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Children, Families & Adults Service

Finance and Performance Report – January 2016

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 – Dec 2015 Data (see sections 4&5)

Monthly Indicators	Red	Amber	Green	Total
Dec Performance (No. of indicators)	6	4	7	17
Dec Portfolio (No. of indicators)	0	2	6	8

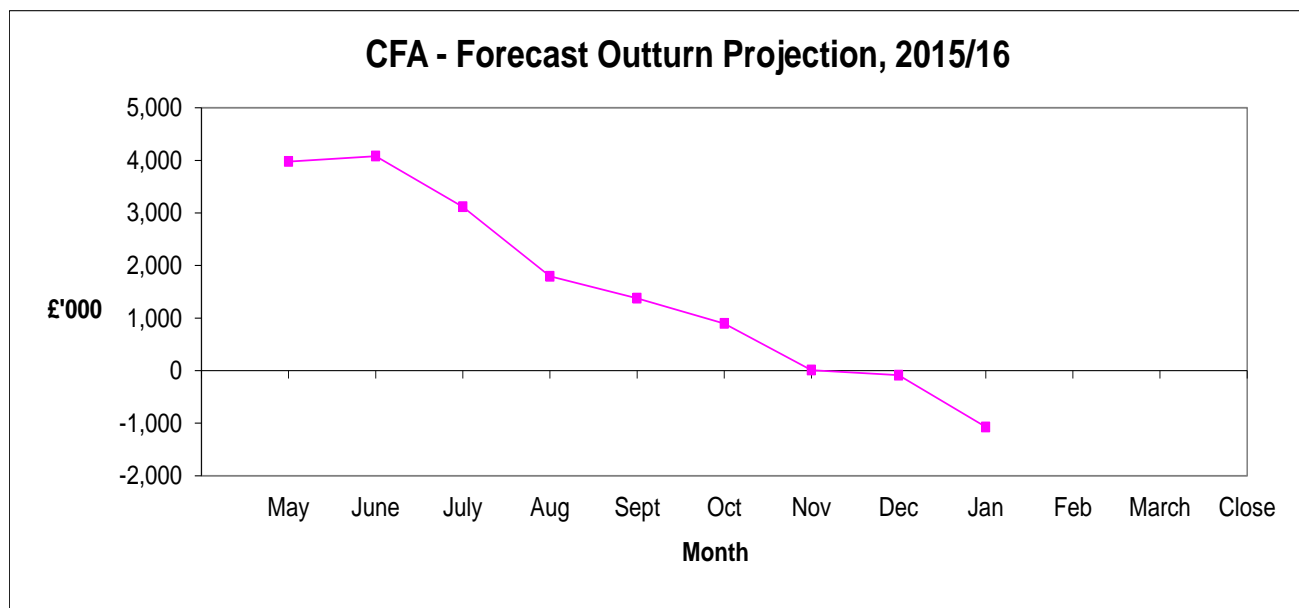
2. INCOME AND EXPENDITURE

2.1 Overall Position

Forecast Variance - Outturn (Dec) £000	Directorate	Current Budget for 2015/16 £000	Current Variance £000	Current Variance %	Forecast Variance - Outturn (Jan) £000	Forecast Variance - Outturn (Jan) %
-1,787	Adult Social Care	84,232	-3,195	-4.6%	-2,273	-2.7%
-3,041	Older People & Adult Mental Health	85,200	-3,880	-5.1%	-3,796	-4.5%
1,725	Children's Social Care	34,760	1,088	3.7%	1,715	4.9%
2,737	Strategy & Commissioning	42,268	1,844	5.4%	3,049	7.2%
-275	Children's Enhanced and Preventative	32,295	-438	-1.9%	-387	-1.2%
899	Learning	20,445	503	3.5%	937	4.6%
258	Total Expenditure	299,201	-4,077	-1.7%	-754	-0.3%
-346	Grant Funding	-54,342	-266	0.6%	-319	0.6%
-88	Total	244,859	-4,343	-2.1%	-1,073	-0.4%

The service level finance & performance report for January 2016 can be found in [appendix 1](#).

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



2.2 Significant Issues

At the end of January 2016, CFA is forecasting a year end underspend of £1,073k. Significant issues are detailed below:

- i) In Adult Social Care (Strategic Management), ongoing monitoring of current Care Act funded workstreams has led to an increase in forecast underspend of £200k. The in-year cost of social worker salary re-grading is less than expected, and there have been smaller decreases in the expected costs of additional carers reviews and systems development.
- ii) In Adult Social Care, the forecast overspend for the Learning Disability Partnership has decreased by £326k. This is the result of a combination of changes in external care spending and updates and corrections to forecasts for in-house Provider Services and for a direct payments contract.
- iii) In Older People & Mental Health, the forecast underspend reported against the director policy line has increased by £310k. Vacancy savings collected in quarter three significantly exceeded previous periods, reflecting difficulties, at that point, recruiting to posts, and the Council's first year directly managing the Reablement staff (there was no cost reduction for vacancies from the previous provider). It is hoped that current efforts to improve recruitment and retention will result in a reduction in vacancies in future.
- iv) In Older People & Mental Health, across Older People's Localities and Older People Mental Health the forecast underspend has increased by £434k, principally due to increased client contribution levels (reflecting an upturn in completed financial assessments), decreasing spending on domiciliary care in the south of the County (alongside a high number of hospital admissions), decreasing commitments in Older People Mental Health and reductions in agency spending.

- v) £133k has been charged to Central Financing which reflects Children and Young People Committee's resolution that the Local Authority should financially support Bottisham Multi-Academy Trust's sponsorship of the Netherhall School.
- vi) In Strategy & Commissioning there is an additional pressure of £200k, primarily due to increased demand for external residential placements.
- vii) In Children's Enhanced and Preventative Services the forecast underspend has increased by £112k due primarily to additional vacancy savings within the service.

2.3 Additional Income and Grant Budgeted this Period (De minimis reporting limit = £160,000)

A full list of additional grant income anticipated and reflected in this report can be found in [appendix 3](#).

2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve) (De minimis reporting limit = £160,000)

A list of virements made in the year to date can be found in [appendix 4](#).

2.5 Key Activity Data

The Actual Weekly Costs for all clients shown in section 2.5.1-2 are calculated based on all clients who have received a service, are receiving a service, or we plan will receive a service. Some clients will have ceased receiving a service in previous months, or during this month, or we will have assumed an end date in the future.

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

Service Type	BUDGET				ACTUAL (January)				VARIANCE		
	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Jan 16	Yearly Average	Projected Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost
Residential - disability	2	£381k	52	3,663.30	1	2.54	£244k	2,339.10	0.54	-£137k	-1,324.20
Residential - secure accommodation	0	£k	52	0.00	0	0.25	£67k	5,110.00	0.25	£67k	5,110.00
Residential schools	8	£828k	52	1,990.93	10	10.84	£995k	1,701.36	2.84	£167k	-289.57
Residential homes	16	£2,342k	52	2,814.92	27	27.98	£4,094k	3,013.35	11.98	£1,752k	198.43
Independent Fostering	261	£9,813k	52	723.03	232	238.35	£9,681k	780.86	-22.65	-£132k	57.83
Supported Accommodation	15	£1,170k	52	1,500.00	24	22.55	£1,277k	1,204.88	7.55	£107k	-295.12
16+	9	£203k	52	433.58	12	10.69	£206k	381.24	1.69	£3k	-52.34
Growth/Replacement	-	£k	-	-	-	-	£80k	-	-	£80k	-
Savings requirement	-	£k	-	-	-	-	-£407k	-	-	-£407k	-
TOTAL	311	£14,737k			306	313.20	£16,237k		2.2	£1,500k	
In-house fostering	140	£3,472k	55	185.55	139	142.14	£3,486k	176.09	2.14	£14k	-9.47
Kinship	26	£733k	55	185.55	44	29.60	£751k	188.75	3.6	£18k	3.20
In-house residential	16	£1,588k	52	1,908.52	12	11.13	£1,588k	2,544.69	-4.87	£k	636.17
Concurrent Adoption	3	£50k	52	350.00	10	8.35	£160k	350.00	5.35	£110k	0.00
Savings requirement	-	£k	-	-	-	-	-£142k	-	-	-£142k	-
TOTAL	185	£5,843k			205	191.22	£5,843k		6.22	£k	
Adoption	289	£2,442k	52	162.50	346	338.13	£2,967k	169.34	49.13	£525k	6.84
TOTAL	289	£2,442k			346	338.13	£2,967k		49.13	£525k	
OVERALL TOTAL	785	£23,022k			857	842.55	£25,047k		57.55	£2,025k	

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

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

BUDGET				ACTUAL (January)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Jan 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	103	101.75	£6,388k	£62,785	11	9.75	£635k	£249
Behaviour, Emotional and Social Difficulty (BESD)	35	£1,438k	£41,089	34	35.30	£1,440k	£40,782	-1	0.30	£1k	£-307
Hearing Impairment (HI)	4	£135k	£33,690	3	2.85	£76k	£26,671	-1	-1.15	£-59k	£-7,018
Moderate Learning Difficulty (MLD)	3	£99k	£33,048	2	2.03	£78k	£38,557	-1	-0.97	£-21k	£5,509
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	-	-	£-34k	-	-	-	£-34k	-
TOTAL	154	£8,099k	£52,590	156	157.83	£8,484k	£53,753	2	3.83	£385k	£1,163

In the following key activity data for Adults and Older People's Services, the information given in each column is as follows:

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

2.5.3 Key activity data to the end of January for **Adult Social Care Services** is shown below:

		BUDGET			ACTUAL (January)			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 Jan 16	Current Average Unit Cost (per week)	Projected Spend	Net Variance to Budget
Physical Disability Services	Residential	40	£969	£2,015k	42	£1,115	£2,288k	£273k
	Nursing	23	£926	£1,107k	23	£828	£1094k	£-13k
	Community	620	£334	£10,788k	654	£333	£10,769k	£-19k
Physical Disability Services Total		683		£13,910k	719		£14,151k	£241k
Income variance								£-401k
Further savings assumed within forecast								0
Learning Disability Services	Residential	294	£1,253	£19,161k	308	£1,321	£21,220	£2,059k
	Nursing	17	£1,437	£1,270k	18	£1,391	£1,306k	£36k
	Community	1,272	£543	£35,907k	1,229	£593	£38,032	£2,125k
Learning Disability Service Total		1,583		£56,338k	1,555		£60,559k	£4,221k
Further savings assumed within forecast								£-175k

Two months ago an error was detected in the previous calculation of community based Physical Disability client numbers and unit cost in the above table. Rather than reporting the number of clients, the number of packages/provisions was shown (one client may have several care provisions). This has been corrected in the above figures (as well as last months), requiring a restatement of the budgeted number of clients and unit cost on that line.

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.

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

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

		BUDGET			ACTUAL (January)			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 Jan 16	Current Average Unit Cost (per week)	Projected Spend	Variance
Adult Mental Health	Community based support	67	£76	£265k	118	£90	£529	£264k
	Home & Community support	196	£87	£886k	215	£83	£803	-£83k
	Nursing Placement	13	£682	£461k	18	£663	£540	£79k
	Residential Placement	71	£732	£2,704k	72	£765	£2,466	-£238k
	Supported Accommodation	137	£81	£579k	148	£88	£627	£48k
Adult Mental Health Total		484		£4,894k	571		£4,965k	£71k
Further savings assumed within forecast								-£171k

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

OP Total	BUDGET			Projected to the end of the year			Variance From Budget
Service Type	Expected No. of clients 2015/16	Budgeted Average Cost (per week)	Gross Annual Budget	Service Users	Current Average Cost (per week)	Gross Projected spend	Gross Projected spend
Residential	531	£455	£12,593k	541	£436	£12,954k	£361k
Residential Dementia	320	£520	£8,675k	342	£500	£8,925k	£250k
Nursing	319	£613	£10,189k	313	£584	£10,105k	-£84k
Respite	289	£497	£861k	124	£501	£947k	£86k
Community based							
~ Direct payments	356	£176	£3,276k	296	£252	£3,562k	£286k
~ Day Care	326	£104	£1,773k	431	£131	£1,719k	-£54k
~ Other Care			£5,597k			£6,117k	£520k
~ Homecare arranged	1,807	per hour £16.48	£18,572k	1,768	per hour £15.78	£17,702k	-£870k
Total	3,948		£61,536k	3,815		£62,031k	£495k
Income Variance							-£1037k
Further Savings Assumed Within Forecast							-£120k

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

OP Mental Health	BUDGET			Projected to the end of the year			Variance From Budget
Service Type	<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	49	£603	£379k	£47k
Residential Dementia	37	£529	£1,020k	28	£482	£1,163k	£143k
Nursing	36	£625	£1,173k	40	£720	£1,112k	-£61k
Nursing Dementia	156	£680	£5,534k	155	£666	£5,560k	£26k
Respite	16	£400	£38k	5	£48	£44k	£6k
Community based:							
~ Direct payments	16	£271	£226k	16	£239	£174k	-£52k
~ Other Care			£62k			£54k	-£8k
~ Homecare arranged	92	<i>per hour</i> £16.08	£615k	77	<i>per hour</i> £14.01	£531k	-£84k
Total	367		£9,000k	370		£9,017k	£17k
Income Variance							-£132k
Further Savings Assumed Within Forecast							-£25k

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

2015/16 Funding

In January 2016 £184k additional funding has been identified since the Business Plan was published;

- Over School contribution: £30k contribution for project managed and undertaken by CCC.
- William Westley; £91k contribution for project managed and undertaken by CCC.
- Swavesey Primary, Preschool and Kids club; £63k contribution for project managed and undertaken by CCC.

2015/16 and Future Years Scheme Costs

In January, there has been a £960k increase in the overall capital scheme costs. The change relates to two schemes and has been reflected in the 2016/17 business plan;

1. Swavesey Primary, £63k increase as a result of additional costs funded by the primary school, preschool and kids club.
2. Conditions suitability and maintenance, £648k increase due to projects requiring urgent attention to ensure school remained operational.

2015/16 In Year Pressures/Slippage

As at the end of January the capital programme forecast underspend is expected to be £11,619k, £2,275k more than last month. The significant changes in the following schemes have been the major contributory factors to this;

- Alconbury 1st Primary; -£552k slippage lack of progress made in relation to the erection of the frame. Lifting works involving mobile cranes were stopped due to high winds for 9 days.
- Fawcett Primary; -£163k slippage due to the access road works being deferred until later in the scheme. .
- Southern Fringe Secondary; -£800k slippage in 2015/16. Contractor has identified works are running two weeks behind schedule, meaning payments for completed phases will be delayed.
- North Cambridgeshire; £151k accelerated spend, due to start on site of project in January 2016 triggering initial payments to Peterborough City Council.
- Trumpington Community College (Southern Fringe Secondary); £1,300k slippage due approximately 6 weeks of further delays to the completion of the construction works. Further information will be available after site meeting with contractor on 22nd February.
- Devolved Formula Capital (DFC); -£698k slippage. School managed spend, forecast reflects DFC being a three year rolling funding stream and historical trend.
- Conditions, Maintenance and Suitability; £648k overspend in year due to projects requiring remedial work.
- Trinity School, Huntingdon; -£250k slippage due to delays in getting tender documents returned which has meant start on site delayed until end of February 2016.

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

4. **PERFORMANCE**

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

A new development for this year is inclusion of deprivation indicators. This will be developed over the remainder of the year as relevant data is available. Information on % Y12 in Learning, % 16-19 NEET, Take up of Free 2 places, % young people with SEND who are EET, % Adults with a Learning Disability (aged 18-64) in employment and Adult Mental Health Service users in employment are available in this month's report, as well as the KS2 FSM/non-FSM gap which we now have provisional results for.

In addition the following indicator will be included in future reports once 2015 data is available:

- GCSE FSM attainment gap - will be included once the recently received 2015 results are fully analysed.

Six 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 20 Secondary schools with Inspection results are judged as good or outstanding, covering 14,550 pupils. This is 47.4% 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 589 during December 2015. 46 (7.8%) of these are Unaccompanied Asylum Seeking Children (UASC). The current target has been set with an upper limit equating to 500 LAC (excluding UASC) by April 2016. 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+)**

The Cambridgeshire health and social care system is experiencing a monthly average of 2,398 bed-day delays, which is 15% above the current BCF target ceiling of 2,088. In November there were 1,757 bed-day delays, down 125 from the previous month, below the monthly target for the second consecutive month.

The DToC situation is well documented in the media. Many of the patients are elderly who on average have longer lengths of stay in hospital, which in turn impacts on the hospitals ability to ensure sufficient throughput. Daily conference calls are held between CCC and the hospitals to identify patients who can be discharged safely and quickly.

Between December '14 and November '15 there were 29,991 bed day delays across the whole of the Cambridgeshire system - representing a 5% decrease on the preceding 12 months.

Across this period NHS bed-day delays have increased by 5% from 20,269 (Dec 13 - Nov 14) to 21,412 (Dec 14 - Nov 15), while bed-day delays attributed to Adult Social Care have decreased from 9,337 (Dec 13 - Nov 14) to 7,116 (Dec 14 - Nov 15) an improvement of 24%.

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

Between April - Nov '15 there were 4,864 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 118 delays per 100,000 of 18+ population. For the same period the national rate was 103 delays per 100,000. The numbers have increased due to a number of factors, one of which is the increased number of admissions within the Acute Trusts particularly for the over 85s who tend to require longer more complex care on discharge. In addition, there have been some challenges around the availability of domiciliary care provision particularly in hard to reach areas of the county. In addressing these issues, we are in regular contact with providers and are actively working with them to increase their staffing capacity.

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

Performance has remained static during November following a slight increase the month before. Performance is still very low at the moment, employment information is collected at a client's annual review and we would hope to see further increases over the next few months, though it is unlikely we will reach the ambitious target. A "Deep Dive" into this area of work will be taking place over the next 2 months, reporting back to CFA Performance Board in the Spring.

- **FSM/Non-FSM attainment gap % achieving L4+ in Reading, Writing & Maths at KS2**

Provisional data for 2015 suggests that the gap has remained unchanged at KS2. 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 bi-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 are currently being reviewed to align with the business planning proposals.

APPENDIX 1 – CFA Service Level Budgetary Control Report

Forecast Variance Outturn (Dec) £'000	Service	Current Budget for 2015/16 £'000	Expected to end of Jan £'000	Actual to end of Jan £'000	Current Variance		Forecast Variance Outturn (Jan)	
					£'000	%	£'000	%
Adult Social Care Directorate								
-2,327	1 Strategic Management – ASC	3,931	3,645	1,234	-2,412	-66%	-2,530	-64%
-14	Procurement	563	519	482	-37	-7%	-14	-3%
-37	ASC Strategy & Transformation	2,234	1,800	1,680	-120	-7%	-37	-2%
-1,185	2 ASC Practice & Safeguarding	2,129	1,619	607	-1,012	-63%	-1,185	-56%
0	3 Local Assistance Scheme	386	327	374	47	15%	-61	-16%
Learning Disability Services								
-775	4 LD Head of Services	250	-730	-929	-199	27%	-788	-315%
932	4 LD Young Adults	626	627	972	346	55%	981	157%
1,418	4 City, South and East Localities	31,300	26,769	27,402	633	2%	1,363	4%
814	4 Hunts & Fenland Localities	21,655	17,154	17,401	247	1%	695	3%
198	4 In House Provider Services	4,549	3,505	3,554	49	1%	10	0%
Physical Disability Services								
-149	5 PD Head of Services	949	737	749	12	2%	-149	-16%
-41	5 Physical Disabilities	12,427	10,576	10,738	163	2%	7	0%
-1	Autism and Adult Support	607	512	400	-111	-22%	13	2%
-6	Sensory Services	504	425	375	-50	-12%	-14	-3%
-614	6 Carers Services	2,121	2,230	1,480	-750	-34%	-563	-27%
-1,787	Director of Adult Social Care Directorate Total	84,232	69,716	66,521	-3,195	-5%	-2,273	-3%
Older People & Adult Mental Health Directorate								
-1,605	7 Director of Older People & Adult Mental Health Services	8,685	11,500	9,778	-1,722	-15%	-1,915	-22%
-440	8 City & South Locality	18,594	15,387	16,015	628	4%	-710	-4%
-21	East Cambs Locality	7,261	6,059	5,363	-696	-11%	-70	-1%
180	9 Fenland Locality	8,262	6,925	6,822	-102	-1%	230	3%
-70	10 Hunts Locality	12,439	10,352	10,109	-243	-2%	-115	-1%
0	Addenbrooke Discharge Planning Team	1,051	853	868	14	2%	0	0%
0	Hinchingbrooke Discharge Planning Team	634	528	490	-38	-7%	0	0%
-558	11 Reablement, Occupational Therapy & Assistive Technology	7,940	6,159	5,337	-822	-13%	-558	-7%
-400	12 Integrated Community Equipment Service	802	2,933	3,240	307	10%	-400	-50%
Mental Health								
-7	Head of Services	4,268	3,426	3,610	184	5%	-17	0%
-100	13 Adult Mental Health	7,132	5,951	4,880	-1,071	-18%	-100	-1%
-20	14 Older People Mental Health	8,132	6,392	6,075	-317	-5%	-140	-2%
-3,041	Older People & Adult Mental Health Directorate Total	85,200	76,465	72,585	-3,880	-5%	-3,796	-4%

Forecast Variance Outturn (Dec) £'000		Service	Current Budget for 2015/16 £'000	Expected to end of Jan £'000	Actual to end of Jan £'000	Current Variance £'000 %		Forecast Variance Outturn (Jan) £'000 %	
Children's Social Care Directorate									
400	15	Strategic Management – Children's Social Care	2,860	2,455	2,773	317	13%	400	14%
525	16	Head of Social Work	4,192	3,567	3,870	303	8%	370	9%
0		Legal Proceedings	1,530	1,093	1,093	-0	0%	0	0%
0	17	Safeguarding & Standards	1,177	907	988	81	9%	135	11%
400	18	Children's Social Care Access	4,448	3,674	3,996	322	9%	420	9%
0		Children Looked After	10,881	9,569	9,531	-38	0%	-80	-1%
400	19	Children in Need	3,963	3,358	3,465	108	3%	470	12%
0		Disabled Services	5,711	4,757	4,752	-5	0%	0	0%
1,725		Children's Social Care Directorate Total	34,760	29,380	30,469	1,088	4%	1,715	5%
Strategy & Commissioning Directorate									
-252	20	Strategic Management – Strategy & Commissioning	281	345	82	-262	-76%	-252	-90%
-50		Information Management & Information Technology	1,882	1,478	1,417	-61	-4%	-65	-3%
-46		Strategy, Performance & Partnerships	1,536	648	623	-25	-4%	-52	-3%
Commissioning Enhanced Services									
1,500	21	Looked After Children Placements	16,490	12,250	13,478	1,228	10%	1,700	10%
385	22	Special Educational Needs Placements	8,469	9,032	9,248	216	2%	385	5%
0		Commissioning Services	3,706	3,466	3,524	58	2%	0	0%
0		Early Years Specialist Support	1,323	828	840	12	1%	0	0%
625	23	Home to School Transport – Special	7,085	5,337	5,577	240	4%	625	9%
575	24	LAC Transport	671	504	950	446	89%	575	86%
Executive Director									
0		Executive Director	440	343	341	-1	0%	0	0%
0	25	Central Financing	384	71	64	-6	-9%	133	35%
2,737		Strategy & Commissioning Directorate Total	42,268	34,300	36,145	1,844	5%	3,049	7%
Children's Enhanced & Preventative Directorate									
68		Strategic Management – Enhanced & Preventative	1,498	1,304	1,268	-36	-3%	-29	-2%
-60		Children's Centre Strategy	724	522	459	-63	-12%	-60	-8%
0		Support to Parents	3,474	865	863	-2	0%	0	0%
-15		SEND Specialist Services	5,727	4,481	4,562	81	2%	-15	0%
0		Safer Communities Partnership	7,238	5,547	5,545	-2	0%	0	0%
Youth Support Services									
-4		Youth Offending Service	2,367	1,124	1,021	-104	-9%	-4	0%
-130	26	Central Integrated Youth Support Services	1,169	797	643	-154	-19%	-130	-11%
Locality Teams									
-64		East Cambs & Fenland Localities	3,527	2,702	2,626	-76	-3%	-80	-2%
-42		South Cambs & City Localities	3,989	3,157	3,097	-61	-2%	-41	-1%
-29		Huntingdonshire Localities	2,582	2,029	2,006	-23	-1%	-28	-1%
-275		Children's Enhanced & Preventative Directorate Total	32,295	22,528	22,090	-438	-2%	-387	-1%

Forecast Variance Outturn (Dec) £'000		Service	Current Budget for 2015/16 £'000	Expected to end of Jan £'000	Actual to end of Jan £'000	Current Variance £'000 %		Forecast Variance Outturn (Jan) £'000 %	
Learning Directorate									
192	27	Strategic Management - Learning	-32	1	177	175	13280%	225	707%
-15		Early Years Service	1,831	1,348	1,252	-97	-7%	-15	-1%
-20		Schools Intervention Service	1,741	1,325	1,236	-89	-7%	-40	-2%
-147	28	Schools Partnership Service	1,351	948	931	-18	-2%	-147	-11%
19		Childrens' Innovation & Development Service	164	-193	102	295	-153%	54	33%
-25		Integrated Workforce Development Service	1,473	951	934	-17	-2%	-25	-2%
0		Catering, Cleaning & Grounds Service	-350	-911	-967	-56	6%	0	0%
0		Teachers' Pensions & Redundancy	3,000	3,032	2,899	-133	-4%	0	0%
Infrastructure									
-25		0-19 Organisation & Planning	1,793	1,264	1,170	-94	-7%	-35	-2%
0		Early Years Policy, Funding & Operations	154	114	62	-52	-46%	0	0%
0		Education Capital	176	423	391	-32	-8%	0	0%
920	29	Home to School/College Transport – Mainstream	9,143	5,972	6,592	620	10%	920	10%
899	Learning Directorate Total		20,445	14,274	14,778	503	4%	937	5%
258	Total		299,201	246,664	242,587	-4,077	-2%	-754	0%
Grant Funding									
-346	30	Financing DSG	-23,212	-19,078	-19,344	-266	1%	-319	-1%
0		Non Baselined Grants	-31,130	-22,615	-22,615	0	0%	0	0%
-346	Grant Funding Total		-54,342	-41,692	-41,958	-266	1%	-319	1%
-88	Net Total		244,859	204,971	200,629	-4,343	-2%	-1,073	0%

APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
1) Strategic Management – ASC	3,931	-2,412	-66%	-2,530	-64%
<p>In July, the government announced a 4-year delay in implementing the Care Act funding reforms. This means that the assessment of people funding their own care (self-funders), who would have begun to accrue spending against the care cap from April, will not now need to begin this financial year, technical preparations for care accounts can take place over a longer timeframe, and provision is no longer needed to meet additional costs next year. The Council had taken a cautious approach to making spending commitments 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, combined with ongoing monitoring of current workstreams, leads to a forecast underspend in this area of £2,676k.</p> <p>There has been national recognition that the social care system is under significant strain as part of the announcement and the funding will instead be used to offset significant demand pressures for existing social care services, particularly in the Learning Disability Partnership (see note 3). However, there remains uncertainty about the extent to which this part of the Care Act funding will continue in future years.</p> <p>This underspend is partially offset by a pressure on the vacancy savings budget.</p>					
2) ASC Practice & Safeguarding	2,129	-1,012	-63%	-1,185	-56%
<p>An underspend of £1,185k is anticipated on the Mental Capacity Act/Deprivation of Liberty Safeguarding budget due to shortage of available assessors and the resulting level of activity to date.</p> <p>There has been a delay in being able to secure appropriate staff to manage the increased demand for processing MCA/DOLS cases, as all local authorities seek to respond to changes in case law and recruit from a limited pool of best interest assessors and other suitable practitioners.</p> <p>There has been moderate recent success in recruiting to posts in the last round of interviews, but lead-in times for staff joining means that the forecast underspend in this area remains £1,185k.</p>					
3) Local Assistance Scheme	386	47	15%	-61	-16%
<p>The Cambridgeshire Local Assistance Scheme is now forecasting an overall underspend of £61.3k against budget. This is predominantly due to an underspend of £55k on the investments element of the budget as a result of a lack of suitable investment opportunities. The expected spend on the direct grant provision and administration of the scheme is forecast to be £280k at year-end based on current demand levels.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
4) Learning Disability Services	58,380	1,076	2%	2,262	4%

Across the Learning Disability Partnership (LDP) at the end of January the ongoing pressure from known commitments decreased from a total of £3,421k to £3,013k. These figures reflect the full pooled budget not just the County Council share. The figures include the commitments and full year impact of people requiring new or increased services in 2015/16 and young people who will turn 18 during this financial year.

Savings planned for the remainder of the year through increased use of assistive technology, reviewing expenditure on leisure activities, shared accommodation services and implementing the transport policy remain at £175k. This gives a forecast outturn of £2,838k. Of this, £2,262k relates to the County Council after the pooled budget risk share with the NHS is taken into account.

This forecast represents a decrease in the forecast overspend of £409k (£326k after NHS risk share) from last month. The principal changes this month are the result of:

- Commitments decreasing as needs change and services end: -£143k (South -£78k, North -£65k).
- Additional costs from changed needs, placement and carer breakdown: £99k (South £28k, North £38k, and £33k in Young Adults).
- Reduction expectation of expected placement breakdowns: -£75k
- Correction to forecast for direct payments infrastructure contract wrongly allocated to LDP: -£111k
- Decrease in Provider Services forecast, due to reduced running costs at Horizon of -£31k, and adjustment to the provision for overtime in accommodation services to ensure that rotas are covered in these services that are regulated by the Care Quality Commission of -£156k.
- A net combination of more minor adjustments totaling an increase of £8k

Further actions being taken to reduce the overspend

Additional project management resource has been made available to support the LDP management team approach to delivering savings. This has been in place now for a number of months and the greater level of scrutiny this provides has focused work on ensuring the accuracy of the commitment records that are used to produce the forecast outturn. This level of scrutiny will continue.

Work within the teams on reviewing areas of funding in packages of care will continue at a pace. All workers have a full understanding of the budget pressures and the need to provide cost effective services is included in each individual workers personal development plans.

Increased use of in-house day services and respite services - this is being picked up in case and panel discussions, set alongside the principles of choice and control, with self-directed support in mind.

- Continuing to work closely with Children's colleagues to set realistic expectations and prepare young people for greater independence in adulthood. This work is part of the preparing for adulthood model and also the ongoing consideration around 'all age' services.
- Robust negotiations with providers where new or increased packages are required. This involves 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.

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
Learning Disability Services continued Additional frontline staff have been recruited to provide more capacity to undertake reviews and reassessment; all new recruits are now starting to come into post. Work is continuing to move the commitment records to a fully automated process that will provide greater accuracy and provide managers with better management information to support their oversight of changes from month to month. Further attention is required in 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 will be 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. 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.					
5) Physical Disabilities incl. Head of Services	13,376	175	2%	-142	-1%
The underspend in Disability Services (Physical Disability, Sensory Loss, HIV and Vulnerable Adult and Autism Services) has decreased by £53k. In the main the continuing underspend is due to contract funding no longer required under the Head of Service budget and expected clawback on direct payments paid to people with a Physical Disability. A reduction in income expectation is the main cause of the underspend reducing during January. Service demand across all of Disability Services is being managed through the use of short term intervention, increasing people's independence and use of community resources.					
6) Carers Service	2,121	-750	-34%	-563	-27%
Allocations to individual carers remain below expected levels, and as such, the anticipated underspend is currently forecast to be £563k. Revised arrangements for carers support were implemented from 1 April, following the Care Act, and it is taking longer than expected for the additional anticipated demand to reach budgeted levels. However, activity has increased since last month which has led to the underspend decreasing by £51k This area will continue to be monitored closely as the new arrangements embed further.					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
7) Director of Older People and Mental Health Services	8,685	-1,722	-15%	-1,915	-22%
<p>The forecast underspend has increased by a further £310k since last month. This is primarily due to an expected £250k 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). Further underspends of £20k in relation to social care needs for prisoners and £35k on deferred payments have been identified in addition to the previously reported figures below.</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 likely underspend this year being £259k. • a budget of £326k for delayed transfers of care reimbursement is not required following implementation of the Care Act - this has been permanently reflected in Business Planning. • release of an accrual made in last year's accounts for a £290k potential dispute on costs of nursing care. We now believe this will be resolved without making use of this provision. • reductions realised on housing related support totaling £300k; this has been shown as a permanent saving in Business Planning • the one off impact of a longstanding deferred payment debt of £150k which has now been collected. • A one-off underspend of £258k on a centrally held seasonal cost of care budget which is now not expected to be utilised, reflecting the favourable overall Older People's cost of care forecast, managed through the locality teams <p>Any savings which will continue into next year will contribute towards meeting planned savings targets.</p>					
8) City & South Locality	18,594	628	4%	-710	-4%
<p>The forecast underspend has increased from £440k underspend by £270k to £700k.</p> <p>£99k of this is due to a planned reduction in agency reducing the staffing overspend to £36k for this year. Through the new social care recruitment and retention strategy it is believed that a balanced staffing budget can be achieved next year reducing the reliance on agency workers.</p> <p>There has been a £135k cost of care reductions this month. Other than a small increase in direct payment and day care costs there have been decreases in all other care types including £75k on dom care, although much of this is through hospital admittance and so there may be further care required in the future.</p> <p>This month hospital discharges outstripped hospital admittances by £55k which is likely the winter pressure costs starting to come through. Again there have been numerous deaths and ended packages making up a saving of £259k with only £63k of new packages and £64k of increased packages.</p> <p>As a change in the start date of contributions has been implemented as of 24th January a £36k assumption of additional income has been included for the next two months. This is the part year effect of the changes made for next year's business plan.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
9) Fenland Locality	8,262	-102	1%	230	3%
<p>Savings continue to be difficult to make on individual packages of care, it appears clear at this point that Fenland will not reach a balanced budget this year.</p> <p>The outturn position has increased by £50k to £230k overspend.</p> <p>The position is primarily due to £140k under budgeting for clients with a learning disability who transferred service at 65, prior to the change in procedure. As well as an £80k pressure due to unforeseen service users being made ordinarily resident in Cambridgeshire from Norfolk.</p> <p>Work continues with providers and the introduction of a new worker to develop domiciliary care capacity in the Fenland area to provide better and more affordable domiciliary support.</p>					
10) Hunts Locality	12,439	-243	-2%	-115	-1%
<p>An underspend of £115k against budget is now predicted. This is being achieved through reductions in cost of care following reviews and increases in CHC funding awarded. The team are working hard to improve client contributions and it is anticipated that recent policy changes relating to the start date for client contributions will further increase these by the end of the financial year.</p>					
11) Reablement, Occupational Therapy & Assistive Technology	7,940	-822	-13%	-558	-7%
<p>An underspend of £558k continues to be reported for Reablement, Occupational Therapy and Assistive Technology due to the following previously reported underspends:</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 we now judge that this provision is unlikely to be required. • a one-off delay in salary costs of £71k. Some salary costs such as enhancements and extra hours are paid a month in arrears. Payments for these in April were made by the NHS as they related to March 15 and were therefore prior to the Reablement service being transferred to County Council management. Only 11 months of costs will be incurred by CCC this year. • £200k 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 <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 (£44k). • capitalisation of Assistive Technology spend, which generates £125k revenue saving 					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
12) Integrated Community Equipment Service (ICES)	802	307	10%	-400	-50%
ICES reports a forecast underspend of -£400k; reflecting the intention to charge an additional £400k of equipment spend to the capital budget.					
13) Adult Mental Health	7,132	-1,071	-18%	-100	-1%
The underlying Adult Mental Health cost of care forecast has improved slightly since last month, and spending reductions will continue to be a focus in this area; there are underlying pressures of £66k this month, however it is still expected that the forecast underspend will be achieved.					
14) Older People Mental Health	8,132	-317	-5%	-140	-2%
Older People Mental Health is forecasting an underspend of £140k. Spending on cost of care has reduced during the course of the year and is now progressing roughly in line with budget; client contributions have been higher than budgeted for throughout the year and so are now generating the reported underspend.					
15) Strategic Management - Children's Social Care	2,860	317	13%	400	14%
<p>The Children's Social Care (CSC) Director budget is forecasting an over spend of £400k.</p> <p>CSC Strategic Management has a vacancy savings target of £656k and although the directorate actively manages the staff budgets and use of agency staff, savings are not expected to be achieved to meet the target in full. This is because, due to service need, posts are required to be filled as quickly as possible, with essential posts within the Unit model covered by agency staff in a planned way until new staff have taken up post.</p> <p>The use of agency staff is very difficult to predict due to changing circumstances. Agency cover is only used where circumstances dictate and no other options are available.</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.</p> <p>The recruitment and retention strategy for social work staff should decrease the reliance on agency staffing. The additional staffing costs as a result will be funded from reserves for 2015/16 so there is no increase in forecast overspend as a result.</p> <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 continue to be needed in order to manage the work in the interim. The approval of the approach to recruitment and retention recently agreed by relevant Committees will support the work to reduce the use of agency staff.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
16) Head of Social Work	4,192	303	8%	370	9%
<p>The Head of Social Work budget is forecasting an over spend of £380k.</p> <p>The adoption allowances budget is forecasting an overspend of £525k due to an increase in the number of adoption/special guardianship orders. The increase in Adoption / Special Guardianship / Child Arrangement orders are however a reflection of the good practice in making permanency plans for children outside of the looked after system. The over spend is mostly attributable to demographic pressures and previously no demography has been allocated to reflect the rise in numbers.</p> <p>The overspend has been mitigated by an underspend of £145k 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 have been 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 have now been resolved and recruitment is underway.</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) Safeguarding & Standards	1,177	81	9%	135	11%
<p>The Safeguarding and Standards budget is forecasting an over spend of £135k.</p> <p>In Head of Safeguarding and Standards there is a £72.5k 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 is a further pressure of £62.5k 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> We are looking to manage the Complaints pressure from within CSC going forward into 2016/17.</p>					
18) Children's Social Care Access	4,448	322	9%	420	9%
<p>The Access budget is forecasting an over spend of £420k 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>					
19) Children In Need	3,963	108	3%	470	12%
<p>The Children in Need budget is forecasting an over spend of £470k 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>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
20) Strategic Management – S&C	281	-262	-76%	-252	-90%

Within the additional savings identified at the September GPC meeting there is an expectation for the following;

- reduction of £227k in earmarked Building Schools of the Future reserve to reflect anticipated demand levels
- saving on SEND delivery grant funding of £25k.

21) Looked After Children Placements	16,490	1,228	10%	1,500	9%
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Client Group	Budgeted Packages	31 Dec 2015 Packages	31 Jan 2016 Packages	Variance from Budget
Residential Disability – Children	2	2	1	-1
Child Homes – Secure Accommodation	0	1	0	-
Child Homes – Educational	8	11	10	+2
Child Homes – General	16	25	27	+11
Supported Accommodation	15	26	24	+9
Supported living 16+	9	10	12	+3
Fostering & Adoption	261	230	232	-29
TOTAL	311	305	306	-5

Overall Looked After Children (LAC) numbers at the end of January 2016, including placements with in-house foster carers, residential homes and kinship, are 586, 51 more than 1 April 2015 but 3 fewer than the end of December 2015.

External placement numbers (including 16+ and supported accommodation) at the end of January are 306, 1 more than in December.

Based on the latest information on the LAC Placements commitment record (including 16+ and supported accommodation) the service is now forecasting an overspend of £2,050k prior to any corrective actions. The forecast reflects planned end-dates where existing Looked After Children are expected to leave their placement or the care system, and assumes additional new placements (growth) of combined cost £50k. 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 15.61 more residential placements and 22.65 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 forecast overspend.

An overspend of £1.7m is reported as a result of a combination of further savings (detailed below) and use of CFA reserves. This is an increase of £200k on last month's reported position following increased demand for residential placements.

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.

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

Looked After Children Placements continued

Actions being taken to manage the rising LAC numbers and the resulting financial pressure 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.
- 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 is being taken to CYP Committee in December for agreement. Alongside this is an action plan with savings allocated to activities to ensure that future savings will be achieved.

There are a number of work streams within the LAC Strategy which are presently on target to reduce the financial pressure and are therefore reflected in the current forecast. These are:

- Review of high cost residential placements - developing in county provision including long breaks and challenging new residential placements.
- Commissioning savings - seeking discounts and savings through tendering.
- Assisted boarding - approaching private boarding schools as an alternative to residential placements.
- Creative care - using resources more creatively to identify better solutions for young people. One case has been completed, and savings achieved are currently being reviewed.

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

- Alternatives to Care - working with children on the edge of care to enable them to remain at home or out of the care system. This aims to reduce the growth in the LAC population.
- In-house fostering - increasing in-house fostering capacity to reduce the use of Independent Fostering Agency placements, therefore reducing the use of external placements. Since 1st April 2015, the percentage of the LAC population in external placements has reduced by 5.01%.

The savings target for LAC Placements in 15/16 is £2m and this has been allocated to the work streams above. A large proportion of these savings have been achieved, and they are already included within commitment records and therefore their impact on expenditure is included within the forecast overspend of £2,050k. Work has been undertaken to review the achievability of further savings, focusing on alternative solutions to high cost residential packages and continuing to seek discounts. The savings are as follows:

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

Looked After Children Placements continued

Workstream	Achieved to date	Total expected	Difference
High cost placements	£0k	£0k	£0k
Commissioning savings	£292k	£292k	£0k
Assisted Boarding	£0k	£0k (unless children are placed in-year)	£0k
Creative Care	£0k	£0k	£0k
Conversion of IFAs to in-house	£0k	£110k	£110k
Alternatives to care staffing			
Total	£292k	£402k	£110k

The Alternatives to Care workstream was allocated £500k from CFA reserves and it was agreed that this would be used to cover any shortfall in savings as the teams became established during 15/16 and 16/17, and therefore not at full capacity. It is anticipated that £190k of the reserve will be required in 15/16, which will offset part of the current overspend.

Growth included within the forecast is £50k which allows for the replacement of social care settings which have ended or are due to end, therefore maintaining current numbers, and also assumes new placements will be made. The target is to maintain current numbers and as such the provision for growth has been reduced. This carries significant risk as growth in the LAC population in recent weeks has been greater than forecast. The change to the make-up of placements from out of county to in county placements is being managed and is a key reason that whilst LAC numbers are rising, the outturn is not following the same trend. The delivery of all savings is monitored on a monthly basis at the LAC Commissioning Board and remedial action put in place as required.

22) SEN Placements	8,469	216	2%	385	5%
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OFSTED Category	1 Apr 2015	31 Dec 2015	31 Jan 2016	Variance from 1 Apr 2015
Autistic Spectrum Disorder (ASD)	98	102	103	+5
Behaviour, Emotional and Social Difficulty (BED)	38	34	34	-4
Hearing Impairment (HI)	3	3	3	-
Moderate Learning Difficulty (MLD)	1	2	2	+1
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	155	156	-4

The Special Educational Needs (SEN) Placements budget is forecast to come in £385k over budget, including secured additional income from Health, following development of a tool to assess the percentage level of contributions to placement costs.

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<p>SEN Placements continued</p> <p>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.</p> <p>The budget is under significant pressure due to numbers: whilst maintained Statement numbers are decreasing the level of need is escalating in early years with this age group requiring additional capacity in all of our Special Schools in 15/16. This additional need in early years has meant that the schools are at capacity, placing greater pressure to look outside of Cambridgeshire. There continues to be growth in demand for independent educational placements, with increasing complexity of need.</p> <p><u>Going forward into 2016/17 we will continue to:-</u></p> <ul style="list-style-type: none"> • 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. 					
23) Home to School Transport – Special	7,085	240	4%	625	9%
<p>The forecast for Home to School Transport – Special, taken from the commitment record, is an overspend of £909k. Further savings are being developed and a review of all transport for the new academic year is being undertaken, resulting in an in-year pressure of £625k.</p> <p>This excludes a pressure on LAC Transport which is detailed below. There was a residual pressure of £1.2m from 14/15 but this has in part been mitigated by planned savings.</p> <p>The planned savings are as follows:</p> <ul style="list-style-type: none"> • A reduction in the amount paid to parents approved to use their own transport to get their children to school to from 45p to 40p per mile effective from 1 September 2015 • Reviews to reduce the number of single occupancy journeys undertaken and rationalise routes where possible. 					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
Home to School Transport - Special continued <ul style="list-style-type: none"> Changes to the SEN post-16 transport policy, introducing contributions from parents / carers to transport costs. Working with Health professionals to agree an alternative to using ambulances for Home to School Transport. <p>To manage the pressure going forward, the following options are being worked on:</p> <ul style="list-style-type: none"> Cost-benefit analysis on path improvement at Meadowgate school has begun which, if beneficial, will enable the removal of transport. This will be implemented in 2016/17. Retendering of 500 routes following a market development campaign in Summer 2015. The tender process is due to begin in January 2015 and contracts awarded for the start of the new financial year 2016/17. Introducing termly reviews of transport with Casework Officers and schools. This is ongoing to ensure current transport arrangements are appropriate and to review all single occupancy routes. Including transport reviews at both the first and second statutory reviews. This is ongoing, reviewing the permanence of social care placements and therefore the appropriateness of a young person's educational centre. Investigating the use of Personal Travel Budgets. 					
24) LAC Transport	671	446	89%	575	86%
<p>The forecast for LAC Transport, taken from the commitment record is +£577k, an increase of £30k from September's commitment, as a result of an increase in use of volunteer drivers, reducing the unit cost. The reported outturn remains at £575k.</p> <p>The pressure is a result of an increasing LAC population and a policy to, where possible, keep a young person in the same educational setting when they are taken into care or their care placement moves, providing stability.</p> <p>The planned savings are as follows:</p> <ul style="list-style-type: none"> Investigate providing allowances for in-house foster carers to provide Home to School Transport. Conduct a recruitment campaign to increase the number of volunteer drivers within Cambridgeshire and therefore reduce the average cost per mile for LAC Transport. Review all LAC routes for possibility to combine with existing Mainstream and SEN transport routes. Improved procurement and a target reduction in the number of short notice journeys. Additional challenge is provided by the Statutory Assessment & Resources Team (StART) for all transport requests. <p>The savings target above has been adjusted, taking into account the part year effect of these savings, but there remains an element of risk in their achievability.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
25) Central Financing	384	-6	-9%	133	35%
There is 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.					
26) Central Integrated Youth Support Services	1,169	-154	-19%	-130	-11%
An under spend of £130k is forecast. A one-off under spend of £100k is anticipated against the Young Carers budget. New expectations around the level of support provided to young people who take on caring roles for adults has led to a review and enhancement of the service in line with the expectations of the Care Act. A new contract is currently being tendered. Due to a period of transition between the current service contract and the transfer to a new enhanced offer, not all of the additional 'pressures' funding awarded in the Business Plan for this work will be required in 15/16. This is a non-recurrent position and the additional funding will be applied in full from 16/17 through the revised contract. A £20k under spend has arisen by allocating costs to an external grant received for an innovation project. A £10k under spend is expected due to a reduction in the number of small grant payments to the voluntary and community sector.					
27) Strategic Management – Learning	-32	175	13280%	225	707%
<p>There is a pressure of £225k on Strategic Management – Learning.</p> <p>A pressure of £170k 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. This pressure has reduced from £200k to £170k since the last quarter as a result of increased vacancies in the Directorate.</p> <p>There is an underspend of £8k reported against funding earmarked for the independent chair of the School-led School Improvement board. This is due to the delay in appointment, which will now not be until the Spring term.</p> <p>There is an over-recovery of income of £5k as a result of increased buy-back of the FFT and NCER systems by schools.</p> <p>There is a pressure of £68k on Business Support as a result of savings budgeted for not being realised. This will be addressed in full in 16/17 through a business support restructure. It was hoped in-year vacancies would realise this saving but that has not been the case.</p>					
28) Schools Partnership Service	1,351	-18	-2%	-147	-11%
The Education Support for Looked After Children Team (ESLAC) is reporting an underspend on its Local Authority budget of £147k. This is mainly because it has had to allocate less of this budget to individual tuition than it had anticipated.					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
29) Home to School / College Transport – Mainstream	9,143	620	10%	920	10%

The forecast outturn for Home to School/College Transport – Mainstream is +£920k, no change from last month.

This forecast 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 provisional forecast for Home to School Mainstream transport is an overspend of £770k, 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 forecast variance outturn 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, new transport arrangements will continue to need to be put in place over the course of the academic year as a result of families moving into and within Cambridgeshire in cases where the local schools are full. This is the main reason for the current in-year pressure. Work has been undertaken to ensure forecasts of growth are incorporated into the demographic increase within the commitment for 2016/17.

The following options are being worked on to 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

30) Financing DSG	-23,212	-266	-1%	-319	-1%
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Within CFA, spend of £23.2m is funded by the ring fenced Dedicated Schools Grant. The Education Placements budget is forecast to overspend this year by £385k, however this is in part offset with underspends with the 0-19 Organisation & Planning Service (-£29k), SEND Specialist Services (-£15k) and E&P Locality teams (-£22k).

Vacancy savings are taken across CFA as a result of posts vacant whilst they are being recruited to, and some of these vacant posts are also DSG funded. It is estimated that the DSG pressure of £319k for this financial year will be met by DSG related vacancy savings.

APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £'000
Grants as per Business Plan		
Public Health	Department of Health	6,933
Better Care Fund	Cambs & P'Boro CCG	15,457
Adult Social Care New Burdens	DCLG	3,193
Social Care in Prisons Grant	DCLG	339
Delayed Transfer of Care	Department of Health	170
Unaccompanied Asylum Seekers	Home Office	800
Youth Offending Good Practice Grant	Youth Justice Board	584
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Non-material grants (+/- £160k)	Various	180
Troubled Families	DCLG	2,046
Music Education HUB	Arts Council	781
Total Non Baselined Grants 2015/16		31,130

Financing DSG	Education Funding Agency	23,212
Total Grant Funding 2015/16		54,342

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	871
Strategy & Commissioning	111
Enhanced & Preventative Services	9,730
Learning	884
TOTAL	31,130

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	81	Allocation of quarters 1-3 Staying Put Implementation Grant
Across ASC and OP&MH	Sept & Oct	778	Allocation of quarters 1-3 Independent Living Fund (ILF) instalments following transfer of function from central government
Current Budget 2015/16		244,859	

APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 31 Jan 16		
	£'000	£'000	£'000	£'000	
General Reserve					
CFA carry-forward	0	0	0	1,073	Forecast underspend of £1,073k applied against reserves.
subtotal	0	0	0	1,073	
Equipment Reserves					
ICT Equipment Replacement Reserve	566	159	725	0	Ed ICT plan to replace major infrastructure in 2015/16 and need to build up reserve to £500k across the preceding years. Reduction of £159k to meet in-year CFA pressures.
IT for Looked After Children	178	0	178	98	Replacement reserve for IT for Looked After Children. Laptops to be replaced in 2015/16.
subtotal	744	159	903	98	
Other Earmarked Funds					
Adult Social Care					
Capacity for Reviews	336	0	336	291	Resources to support reviews to achieve savings from reviews of packages for LD and PD service users. The majority if not all of this will be utilised from 16/17 onwards.
Capacity in Procurement and Contracts	250	-6	244	244	Increase in capacity for contract rationalisation and review etc. Expected to be used from 16/17 onwards.
In-house Care Home	15	-8	7	7	£5k to pay for the initial work to develop the proposal ahead of July Report. A further £10k required if proposal progresses further.
AFM Implementation	10	0	10	10	Cost of short term staff / cover to support transferring all commitment records to Adults Finance Module.
MASH & Adult Safeguarding	7	0	7	7	Officer capacity to support the development of the MASH & safeguarding changes linked to the Care Act.
Older People & Mental Health					
Resilient Together	399	0	399	330	Programme of community mental health resilience work (spend over 3 years)
Reviews of Packages in Older People and Mental Health Services	300	-300	0	0	Invest in additional capacity to undertake package reviews on a much larger scale than previously possible - on the assumption that by applying our latest thinking and the transforming lives approach to each case we will reduce the cost of packages
Continuing Health Care	130	-12	118	75	The County Council has employed a CHC Manager and provided staff training to help ensure that those who are eligible for CHC receive it. This allows us to address the issues whereby clients with continuing health needs are currently being funded in full by social care services. Funded to cover costs until March 2017.

Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 31 Jan 16		
	£'000	£'000	£'000	£'000	
Social Work Recruitment	120	-12	108	93	Social Work recruitment stability / strategy post to cover the next two years.
Home Care Development	90	-14	76	61	Managerial post to take forward proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work
Falls Prevention	80	0	80	44	Falls have been identified as one of the major causes of hospitalisation and long term care. This money is being targeted on a falls prevention initiative which will include education and exercise for older people in supported housing.
Dementia Coordinator	50	-15	35	25	£50k for 12 months role
Live in Care	20	29	49	39	Trialing the Adult Placement Scheme within OP&MH
Children Social Care					
Alternatives to Care / Family Crisis Support Service	500	0	500	250	New service which is able to offer a rapid response to situations where young people are identified as at risk of becoming looked after either in an emergency or as a result of a specific crisis. The intention would be to offer a direct and intensive intervention which would explicitly focus on keeping families together, brokering family and kinship solutions and finding alternatives to young people becoming looked after.
Repeat Removals	100	0	100	65	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
IRO & CP Chairperson	80	-52	28	28	Six months temporary posts
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	-0	29	14	Committed for adaptations to respite carer homes.
Strategy & Commissioning					
Building Schools for the Future	477	-227	250	92	Funding allocated to cover full programme and associated risks. Projected £128k ICT risk, plus £30k for transition from Dell contract and equipment repair.
Flexible Shared Care	415	0	415	0	Provision opened May 2014.
START Team	164	0	164	0	Funding capacity pressures as a result of EHCPs.

Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 31 Jan 16		
	£'000	£'000	£'000	£'000	
Home to School Equalisation	165	87	253	253	Reserve to even out the number of school days per year.
Time Credits	157	0	157	83	Funding for 2 year Time Credits programme from 2015/16 to 2016/17 for the development of connected and supportive communities.
Disabled Facilities	200	0	200	139	Funding for grants for disabled children for adaptations to family homes.
Commissioning Services – Children's Placements	84	0	84	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	0	364	182	2-year investment in the MST service (£182k in 2015/16 & 2016/17) to support a transition period whilst the service moves to an external model, offering services to CCC and other organisations on a traded basis.
Family Intervention Project Expansion	366	0	366	0	To increase capacity in Family Intervention Project. Additional FIP workers and Deputy Managers are in post. Funding to be used in 2015/16.
Information Advice and Guidance	320	-240	80	80	Proposal to delay the saving from the IAG teams by 1 year by funding from reserves Another option would be to consider making this a saving part way through the year which would give us more time to work on alternative on-going funding models for the IAG function.
MST Child Abuse & Neglect	307	0	307	62	To continue funding the MST CAN project (previously DoH funded). Funding to be used in 2015/16.
YOT Remand	223	0	223	183	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	30	Trialing an all age locality lead professional - Appoint 5 and see how they get and how the idea works
Learning					
Trinity School	105	-50	55	55	New pressures emerging in Learning driven by requirement to resource the Post Ofsted Action Plan for Trinity Special School, which has been placed in Special Measures by Ofsted.
Art Collection Restoration Fund / Cambridgeshire Culture	140	0	140	93	Fund to support cultural activities within the county and the maintenance and development of the Art Collection.
Discretionary support for LAC education	134	+50	184	0	LAC Pupil Premium grant from Department for Education to provide further discretionary support for Looked After Children.
Schools Partnership - NtG CREDS	72	-72	0	0	Funding to be used in 2015/16
ESLAC support for children on edge of care	50	0	0	0	Pilot Scheme

Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 31 Jan 16		
	£'000	£'000	£'000	£'000	
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
Cross Service					
SW recruitment and retention	674	-332	342	240	Reserves funding for 2015/16.
Other Reserves (<£50k)	255	-4	251	0	Other small scale reserves.
Subtotal	7,533	-1,448	6,036	3,143	
TOTAL REVENUE RESERVE	8,277	-1,289	6,939	4,314	
Capital Reserves					
Building Schools for the Future	280	0	280	0	Building Schools for Future - c/fwd to be used to spent on ICT capital programme as per Business Planning 15/16
Basic Need	2,774	3,674	6,448	0	Further receipts anticipated in respect of the targeted basic need and standard basic need. All expected to be spent by Mar 2016
Capital Maintenance	0	5,053	5,053	0	The Capital Maintenance allocation received in 2014/15 will be spent in full.
Other Children Capital Reserves	635	260	895	0	Comprises the Universal Infant Free School Meal Grant c/f and the Public Health Grant re Alcohol recovery hub-anticipate spending by year end.
Other Adult Capital Reserves	2,583	3,217	5,800	1,778	Expected receipts for Community Capacity grant and spend on planned programme.
TOTAL CAPITAL RESERVE	6,272	12,205	18,477	1,778	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

APPENDIX 6 – Capital Expenditure and Funding

6.1 Capital Expenditure

2015/16						TOTAL SCHEME	
Original 2015/16 Budget as per BP	Scheme	Revised Budget for 2015/16	Actual Spend (Jan)	Forecast Spend - Outturn (Jan)	Forecast Variance - Outturn (Jan)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	Schools						
27,500	Primary Schools - New Communities	15,657	8,783	15,185	-471	95,765	3,400
32,611	Primary Schools - Demographic Pressures	39,753	30,212	36,391	-3,362	125,450	17,834
1,810	Primary Schools – Adaptations	1,882	1,738	1,803	-79	6,541	0
16,000	Secondary Schools - New Communities	16,906	11,162	14,237	-2,669	114,596	-4,150
9,936	Secondary Schools - Demographic Pressures	8,747	3,164	7,516	-1,232	113,380	-12,070
0	Final Payments	0	-13	0	0	0	0
250	Building Schools for the Future	363	106	363	0	9,118	0
1,126	Devolved Formula Capital	2,248	2	1,550	-698	17,425	0
0	Universal Infant Free School Meals	164	149	164	0	0	0
3,400	Condition, Maintenance and Suitability	3,521	4,697	4,850	1,329	47,578	1,450
300	Site Acquisition and Development	300	20	300	0	1,870	0
500	Temporary Accommodation	500	1,332	1,500	1,000	8,748	0
0	Youth Service	134	8	134	0	0	0
4,307	Children Support Services	4,607	738	1,983	-2,623	10,636	0
4,614	Adult Social Care	4,706	141	4,022	-684	12,952	0
2,500	CFA Wide	2,500	0	370	-2,130	5,000	-2,000
104,854	Total CFA Capital Spending	101,988	62,240	90,369	-11,619	569,059	4,464

Primary School - New Communities £471k slippage.

Clay Farm Primary; £100k accelerated spend due to additional fees for the increased project specification to a 2 Form entry school in response to housing development in the area. The Shade, Soham has also experienced £30k accelerated spend for initial design and feasibility works. The accelerated spends have been offset by North West Cambridge (NIAB site);-£50k slippage due to limited design work being completed and Alconbury 1st Primary(£552k) where poor weather has disrupted mobile cranes lifting frame into place.

Primary School – Demographic Pressures £3,362k 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 anticipated reduced costs of existing schemes in future years, which is currently showing as a total scheme forecast variance and will be managed through the 2016/17 business planning process.

Slippage and Acceleration

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

Little Paxton (£29k), Loves Farm (£75k), Cottenham Primary (£71k) and Grove Primary (£100k, Eastfield/Westfield, St Ives, (£20k) and Huntingdon Primary School (£50k), Orchards Primary, Wisbech £54k), Cavalry Primary (£23k), Swavesey Primary (£75k)

Slippage has occurred in respect of the following schemes;

- Fordham (£201k) where original phasing is not being achieved as a result of the decision to undertake a review of possible alternative options to meet in-catchment need; start on site now anticipated March 2016;
- Fulbourn (£118k) due to overall scheme revision which will see phase 2 works identified as a separate scheme in the 2016/17 Business Plan;
- Orchard Park, Cambridge (£405k) the scheme is currently on hold with no further expenditure expected in 2015-16.
- Fourfields, Yaxley (£200k) where slippage from original programme has occurred and the start on site is now anticipated in February 2016.
- Burwell Primary (£350k) programme slipped by one month to February 2016 following a slight revision to enabling works timetable.
- Isle of Ely Primary (£1,000k) due to delays in establishing infrastructure required to further develop the site.
- Westwood Primary expansion (£1,200k) 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 (£40k) final accounts have now been agreed resulting in 2015/16 slippage and an overall project reduction
- Brampton Primary (£85k) final accounts have now been agreed resulting in 2015/16 slippage and an overall project reduction
- Fawcett Primary (£163k) rephrasing of the access road within the scheme timescales. Scope and location continues to be planned therefore no design
- Wisbech 1 Form Entry additional places (£80k) Project scope and location continues to be planned therefore no design fees have commenced as originally planned.

Secondary Schools – New communities’ £2,669k slippage

Southern Fringe Secondary scheme has experienced slippage (£2,600k) due to approximately twelve weeks delay in construction (£1,809k), this has a knock on effect in procuring fitting and fixtures and ICT equipment (£791k). Northstowe secondary is also reporting slippage (£69k) as design work has not progressed as quickly as expected and is at early option/feasibility stage.

Secondary Schools - Demographic Pressures £1,232k slippage

Two schemes have had increased expenditure since the 2015/16 business plan was approved. Cambourne Secondary expansion (£300k) overspend in 2015/16 due to design work being accelerated. The scheme will be rephased in the 2016/17 Business Plan. Swavesey Village College (£317k) overspent in 2015/16 due to increased project cost to create additional capacity for Northstowe pupils ahead of the new Northstowe secondary school opening. This has been offset by Littleport secondary & special slippage (£2,000k) due to delays to the start on site. Work is now scheduled to commence in January 2016. The slippage of these schemes is offset slightly by accelerated spend experienced by North

Cambridgeshire Secondary (£151k). The project has started onsite January 2016 triggering the first payments from Peterborough City Council.

Devolved Formula Capital £698 slippage

Devolved Formula Capital (DFC); (£698k) slippage. The forecast reflects DFC being a three year rolling funding stream and historical trend of school rolling forward balances.

Condition, Maintenance and Suitability £1,329k overspend

The forecast £1,329k overspend is due to Castle and Highfield Special School projects continuing from 2014/15 due to delays on site, (£700k) 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 (£629k)

Temporary Accommodation £1,000k overspend

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

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

Children Support Services £2,623k slippage

Trinity School (£2,623k) 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 due to the need to undertake a review to reduce the overall project cost in line with the available budget.

Adults Strategic Investment £353k slippage

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

Adults Enhanced Frontline £335k slippage

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

CFA IT Infrastructure £2,130k 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	Forecast Spend – Outturn (Jan) £'000	Forecast Funding Variance - Outturn (Jan) £'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	1,550	-698
0	Universal Infant Free School meals	164	164	0
4,614	Adult specific Grants	4,706	4,022	-684
25,557	S106 contributions	9,352	9,352	0
0	BSF -PFS only	280	280	0
0	Capitalised Revenue Funding	0	0	0
700	Other Capital Receipts	884	884	0
34,262	Prudential Borrowing	43,355	33,120	-10,235
27,352	Prudential Borrowing (Repayable)	29,497	29,497	0
104,853	Total Funding	101,986	90,369	-11,617

The overall position of the Capital Plan for January 2016 is a net reduction in prudential borrowing of £2,576k




The overall net impact of the movements within the capital plan, results in an expected £11,619k underspend in 2015/16 £684k is adult social care grant which is required to be carried forward into future years, along with £698k of Devolved Formula Capital grant.

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 – as reported in Sep 15 and to be approved by the GPC on 22nd December 2015.


APPENDIX 7 – Performance at end of December 2015

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
% year 12 in learning	Enhanced & Preventative	95.9%	96.0%	95.8%	Dec 15		A	Whilst we have just missed the target for 2015 we have improved on our performance since last year by over 1%. In order to make further improvements we will need to ensure that there is appropriate tailor made provision in learning for our most vulnerable learners.
% Clients with SEND who are NEET	Enhanced & Preventative	9.5%	9.5%	10.0%	Q3 (Oct to Dec 2015)		A	Whilst we have not met our target, NEET for young people with SEND has reduced by over 2% from the same point last year when it was 12.2%.
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	79.7%	75.0%	79.7%	Dec-15		G	154 Primary schools are judged as good or outstanding by Ofsted covering 36251 pupils. One maintained primary school remains in an Ofsted category and has specific actions plans in place to support their improvement. (Source:Watchsted)

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	47.4%	75.0%	47.4%	Dec-15	➡	R	The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has been adversely affected by a number of the county's largest secondary academies slipping from 'good' to 'requires improvement'. Only 15 out Secondary schools with Inspection results are judged as good or outstanding, covering 14,550 pupils. This is 47.4% of pupils against the target of 75%. (Source:Watchsted)
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	86.6%	75.0%	86.6%	Dec-15	➡	G	7 out of 9 Special schools are judged as Good or outstanding covering 842 (86.6%) pupils.
No or % 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	86.8%	85.0%	87.7%	Dec-15	⬆	G	This is a new indicator for 2015/16. Performance is slightly above the provisional target for the first time this year. Performance is above the national average for 14/15 and will be monitored closely

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	55.5%	57.0%	55.0%	Dec-15		A	The proportion of service users requiring no further service at the end of re-ablement phase has seen a gradual decline since July 2014, and is currently below target. It should be noted that over the last few years the average age of people being referred into the service has increased along with the level of need. We are seeing a greater number of people requiring double up packages of care and the normal exit routes from re-ablement into domiciliary care have been impacted due to shortages in the availability of domiciliary care. In recognition of this, a review is currently underway to identify the barriers and opportunities that can provide benefits to the system and service user.
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health		646	565	2014-15		G	This provisional score is calculated using 2nd cut submission data from the SALT return. This new method is different to previous years and as such a direct comparison could be misleading. This indicator is measured annually

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	Children's Social Care	44.3	32.8 - 38.5	44.8	Dec-15		R	The number of Looked After Children increased to 589 during December 2015. 46 (7.8%) of these are Unaccompanied Asylum Seeking Children (UASC). The current target has been set with an upper limit equating to 500 LAC by April 2016. The savings required on the LAC placements budget are significant. Within the LAC Placements Strategy there are a number of work streams established which will contribute to an overall reduction in LAC numbers as well as reducing the costs of placements in order to make these savings. These include looking at alternative methods of meeting children's needs e.g. the Alternative to Care Service, increasing the numbers of available in-house foster placements to reduce the use of Independent Fostering Agency placements
% children whose referral to social care occurred within 12 months of a previous referral	Children's Social Care	20.9%	25.0%	20.5%	Dec-15		G	Performance in re-referrals to children's social care has improved to just below 21% during December and is now better than target again.
% CAFs where outcomes were achieved	Enhanced & Preventative	77.8%	80.0%	76.9%	Dec-15		A	Performance continues to fall as the new Family CAF is brought online and numbers of "old style" CAFs diminish. We will continue to report on this measure as long as there are CAFs being completed. . It is hoped that in the longer term the development of a 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. A new measure is being developed to report on the Family CAF and Think Family way of working from April 2016.

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	484	406	466	Nov-15		R	<p>The Cambridgeshire health and social care system is experiencing a monthly average of 2,398 bed-day delays, which is 15% above the current BCF target ceiling of 2,088. In November there were 1,757 bed-day delays, down 125 from the previous month, below the monthly target for the second consecutive month.</p> <p>The DToC situation is well documented in the media with several of our local hospital trusts having to close their A & E departments due to insufficient capacity. Many of the patients are elderly who on average have longer lengths of stay in hospital, which in turns impacts on the hospitals ability to ensure sufficient throughput. Daily conference calls are held between CCC and the hospitals to identify patients who can be discharged safely and quickly.</p> <p>Between December '14 and November '15 there were 29,991 bed day delays across the whole of the Cambridgeshire system - representing a 5% decrease on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have increased by 5% from 20,269 (Dec 13 - Nov 14) to 21,412 (Dec 14 - Nov 15), while bed-day delays attributed to Adult Social Care have decreased from 9,337 (Dec 13 - Nov 14) to 7,116 (Dec 14 - Nov 15) an improvement of 24%.</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	123	94	118	Nov-15	↓	R	Between April - Nov '15 there were 4,864 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 118 delays per 100,000 of 18+ population. For the same period the national rate was 103 delays per 100,000. The numbers have increased due to a number of factors, one of which is the increased number of admissions within the Acute Trusts particularly for the over 85s who tend to require longer more complex care on discharge. In addition, there have been some challenges around the availability of domiciliary care provision particularly in hard to reach areas of the county. In addressing these issues, we are in regular contact with providers and are actively working with them to increase their staffing capacity.
1F - Adults in contact with secondary mental health services in employment	Older People & Mental Health	15.4%	12.5%	15.6%	Dec-15	↑	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	1.4%	7.5%	1.7%	Dec-15	↑	R	Though performance is very low at the moment, employment information is collected at a client's annual review so numbers are expected to increase in the second half of the year when most reviews are planned.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
FSM/Non-FSM attainment gap % achieving L4+ in Reading, Writing & Maths at KS2	28	21	28	2015		➔	R	Provisional data for 2015 suggests that the gap has remained unchanged at KS2. 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.

APPENDIX 8 – CFA Portfolio at end of December 2015

Programme/Project and Lead Director	Brief description and any key issues	RAG
Transforming Lives/Care Act Programme: Claire Bruin	<p>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. Physical and Learning Disability Services have started to implement this new way of working and a new project has been set up to manage Contact Centre changes required to facilitate the Older People's service roll-out. A quality assurance process is in development and will be applied to ensure the principles of Transforming Lives are being adhered to in practice.</p> <p>No key issues.</p>	GREEN
Learning Disability Spend: Claire Bruin	<p>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.</p> <p>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. The service is still reporting an overspend for this financial year.</p>	AMBER
Building Community Resilience Programme: Sarah Ferguson	<p>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.</p> <p>No key issues.</p>	GREEN
Older People Service Development Programme: Charlotte Black	<p>Delivering service improvements for Older People following staff transfers from Cambridgeshire Community Services. Good progress is being made and the CCS Transfer project is in closedown phase. New project is being set up to deliver transformational change in response to the Home Care Summit held earlier in the year.</p> <p>No key issues.</p>	GREEN
CFA Strategy for 2016-20: Adrian Loades	<p>Delivering a strategy for the next five years that will respond to the savings that need to be made. Significant work has taken place to translate principles in the strategy into a five year Business Plan for CFA Services. Proposals will be discussed with Service Committees in January 2016 and the Strategy and savings proposals are currently being shared with key partners. Plans are being developed to monitor the impact of delivery of the CFA Strategy over the coming months and years – aligned to delivery of the resulting savings.</p> <p>No key issues.</p>	GREEN

Programme/Project and Lead Director	Brief description and any key issues	RAG
Accelerating Achievement: Keith Grimwade / Meredith Teasdale / Sarah Ferguson	Delivering the strategy aimed at groups of children and young people who are vulnerable to underachievement. The action plan and targets are currently being revised. No key issues.	GREEN
LAC Placements Strategy: Meredith Teasdale	The draft strategy is now complete and was presented to members at the December CYP Committee. Wider consultation will take place in December for full implementation from January 2016. Key issue: The need to deliver a robust strategy for our Looked After Children which enables significant savings targets to be met and an overall reduction in LAC population. In particular a rapid reduction in the overall LAC population will be required between December 2015 and March 2016 which is a challenging target within this limited timeframe.	AMBER
Early Help: Sarah Ferguson	Delivering the implementation of a revised Early Help offer in Cambridgeshire. The consultation for the second phase of the Early Help review was launched in December 2015. No key issues.	GREEN