-16		R	<p>The number of Looked After Children increased to 610 during March 2016. This includes 61 UASC, 10% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. These workstreams cannot impact current commitment but aim to prevent it increasing:</p> <ul style="list-style-type: none"> • 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. Since 1st April 2015, the percentage of the LAC population in external placements has reduced by 5.01%.
% children whose referral to social care occurred within 12 months of a previous referral	Childrens Social Care	19.6%	25.0%	19.1%	Mar-16		G	Performance in re-referrals to children's social care has shown a slight improvement in March and remains within target
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	Older People & Mental Health	459	406	469	Feb-16		A	<p>New measures are under development to report on Family CAFs and to better reflect the changes involved in the implementation of Think Family working from April 2016 onwards. Performance shows consistent improvement in the number of CAFs closed where outcomes were achieved. In the longer term, the move to Family CAF will improve our understanding of families and will allow us to incorporate support for the "whole family" in partnership with parents, carers and services, ultimately improving family engagement with the CAF process.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) – YTD	Older People & Mental Health	459	406	469	Feb-16		R	<p>In spite of excellent progress earlier in the year we have seen some deterioration in the last few months. The Cambridgeshire health and social care system is experiencing a monthly average of 2,442 bed-day delays, which is 17% above the current BCF target ceiling of 2,088. In February there were 2,772 bed-day delays, down 96 compared to the previous month.</p> <p>We are not complacent and continue to work in collaboration with health colleagues to build on this work. However, since Christmas we have seen a rise in the number of admissions to A & E across the county with several of the hospitals reporting Black Alert. There continues to be challenges in the system overall with gaps in service capacity in both domiciliary care and residential home capacity. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community</p> <p>Between March '15 and February '16 there were 29,477 bed-day delays across the whole of the Cambridgeshire system - representing a 9% decrease on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have decreased by 9% from 22,575 (Mar 14 - Feb 15) to 20,435 (Mar 15 - Feb 16), while bed-day delays attributed to Adult Social Care have decreased from 7,969 (Mar 14 - Feb 15) to 7,720 (Mar 15 - Feb 16) an improvement of 3%.</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	117	94	123	Feb-16		R	Between April '15 - Feb '16 there were 7,209 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 128 delays per 100,000 of 18+ population. For the same period the national rate was 107 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.
1F - Adults in contact with secondary mental health services in employment	Older People & Mental Health	13.5%	12.5%	13.7%	Mar-16		G	We have now been assured by CPFT that these figures are reliable following our concerns relating to discrepancies between locally and nationally reported data by CPFT.
1E - Proportion of adults with learning disabilities in paid employment	Adult Social Care	2.2%	7.5%	2.3%	Mar-16		R	Performance is very low. Due to a change in calculation method performance at this indicator has fallen. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependant on the review/assessment performance of LD teams.
FSM/Non-FSM attainment gap % achieving L4+ in Reading, Writing & Maths at KS2	Learning	28	21	28	2015		R	Data for 2015 suggests that the gap has remained unchanged at KS2 but increased significantly at KS4. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential
FSM/Non-FSM attainment gap % achieving 5+ A*-C including English & Maths at GCSE	Learning	31.3	26	37.8	2015		R	All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

APPENDIX 8 – CFA Portfolio at end of March 2016

Programme/Project and Lead Director	Brief description and any key issues	RAG
Transforming Lives/Care Act Programme: Claire Bruin	A programme of six projects is in place to implement these changes. The Transforming Lives project is focusing on the implementation of the new way of working. . A quality assurance process is in development and will be applied to ensure the principles of Transforming Lives are being adhered to in practice. No key issues.	GREEN
Learning Disability Spend: Claire Bruin	The focus of this project is to address the current overspends and a project plan is in place. This plan is being monitored by the Learning Disability Senior Management Team who consider the impact of the changes on the budget. Work is also underway to consider any policy changes that need to be in place to support the delivery of savings from April 2016. Key issue: Monitoring the project plan to ensure that the changes being implemented are resulting in savings. Focus is on undertaking reviews to make savings, establishing systems to ensure accurate forecasting and providing support to Team Managers to manage their budgets	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 approved by the General Purposes Committee. Focus is now on developing and delivering the action plans. No key issues.	GREEN
Older People Service Development Programme: Charlotte Black	This programme was established to create the infrastructure for the new Older People and Mental Health Directorate. The projects within the programme are now complete including the transfer of 500 staff from Cambridgeshire Community Services. The programme is in the closedown phase.	GREEN
CFA Strategy for 2016-20: Adrian Loades	Delivering a strategy for the next five years that will respond to the savings that need to be made. Significant work has taken place to translate principles in the strategy into a five year Business Plan for CFA Services. The Business Plan was agreed by Council in February. Delivery plans are now in place including monitoring the impact of delivery of the CFA Strategy over the coming months and years – aligned to delivery of the resulting savings. This project is in the closedown phase.	GREEN

Programme/Project and Lead Director	Brief description and any key issues	RAG
Accelerating Achievement: Keith Grimwade / Meredith Teasdale / Sarah Ferguson	<p>Delivering the strategy aimed at groups of children and young people who are vulnerable to underachievement.</p> <p>Key issue: Letter received from Ofsted in March 2016 expressing concern about the quality of education and the outcomes for disadvantaged pupils in Cambridgeshire schools. The School Improvement Strategy is being refreshed and one of its key priorities is 'Accelerating the achievement of vulnerable groups'. The local authority action plan to support this priority will be refreshed in the light of this summer's results.</p>	AMBER
LAC Placements Strategy: Meredith Teasdale	<p>The revised final version of the strategy and action plan was presented to the CYP Committee in March 2016.</p> <p>This strategy needs to deliver significant savings targets but there are no major delivery issues to report.</p>	GREEN
Early Help: Sarah Ferguson	<p>This project delivered the implementation of a revised Early Help offer in Cambridgeshire. The new structures were in place on 1 April 2016 and the project is now being closed down.</p> <p>No key issues.</p>	GREEN