

From: Tom Kelly and Martin Wade  
 Tel.: 01223 703599, 01223 699733  
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## **Children, Families & Adults Service**

### **Finance and Performance Report – March 2016**

#### **1. SUMMARY**

##### **1.1 Finance**

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

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

<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
Feb Performance (No. of indicators)	7	4	7	18
Feb Portfolio (No. of indicators)	0	2	6	8

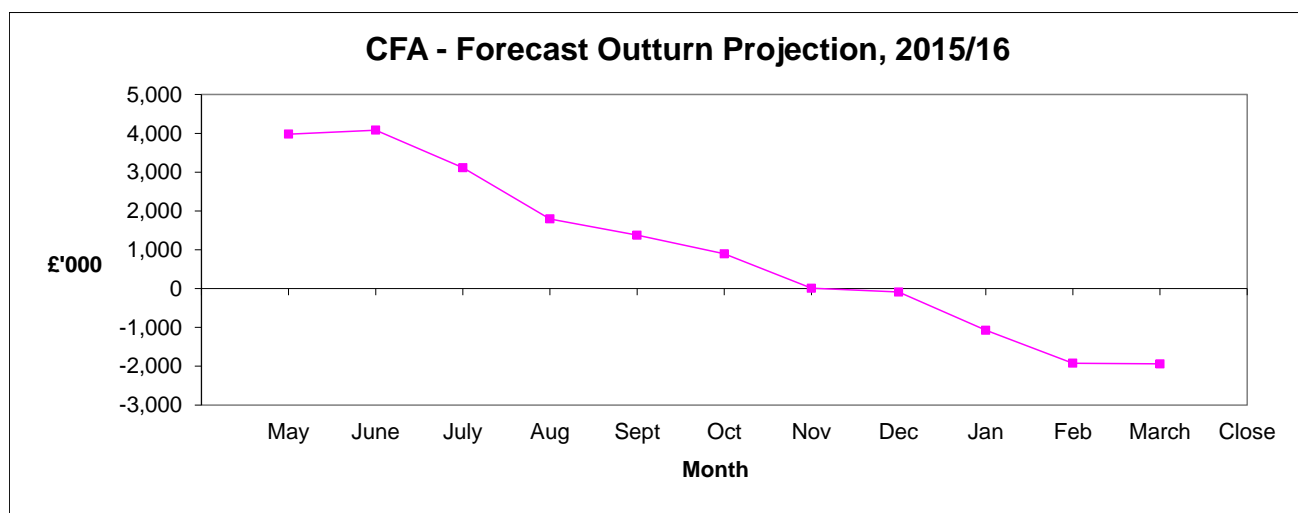
#### **2. INCOME AND EXPENDITURE**

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

<b>Forecast Variance - Outturn (Feb) £000</b>	<b>Directorate</b>	<b>Current Budget for 2015/16 £000</b>	<b>Current Variance £000</b>	<b>Current Variance %</b>	<b>Forecast Variance - Outturn (Mar) £000</b>	<b>Forecast Variance - Outturn (Mar) %</b>
-2,628	Adult Social Care	84,685	-1,882	-2.2%	-2,608	-3.1%
-3,929	Older People & Adult Mental Health	85,221	-3,886	-4.6%	-4,063	-4.8%
1,840	Children's Social Care	35,054	2,236	6.3%	2,093	6.0%
3,061	Strategy & Commissioning	42,660	2,996	7.5%	2,936	6.9%
-400	Children's Enhanced and Preventative	31,899	-495	-1.7%	-493	-1.5%
447	Learning	20,450	915	4.8%	499	2.4%
<b>-1,608</b>	<b>Total Expenditure</b>	<b>299,970</b>	<b>-117</b>	<b>0.0%</b>	<b>-1,635</b>	<b>-0.5%</b>
-316	Grant Funding	-54,371	0	0.0%	-305	0.6%
<b>-1,924</b>	<b>Total</b>	<b>245,600</b>	<b>-117</b>	<b>0.0%</b>	<b>-1,940</b>	<b>-0.8%</b>

The service level finance & performance report for March 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 March 2016, CFA is forecasting a year end underspend of £1,940k. Significant issues are detailed below:

- i) In Older People & Mental Health, new underspends of £186k are reported in countywide budgets, the result principally of a newly reported underspend on housing related support, and an increased expectation around deferred payment income
- ii) In Older People & Mental Health, across locality teams the client contributions forecast has decreased by £298k, of which £102k is in City & South, partly reversing an adjustment made last month as further income has been reconciled between the ledger and commitment records.
- iii) In Older People & Mental Health, the forecast position for Fenland locality has worsened by £177k. Apart from the locality's share of the client contributions adjustment mentioned above, this is mainly due to incorrect omission of transferring clients from commitment records
- iv) In Older People & Mental Health, the forecast underspend for Reablement, Occupational Therapy & Assistive Technology has increased by £150k, reflecting lower levels of assistive technology equipment purchases and lower than expected staffing expenditure over the winter period.
- v) In Children's Social Care, the forecast position for Children Looked After has moved by £165k from an £80k underspend to an £85k overspend, reflecting pressure from increased numbers of Unaccompanied Asylum Seeking Children and the expected shortfall in Home Office grant.
- vi) In Strategy and Commissioning, an increased underspend of £113k on Strategic Management reflecting an over recovery of vacancy saving and a saving on the legal budget.

- vii) In Learning, an increased overspend of £239k in Children's Innovation & Development Service is being reported due to the underachievement of income targets.
- viii) In Learning, a new underspend of £115k is reported against the Teachers' Pension and redundancies budget, reflecting the reduced cost of the scheme due to a greater membership turnover than originally predicted.

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

	BUDGET				ACTUAL (March)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Mar 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	£231k	2,223.00	0.54	-£150k	-1,440.30
Residential - secure accommodation	0	£k	52	0.00	0	0.28	£72k	5,110.00	0.28	£72k	5,110.00
Residential schools	8	£828k	52	1,990.93	10	10.83	£995k	1,709.74	2.83	£167k	-281.19
Residential homes	16	£2,342k	52	2,814.92	26	27.73	£4,180k	3,044.18	11.73	£1,838k	229.26
Independent Fostering	261	£9,813k	52	723.03	225	238.16	£9,623k	792.26	-22.84	-£190k	69.23
Supported Accommodation	15	£1,170k	52	1,500.00	27	23.14	£1,282k	1,146.67	8.14	£112k	-353.33
16+	9	£203k	52	433.58	11	10.29	£202k	357.29	1.29	-£1k	-76.29
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£136k	-	-	-£136k	-
<b>TOTAL</b>	<b>311</b>	<b>£14,737k</b>			<b>300</b>	<b>312.97</b>	<b>£16,449k</b>		<b>1.97</b>	<b>£1,712K</b>	
In-house fostering	140	£3,472k	55	185.55	147	143.93	£3,379k	176.19	3.93	-£93k	-9.37
Kinship	26	£733k	55	185.55	50	33.82	£790k	187.29	7.82	£57k	1.74
In-house residential	16	£1,588k	52	1,908.52	15	11.42	£1,588k	2,673.93	-4.58	£k	765.41
Concurrent Adoption	3	£50k	52	350.00	5	9.24	£181k	350.00	6.24	£131k	0.00
Pressure funded within directorate	-	£k	-	-	-	-	-£95k	-	-	-£95k	-
<b>TOTAL</b>	<b>185</b>	<b>£5,843k</b>			<b>205</b>	<b>198.41</b>	<b>£5,843k</b>		<b>13.41</b>	<b>£k</b>	
Adoption	289	£2,550k	52	162.50	355	339.65	£3,121k	168.41	50.65	£571k	5.91
<b>TOTAL</b>	<b>289</b>	<b>£2,550k</b>			<b>355</b>	<b>339.65</b>	<b>£3,121k</b>		<b>50.65</b>	<b>£571k</b>	
<b>OVERALL TOTAL</b>	<b>785</b>	<b>£23,130k</b>			<b>860</b>	<b>851.03</b>	<b>£25,413k</b>		<b>66.03</b>	<b>£2,283k</b>	

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 March for SEN Placements is shown below:

BUDGET				ACTUAL (March)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Mar 16	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	92	£5,753k	£62,536	102	100.44	£6,320k	£62,924	10	8.44	£567k	£388
Behaviour, Emotional and Social Difficulty (BESD)	35	£1,438k	£41,089	38	36.27	£1,486k	£40,960	3	1.27	£47k	-£130
Hearing Impairment (HI)	4	£135k	£33,690	3	2.85	£78k	£27,510	-1	-1.15	-£56k	-£6,179
Moderate Learning Difficulty (MLD)	3	£99k	£33,048	3	2.21	£81k	£36,835	0	-0.79	-£18k	£3,787
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
Recoupmnt	0	£0k	£0	-	-	-£17k	-	-	-	-£17k	-
<b>TOTAL</b>	<b>154</b>	<b>£8,099k</b>	<b>£52,590</b>	<b>160</b>	<b>157.67</b>	<b>£8,484k</b>	<b>£53,917</b>	<b>6</b>	<b>3.67</b>	<b>£385k</b>	<b>£1,327</b>

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 March for **Adult Social Care** Services is shown below:

		BUDGET			ACTUAL (March)			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 Mar16	Current Average Unit Cost (per week)	Projected Spend	Net Variance to Budget
Physical Disability Services	Residential	40	£969	£2,015k	40	£1,079	£2,352	£337k
	Nursing	23	£926	£1,107k	23	£828	£1,117	£10k
	Community	620	£334	£10,758k	650	£336	£10,674	-£84k
<b>Physical Disability Services Total</b>		<b>683</b>		<b>£13,880k</b>	<b>713</b>		<b>£14,143</b>	<b>£263k</b>
<b>Income variance</b>								<b>-£462k</b>
<b>Further savings assumed within forecast</b>								<b>£0k</b>
Learning Disability Services	Residential	294	£1,253	£19,161k	309	£1,315	£21,181k	£2,020k
	Nursing	17	£1,437	£1,270k	19	£1,413	£1,400k	£130k
	Community	1,272	£543	£35,907k	1,209	£598	£37,716k	£1,809k
<b>Learning Disability Service Total</b>		<b>1,583</b>		<b>£56,338k</b>	<b>1,537</b>		<b>£60,297k</b>	<b>£3,959k</b>
<b>Further savings assumed within forecast</b>								<b>0</b>

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

Until this has been fully completed, activity analysis is based on more restricted details about package volume (hours/nights) and length, than is available through AFM. In the table above, the assumption has been made that packages that are currently open last 365 days, as a proxy for full year activity, rather than full reflection of closed and part-year packages

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

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

		BUDGET			ACTUAL (March)			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 Mar 16	Current Average Unit Cost (per week)	Projected Spend	Variance
Adult Mental Health	Community based support	67	£76	£265k	116	£93	£534	£269k
	Home & Community support	196	£87	£886k	216	£81	£773	-£113k
	Nursing Placement	13	£682	£461k	19	£659	£537	£76k
	Residential Placement	71	£732	£2,704k	73	£754	£2,468	-£236k
	Supported Accommodation	137	£81	£579k	152	£88	£629	£50k
<b>Adult Mental Health Total</b>		<b>484</b>		<b>£4,894k</b>	<b>576</b>		<b>£4,941k</b>	<b>£46k</b>
<b>Further savings assumed within forecast</b>								<b>-£150k</b>

#### 2.5.5 Key activity data to the end of March 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	540	£434	£13,128k	£535k
Residential Dementia	319	£520	£8,675k	356	£501	£9,044k	£369k
Nursing	319	£613	£10,189k	314	£591	£10,043k	-£146k
Respite	289	£497	£861k	109	£501	£1,057k	£196k
Community based							
~ Direct payments	356	£176	£3,276k	274	£257	£3,535k	£259k
~ Day Care	326	£104	£1,773k	431	£131	£1,795k	£22k
~ Other Care			£5,434k			£5,567k	£134k
~ Homecare arranged	1,807	per hour £16.48	£18,572k	1,713	per hour £16.83	£17,991k	-£581k
<b>Total</b>	<b>3,947</b>		<b>£61,372k</b>	<b>3,737</b>		<b>£62,160k</b>	<b>£788k</b>
<b>Income Variance</b>							<b>-£2,143k</b>
<b>Further Savings Assumed Within Forecast</b>							<b>£0k</b>

**2.5.6** Key activity data to the end of March 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	51	£617	£403k	£71k
Residential Dementia	38	£529	£1,097k	28	£487	£1,331k	£234k
Nursing	36	£625	£1,172k	40	£717	£1,173k	£1k
Nursing Dementia	156	£680	£5,534k	154	£667	£5,537k	£3k
Respite	16	£400	£38k	6	£442	£45k	£7k
Community based:							
~ Direct payments	16	£271	£226k	18	£204	£218k	-£8k
~ Other Care			£62k			£48k	-£14k
~ Homecare arranged	92	<i>per hour</i> £16.08	£615k	76	<i>per hour</i> £15.27	£543k	-£72k
<b>Total</b>	<b>368</b>		<b>£9,076k</b>	<b>373</b>		<b>£9,298k</b>	<b>£222k</b>
Income Variance							-£307k
Further Savings Assumed Within Forecast							£0k

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 In Year Pressures/Slippage

As at the end of March the capital programme forecast underspend is expected to be £12,773k, £1,052k less than last month. The significant changes in the following schemes have been the major contributory factors to this;

- Isle Primary, Ely; -£300k slippage expected cost of IT equipment and furniture and fittings have slipped into 2016/17.
- Westwood Primary, March; £270k accelerated spend due to good weather allowing works to progress quicker than anticipated
- Burwell Additional Places; -£70k slippage construction contract sum has not be concluded as originally forecast
- Trumpington Community College; £300k accelerated spend due to delays being resolved and the rectification of defects being completed.
- Cambridge City additional Capacity; £53k accelerated spend due to additional design work carried out in 2015/16.
- Littleport Secondary & Special; -£600k. Contractor still carrying out ground works, infrastructure and site set up. Work has not commenced on building as yet. Therefore spend lower than originally forecast
- Hampton Garden Secondary; £1,490k accelerated spend. Agreement reached that CCC will pay Peterborough City Council towards the land on which the school is sited.
- Building Schools for Future; £153k slippage as costs anticipated in 2015/16 to transfer ICT arrangements from Dell in September 2016 have slipped into 2016/17.

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

## 4. PERFORMANCE

The detailed Service performance data can be found in appendix 7 along with comments about current concerns.

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

Seven indicators are currently showing as RED:

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

The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has been adversely affected by a number of the county's largest secondary academies slipping from 'good' to 'requires improvement'. Only 15 out of 25 Secondary schools with Inspection results are judged as good or outstanding, covering 14,550 pupils. This is 49.4% of pupils against the target of 75%.

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

The number of Looked After Children increased to 599 during February 2016. 50 of these (8.3%) are UASC. There are work streams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. These work streams cannot impact current commitment but aim to prevent it increasing:

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

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

In spite of excellent progress earlier in the year we have seen some deterioration in the last few months. The Cambridgeshire health and social care system is experiencing a monthly average of 2,409 bed-day delays, which is 15% above the current BCF target ceiling of 2,088. In December there were 2,868 bed-day delays, up 831 compared to the previous month.

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

Between February '15 and January '16 there were 29,183 bed-day delays across the whole of the Cambridgeshire system - representing a 10% decrease on the preceding 12 months.

Across this period NHS bed-day delays have decreased by 7% from 21,986 (Feb 14 - Jan 15) to 20,487 (Feb 15 - Jan 16), while bed-day delays attributed to Adult Social Care have decreased from 8,326 (Feb 14 - Jan 15) to 7,388 (Feb 15 - Jan 16) an improvement of 11%.

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

Between April '15 and January '16 there were 6,335 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 123 delays per 100,000 of 18+ population. For the same period the national rate was 106 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital. We have seen a slight increase in the number of delays attributable to social care which has been due to a number of factors i.e. A seasonal spike in demand, Provider Failures, staff sickness and recruitment challenges. Added to this we have seen a shortage of



provision in the residential and nursing market which has resulted careful (but time consuming) negotiation with providers to get value for money

Nationally there is a shortage of care staff which has a direct impact on the domiciliary care market and we have seen particular challenges in the east of the county in this regard.

Please note that we receive the official data for DTOC measures from NHS England 6 weeks after the end of the month so reporting is always a month behind. However, we receive more up-to-date data on Social Care delays from the Acute hospitals. At 18/03/2016 there were 2 social care delays at Hinchingsbrooke, contributing 28 bed-day delays. At Addenbrookes, 7 social care delays were contributing 52 bed-day delays.

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

Performance has increased during February though still well below target. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams.

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

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

## **5. CFA PORTFOLIO**

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

The programmes and projects highlighted in appendix 8 form part of a wider CFA portfolio which covers all the significant change and service development activity taking place within CFA services. This is monitored on a 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 (Feb) £'000		Service	Current Budget for 2015/16 £'000	Expected to end of Mar £'000	Actual to end of Mar £'000	Current Variance		Forecast Variance Outturn (Mar)	
						£'000	%	£'000	%
Adult Social Care Directorate									
-2,529	1	Strategic Management – ASC	4,232	4,232	1,332	-2,900	-69%	-2,529	-60%
-16		Procurement	563	563	593	31	5%	-10	-2%
-37		ASC Strategy & Transformation	2,184	2,184	2,196	12	1%	-37	-2%
-1,185	2	ASC Practice & Safeguarding	2,109	2,109	761	-1,348	-64%	-1,197	-57%
-61	3	Local Assistance Scheme	386	386	387	1	0%	-76	-20%
Learning Disability Services									
-713	4	LD Head of Services	250	250	-605	-856	-342%	-667	-267%
910	4	LD Young Adults	626	626	1,460	834	133%	979	156%
1,200	4	City, South and East Localities	31,287	31,287	33,260	1,973	6%	1,282	4%
555	4	Hunts & Fenland Localities	21,744	21,744	22,802	1,058	5%	382	2%
83	4	In House Provider Services	4,543	4,539	4,405	-134	-3%	58	1%
Physical Disability Services									
-107	5	PD Head of Services	943	947	843	-104	-11%	-167	-18%
-172	5	Physical Disabilities	12,585	12,585	12,738	154	1%	-140	-1%
12		Autism and Adult Support	607	607	582	-25	-4%	-4	-1%
-18		Sensory Services	504	504	457	-47	-9%	-20	-4%
-549	6	Carers Services	2,121	2,121	1,591	-530	-25%	-462	-22%
-2,628		Director of Adult Social Care Directorate Total	84,685	84,685	82,803	-1,882	-2%	-2,608	-3%
Older People & Adult Mental Health Directorate									
-1,632	7	Director of Older People & Adult Mental Health Services	8,907	8,907	7,544	-1,363	-15%	-1,818	-20%
-1,112	8	City & South Locality	18,600	18,600	19,222	622	3%	-893	-5%
-323	9	East Cambs Locality	7,269	7,269	6,788	-481	-7%	-409	-6%
8	10	Fenland Locality	8,266	8,262	8,857	596	7%	185	2%
-256	11	Hunts Locality	12,443	12,443	12,877	434	3%	-282	-2%
0		Addenbrooke Discharge Planning Team	1,051	1,051	996	-55	-5%	-33	-3%
0		Hinchingbrooke Discharge Planning Team	634	634	631	-2	0%	0	0%
-455	12	Reablement, Occupational Therapy & Assistive Technology	7,718	7,718	6,451	-1,267	-16%	-605	-8%
0		Integrated Community Equipment Service	802	802	78	-724	-90%	8	1%
Mental Health									
65		Head of Services	4,231	4,231	4,124	-107	-3%	-2	0%
-100	13	Adult Mental Health	7,132	7,132	6,077	-1,055	-15%	-104	-1%
-123	14	Older People Mental Health	8,169	8,169	7,685	-484	-6%	-111	-1%
-3,929		Older People & Adult Mental Health Directorate Total	85,221	85,217	81,332	-3,886	-5%	-4,063	-5%

Forecast Variance Outturn (Feb) £'000		Service	Current Budget for 2015/16 £'000	Expected to end of Mar £'000	Actual to end of Mar £'000	Current Variance		Forecast Variance Outturn (Mar)	
						£'000	%	£'000	%
Children's Social Care Directorate									
400	15	Strategic Management – Children's Social Care	3,138	3,118	3,522	404	13%	400	13%
370	16	Head of Social Work	4,249	4,203	4,614	411	10%	411	10%
125	17	Legal Proceedings	1,530	1,358	1,514	156	11%	150	10%
135	18	Safeguarding & Standards	1,177	1,123	1,280	157	14%	157	13%
420	19	Children's Social Care Access	4,448	4,379	4,802	422	10%	420	9%
-80	20	Children Looked After	10,860	11,528	11,774	246	2%	85	1%
470	21	Children in Need	3,933	3,888	4,344	456	12%	470	12%
0		Disabled Services	5,720	5,975	5,960	-15	0%	0	0%
1,840		Children's Social Care Directorate Total	35,054	35,573	37,809	2,236	6%	2,093	6%
Strategy & Commissioning Directorate									
-252	22	Strategic Management – Strategy & Commissioning	417	363	-19	-382	-105%	-365	-87%
-65		Information Management & Information Technology	1,859	1,842	1,765	-77	-4%	-77	-4%
-52		Strategy, Performance & Partnerships	1,521	762	703	-59	-8%	-52	-3%
Commissioning Enhanced Services									
1,712	23	Looked After Children Placements	16,490	15,955	17,705	1,750	11%	1,712	10%
385	24	Special Educational Needs Placements	8,469	8,498	8,919	421	5%	385	5%
0		Commissioning Services	3,665	3,443	3,747	305	9%	0	0%
0		Early Years Specialist Support	1,323	1,094	1,092	-2	0%	0	0%
625	25	Home to School Transport – Special	7,085	6,309	6,977	668	11%	625	9%
575	26	LAC Transport	671	656	1,204	548	84%	575	86%
Executive Director									
0		Executive Director	440	429	426	-3	-1%	0	0%
133	27	Central Financing	719	394	221	-173	-44%	133	18%
3,061		Strategy & Commissioning Directorate Total	42,660	39,745	42,741	2,996	8%	2,936	7%
Children's Enhanced & Preventative Directorate									
-29		Strategic Management – Enhanced & Preventative	1,771	1,724	1,624	-100	-6%	-89	-5%
-60		Children's Centre Strategy	707	579	520	-60	-10%	-60	-8%
0		Support to Parents	3,532	2,727	2,711	-16	-1%	0	0%
-15		SEND Specialist Services	5,371	5,365	5,360	-6	0%	-15	0%
0		Safer Communities Partnership	7,168	6,927	6,903	-24	0%	-24	0%
Youth Support Services									
-4		Youth Offending Service	2,364	1,639	1,630	-9	-1%	-4	0%
-130	28	Central Integrated Youth Support Services	1,112	869	690	-179	-21%	-146	-13%
Locality Teams									
-93		East Cambs & Fenland Localities	3,427	3,384	3,312	-72	-2%	-86	-3%
-41		South Cambs & City Localities	3,915	3,852	3,827	-25	-1%	-41	-1%
-28		Huntingdonshire Localities	2,531	2,449	2,445	-5	0%	-28	-1%
-400		Children's Enhanced & Preventative Directorate Total	31,899	29,518	29,022	-495	-2%	-493	-2%

Forecast Variance Outturn (Feb) £'000	Service	Current Budget for 2015/16 £'000	Expected to end of Mar £'000	Actual to end of Mar £'000	Current Variance		Forecast Variance Outturn (Mar)		
					£'000	%	£'000	%	
Learning Directorate									
223	29 Strategic Management - Learning	67	67	219	151	225%	151	224%	
-55	Early Years Service	1,813	1,780	1,721	-59	-3%	-55	-3%	
-40	Schools Intervention Service	1,710	1,690	1,650	-40	-2%	-40	-2%	
-157	30 Schools Partnership Service	1,324	1,466	1,265	-201	-14%	-157	-12%	
52	31 Children's' Innovation & Development Service	163	545	902	357	65%	291	178%	
-25	Integrated Workforce Development Service	1,486	1,234	1,186	-48	-4%	-25	-2%	
-21	Catering & Cleaning Services	-350	-390	-570	-180	46%	-26	-7%	
0	32 Teachers' Pensions & Redundancy	3,000	3,000	3,352	352	12%	-116	-4%	
Infrastructure									
-35	0-19 Organisation & Planning	1,769	1,598	1,446	-152	-10%	-48	-3%	
0	Early Years Policy, Funding & Operations	149	149	41	-108	-73%	0	0%	
-15	Education Capital	176	176	515	339	193%	4	2%	
520	33 Home to School/College Transport – Mainstream	9,143	7,808	8,311	503	6%	520	6%	
447	Learning Directorate Total	20,450	19,124	20,038	915	5%	499	2%	
-1,608	Total	299,970	293,862	293,745	-117	0%	-1,635	-1%	
Grant Funding									
-316	34 Financing DSG	-23,212	-23,212	-23,212	0	0%	-305	-1%	
0	Non Baselined Grants	-31,159	-30,864	-30,864	0	0%	0	0%	
-316	Grant Funding Total	-54,371	-54,076	-54,076	0	0%	-305	1%	
-1,924	Net Total	245,600	239,785	239,669	-117	0%	-1,940	-1%	

## APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>1) Strategic Management – ASC</b>	<b>4,232</b>	<b>-2,900</b>	<b>-69%</b>	<b>-2,529</b>	<b>-60%</b>
<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, did not begin this financial year and technical preparations for care accounts can take place over a longer timeframe. The Council had taken a cautious approach to making spending commitments and confirmation was received in October that none of the additional funding received in 2015/16 for Care Act duties will be clawed back. This, combined with ongoing monitoring of current work streams, leads to a forecast underspend in this area of £2,604k.</p> <p>There has been national recognition that the social care system is under significant strain 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 4). Care Act funding will be within general funding from government next year, rather than standalone grants, with a smaller separate contribution continuing through the Better Care Fund. This has been reflected in Business Planning.</p> <p>This underspend is partially offset by a pressure on the vacancy savings budget.</p>					
<b>2) ASC Practice &amp; Safeguarding</b>	<b>2,109</b>	<b>-1,348</b>	<b>-64%</b>	<b>-1,197</b>	<b>-57%</b>
<p>An underspend of £1,197k 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>Although there has been moderate recent success in recruiting to posts in the latest round of interviews, lead-in times for staff joining have meant that the forecast underspend in this area remains £1,197k.</p>					
<b>3) Local Assistance Scheme</b>	<b>386</b>	<b>1</b>	<b>0%</b>	<b>-76</b>	<b>-20%</b>
<p>The Cambridgeshire Local Assistance Scheme is now forecasting an overall underspend of £76k against budget, equating to the saving taken in Business Planning. 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 £259k at year-end based on current demand levels.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>4) Learning Disability Services</b>	<b>58,451</b>	<b>2,876</b>	<b>5%</b>	<b>2,034</b>	<b>3%</b>

Across the Learning Disability Partnership (LDP) at the end of March 2016 of £2,553k. Of this, £2,034k relates to the County Council after the pooled budget risk share with the NHS is taken into account. Although still of concern, this is a significant improvement on the £4,800k forecast outturn reported at the start of this financial year.

This overall reported forecast is unchanged this month. The principal changes this month are the result of:

- Commitments decreasing as needs change and services end: -£82k (South
- -£46k, North -£29k and -£7k in Young Adults).
- Additional costs from changed needs, placement and carer breakdown: £297k (South £172k, North £29k, and £96k in Young Adults).
- An increase in the forecast for direct payments clawbacks -£31k.
- Recharge with OP Service for clients over 65 occupying a Provider block bed in accommodation services -£130k
- A reduction in the Provider Services forecast, due to additional support recharges -£24k.

The provision for further improvements on cost of care expenditure has increased by £31k. This now allows for £206k of favourable changes arising from year end spending analysis.

#### Actions being taken to manage the ongoing pressure

The additional project management capacity and scrutiny around numbers / pace of re-assessments will continue into the new financial year. There will continue to be a focus on the financial outcome of reassessments ensuring that the financial recording is timely and accurate. This will give increased assurance around the accuracy of the forecast out turn going forward.

Work within the teams on reviewing areas of funding in packages of care will continue with work plans being drawn up and starting to be implemented for the next financial year. All workers have a full understanding of the budget pressures and the need to provide cost effective services is included in each individual worker's 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	%
<b>Learning Disability Services continued</b> <p>From April 2016 the North and East Teams will use AFM commitment records and work is continuing to move the City and South Teams to the commitment records for a fully automated process that will provide greater accuracy and provide managers with better management information to support their oversight of changes from month to month. Further attention continues to be given to this area to ensure that progress is made.</p> <p>Work has already been started to reduce the expenditure on staffing in in-house provider services. Vacant posts and relief posts are being recruited to reducing the need to use agency staffing. A number of protocols are being produced to limit the rate overtime hours are paid at as well as the need for senior management authorisation for the use of agency staffing, with use being monitored and reported across the services. Budget surgeries have taken place with budget holders in these services to ensure they are aware of the emerging pressures in their budgets and have plans in place to manage these. These budget surgeries have brought about better understanding of all of the budget areas enabling more accurate forecasting. Many of the cost pressures identified within the in house services have now been offset by doing this.</p> <p>We are further developing the process for tracking costs for young people with a learning disability as they prepare for adulthood.</p>					
<b>5) Physical Disabilities incl. Head of Services</b>	<b>13,528</b>	<b>50</b>	<b>0%</b>	<b>-307</b>	<b>-2%</b>
<p>The underspend in Disability Services (Physical Disability, Sensory Loss, HIV and Vulnerable Adult and Autism Services) has reduced by £32k. In the main the continuing underspends is due to contract funding no longer required under the Head of Service budget, expected clawback on direct payments paid to people with a Physical Disability and management of demand.</p> <p>The principal changes this month are due to the continued management of demand through the use of short term intervention, increasing people's independence and use of community resources, the recalculation of the cost of people over the age of 65 remaining with the service, and a revised forecast of NHS contributions.</p>					
<b>6) Carers Service</b>	<b>2,121</b>	<b>-530</b>	<b>-25%</b>	<b>-462</b>	<b>-22%</b>
<p>Allocations to individual carers have been below expected levels, and as such, the anticipated underspend is currently forecast to be £462k. Revised arrangements for carers support were implemented this year, following the Care Act, and it is taking longer than expected for the additional anticipated demand to reach budgeted levels. However, activity has increased this month, which has led to the underspend decreasing by £87k</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>7) Director of Older People and Mental Health Services</b>	<b>8,907</b>	<b>-1,363</b>	<b>-15%</b>	<b>-1,818</b>	<b>-20%</b>
<p>Following the significant revision to the income forecast last month we have further refined the calculations which has accounted for a further £298k which had been correctly forecast earlier in the year. This impact is shown across OP localities.</p> <p>Within the director's policy line, changes to this month's forecast outturn include:</p> <ul style="list-style-type: none"> <li>• An underspend of £90k is newly reported on housing related support, reflecting the early delivery of savings planned for 2016/17.</li> <li>• The expected income collected from deferred payments has increased by £43k</li> <li>• An underspend of £15k is expected on the Addenbrookes' discharge to assess budget used to reduce hospital delays.</li> <li>• A £10k underspend on the Brokerage team budget which represents a vacant post that has been permanently deleted in business planning</li> <li>• Expenditure of £50k is now expected on delayed transfers of care reimbursement with a view to all reimbursement ending in 2016/17 in line with a planned saving.</li> </ul> <p>Previously reported underspends under this heading are principally the result of:</p> <ul style="list-style-type: none"> <li>• Services to respond to new responsibilities for social care needs for prisoners are still being established with the likely underspend this year being £289k.</li> <li>• 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.</li> <li>• Reductions realised on housing related support totalling £390k; this has been shown as a permanent saving in Business Planning</li> <li>• The total over-recovery on deferred payments is expected to be £162k this year.</li> <li>• A one-off underspend of £182k 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</li> <li>• £349k underspend on vacancy savings, reflecting difficulties experienced in recruiting to posts across the directorate (and the first year in which Reablement staff have been employed directly).</li> <li>• An under-recovery on funded Nursing Care of £150k expected for 2015/16</li> </ul>					
<b>8) City &amp; South Locality</b>	<b>18,600</b>	<b>622</b>	<b>3%</b>	<b>-893</b>	<b>-5%</b>
<p>There has been an adverse change in the City and South Locality of £219k.</p> <p>The expected client contributions for city and south have reduced by £143k. Around £102k of this is due to further analysis of the general ledger which has allowed more income received to be reconciled with the commitment records, reducing ambiguity in this area.</p> <p>£41k is from a reduction on individual packages including £26k reduction identified on extracare income and the rest across community and care home income.</p> <p>There is a £86k increase in cost of care of which £59k comes from inaccurate recording of adult social care recharges, work is being undertaken to move Physical Disability and Learning Disabilities clients onto AFM which should reduce the risk of these changes late in the year.</p>					



Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>City &amp; South Locality continued.</b> <p>There has been a £54k adverse change on committed cost of care and a reduction of committed income. A large proportion, around £45k, has been due to three high cost threshold packages backdated to much earlier in the year. Threshold packages (where self-funding clients approach the thresholds for financial support from the Council) are often a risk to the forecast as they can take a long time to be committed; all teams are working on a process to include these likely risks in future forecasts. Minor increases were also present in other types of care.</p> <p>There have been other decreases totalling £27k predominantly due to more accurate recording of continuing health care, this will be continued going forwards.</p> <p>A focus on keeping office costs including staff travel low has meant that there has been a £10k reduction on staffing and office costs. Staffing vacancies persist despite several attempts to recruit to all levels in this team, capacity has been supported with Agency workers however the time taken to induct them has impacted on performance and spending patterns. There is currently a waiting list of 140 people, some of whom will be waiting for long term placements and care packages and some of whom will need court of protection applications submitting. This means that the current underspend does not reflect the true position of eligible needs that currently need supporting in the city and south locality.</p>					
<b>9) East Cambs Locality</b>	<b>7,269</b>	<b>-481</b>	<b>-7%</b>	<b>-409</b>	<b>-6%</b>
<p>There has been a £86k favourable change in East Cambs.</p> <p>Work continues to review packages and identify potential savings and there has been a decrease in cost of care on AFM packages of £43k this month. This has been matched by an increase in income of £43k predominantly on manually committed income.</p>					
<b>10) Fenland Locality</b>	<b>8,266</b>	<b>596</b>	<b>7%</b>	<b>185</b>	<b>2%</b>
<p>The outturn position has increased by £177k to £185k overspent as a result of the following:</p> <ul style="list-style-type: none"> <li>• £103k increase due to changes in the manual recording of recharges for Adult Social Care clients not yet loaded commitment records, this is expected to improve as LDP move onto AFM.</li> <li>• £44k decrease in expected client contributions</li> <li>• £26k – Staffing overspend due to extended agency worker arrangements. Agency workers are being used to increase the review capacity of the team in order to achieve savings targets after incurring large unforeseen pressures.</li> </ul> <p>Savings continue to be difficult to make on individual packages of care, and the following underlying pressures still apply:</p> <ul style="list-style-type: none"> <li>• £140k under budgeting for clients with a learning disability who transferred service at 65, prior to the change in procedure.</li> <li>• £80k pressure due to unforeseen service users being made ordinarily resident in Cambridgeshire from Norfolk.</li> </ul> <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>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>11) Hunts Locality</b>	<b>12,443</b>	<b>434</b>	<b>3%</b>	<b>-282</b>	<b>-2%</b>
<p>An underspend of £282k against budget is now being reported, which is an increase of £26k compared to the figure reported last month. This is due to an underspend on staffing.</p> <p>Previously reported underspends achieved through reductions of cost of care following reviews and increases in Continuing Healthcare funding awarded still apply.</p>					
<b>12) Reablement, Occupational Therapy &amp;</b>	<b>7,718</b>	<b>-1,267</b>	<b>-16%</b>	<b>-605</b>	<b>-8%</b>
<p>An underspend of £605k is reported for Reablement, Occupational Therapy and Assistive Technology, an increase of £150k from the figure reported last month.</p> <p>This reflects an underspend of £55k identified across the Reablement Teams due to enhancements and extra hours payments being lower than expected for the winter period, and a £95k underspend on Assistive Technology and Environmental Controls split across both staffing and equipment.</p> <p>The following underspends continue in this policy area:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• a one-off delay in salary costs of £72k. Some salary costs such as enhancements and extra hours are paid a month in arrears. Payments for these in April 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.</li> <li>• £220k reduced support (non-staff) costs of the Reablement Service following its move into the Council of which £174k are expected to be ongoing and have been built into the Business Planning process</li> </ul> <p>And the following, anticipated on an ongoing basis, through the Business Plan</p> <ul style="list-style-type: none"> <li>• reduction in the overheads related to Occupational Therapy, as this service moved to a new NHS provider this year (£45k).</li> </ul>					
<b>13) Adult Mental Health</b>	<b>7,132</b>	<b>-1,055</b>	<b>-15%</b>	<b>-104</b>	<b>-1%</b>
<p>The underlying Adult Mental Health cost of care forecast has decreased by £85k since last month. This, along with an expected underspend of £64k against the Section 75 agreement, has resulted in the reported underspend of £104k.</p>					
<b>14) Older People Mental Health</b>	<b>8,169</b>	<b>-484</b>	<b>-6%</b>	<b>-111</b>	<b>-1%</b>
<p>Older People Mental Health is forecasting an underspend of £111k, with £12k additional cost being reported this month. Spending on 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 are generating the reported underspend.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>15) Strategic Management - Children's Social Care</b>	<b>3,138</b>	<b>404</b>	<b>13%</b>	<b>400</b>	<b>13%</b>
<p>The Children's Social Care (CSC) Director budget is forecasting an over spend of £400k.</p> <p>CSC Strategic Management had a vacancy savings target of £656k and although the directorate actively managed the staff budgets and use of agency staff, savings were not 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	%
<b>16) Head of Social Work</b>	<b>4,249</b>	<b>411</b>	<b>10%</b>	<b>411</b>	<b>10%</b>
<p>The Head of Social Work budget is forecasting an over spend of £411k.</p> <p>The adoption allowances budget is forecasting an overspend of £575k 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 £164k 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>					
<b>17) Legal Proceedings</b>	<b>1,530</b>	<b>156</b>	<b>11%</b>	<b>150</b>	<b>10%</b>
<p>The legal budget is forecasting an over spend of £150k. This is an increase of £25k</p> <p>This is because of a recent Judicial Review case where costs are estimated to be c£80k, and three other court cases from other LAs costing c£60k. Aside from these exceptional cases the budget is close to balance.</p>					
<b>18) Safeguarding &amp; Standards</b>	<b>1,177</b>	<b>157</b>	<b>14%</b>	<b>157</b>	<b>13%</b>
<p>The Safeguarding and Standards budget is forecasting an over spend of £157k.</p> <p>In Head of Safeguarding and Standards there is a £87k 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 £62k 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>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>19) Children's Social Care Access</b>	<b>4,448</b>	<b>422</b>	<b>10%</b>	<b>420</b>	<b>9%</b>
<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>					
<b>20) Children Looked After</b>	<b>10,860</b>	<b>246</b>	<b>2%</b>	<b>85</b>	<b>1%</b>
<p>The Children Looked After budget is forecasting a £85k overspend due to unaccompanied asylum seeking children (UASC). Historically the Home Office grant allowance for unaccompanied asylum seeking children (UASC) does not cover expenditure and a small, now reducing, reserve has been utilised to manage any deficit. In previous years the cohort of UASC that CCC have been supporting has been relatively small but in 2015/16 we have seen an extra 55 UASC cases up to February 2016 which has seen expenditure exceed the grant beyond the limit of the reserve. The forecast is based on expectation of grant to be approved in 2015/16 but final confirmation will not be received until June 2016 and is dependent on necessary documentation being provided. In the meantime CCC continue to support these UASC and are incurring costs relating to accommodation, a weekly allowance for the UASC as well as expenditure on age assessments, interpreters, clothing allowances and articles to support the religious beliefs of the individual. Controls are being put in place to proactively manage expenditure in this area in 2016/17 with accommodation costs being the main focus.</p>					
<b>21) Children In Need</b>	<b>3,933</b>	<b>456</b>	<b>12%</b>	<b>470</b>	<b>12%</b>
<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>					
<b>22) Strategic Management – S&amp;C</b>	<b>417</b>	<b>-382</b>	<b>-105%</b>	<b>-365</b>	<b>-87%</b>
<p>The overall reported underspend is £365K. Within the additional savings identified at the September GPC meeting there was an expectation for the following;</p> <ul style="list-style-type: none"> <li>• reduction of £227k in earmarked Building Schools of the Future reserve to reflect anticipated demand levels</li> <li>• saving on SEND delivery grant funding of £25k</li> </ul> <p>The remaining £113k is the result of £25k underspend on S&amp;C central legal budgets and £88k over-recovery of vacancy savings.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>23) Looked After Children Placements</b>	<b>16,490</b>	<b>1,750</b>	<b>11%</b>	<b>1,712</b>	<b>10%</b>

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

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

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

The LAC Placements commitment record (including 16+ and supported accommodation) is now forecasting an overspend of £1,848k. As can be seen in the Key Activity Data and the figures above, the budgeted external placements included a target composition change from residential placements to fostering. Although the total number of external placements is not too dissimilar to the budgeted number, there are 15.38 more residential placements and 22.84 fewer fostering placements than budgeted. As residential placements are on average three times more expensive per week, this unfavourable composition is the driver of the forecast overspend. An overspend of £1.712m is reported as a result of a staffing underspend within in-house fostering (£57K) and Alternatives to Care (£69K), and use of CFA reserves allocated for Alternatives to Care (£44K).

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

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

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

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

#### Looked after Children Placements, continued:

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

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

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

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

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

<b>24) SEN Placements</b>	<b>8,469</b>	<b>421</b>	<b>5%</b>	<b>385</b>	<b>5%</b>
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OFSTED Category	1 Apr 2015	29 Feb 2016	31 Mar 2016	Variance from 1 Apr 2015
Autistic Spectrum Disorder (ASD)	98	102	102	+4
Behaviour, Emotional and Social Difficulty (BEDS)	38	37	38	-
Hearing Impairment (HI)	3	3	3	-
Moderate Learning Difficulty (MLD)	1	2	3	+2
Multi-Sensory Impairment (MSI)	0	0	0	-
Physical Disability (PD)	1	1	1	-
Profound and Multiple Learning Difficulty (PMLD)	2	0	0	-2
Speech, Language and Communication Needs (SLCN)	3	3	3	-
Severe Learning Difficulty (SLD)	3	1	1	-2
Specific Learning Difficulty (SPLD)	9	7	7	-2
Visual Impairment (VI)	2	2	2	-
<b>Total</b>	<b>160</b>	<b>158</b>	<b>160</b>	<b>-</b>

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

#### SEN Placements, continued:

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.

This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant. Included in the above numbers are 20 children educated under a block contract.

The budget continues to be under significant pressure due to numbers: whilst maintained Statement numbers are decreasing the level of need escalated in early years with this age group requiring additional capacity in all of our Special Schools in 2015/16. This additional need in early years meant schools are at capacity, placing greater pressure to look outside of Cambridgeshire.

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

- Actions in the Placements Strategy are aimed at returning children to within County borders and reducing Education Placement costs.
- Offer a shared care service enabling parents to continue to keep children at home has recently come on line.
- Additional classes (and places) commissioned and funded at all of our area special schools to meet the rise in demand for early years. Funded from the HNB.
- Previous discussions for 3 new special schools to accommodate the rising demand over the next 10 years needs to be revisited as there is a pressure on capital funding. One school is underway and alternatives to building more special schools are being investigated, such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with FE to provide appropriate post 16 courses.
- Establish ASC specialist cabin provision for the primary sector.
- Review SEBD provision and look to commission additional specialist provision.
- Business case presented to health commissioners to improve the input of school nursing in area special schools to support increasingly complex medical/health needs. Deliver SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education.
- Reviewing the opportunity for developing residential provision attached to an existing special school in-county. The remit will be extended to include New Communities and newly built special schools.



Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>25) Home to School Transport – Special</b>	<b>7,085</b>	<b>668</b>	<b>11%</b>	<b>625</b>	<b>9%</b>
<p>The forecast for Home to School Transport – Special is an overspend 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 delivered savings:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Reviews to reduce the number of single occupancy journeys undertaken and routes rationalised.</li> <li>• Changes to the SEN post-16 transport policy, introducing contributions from parents / carers to transport costs.</li> <li>• Worked with Health professionals to agree an alternative to using ambulances for Home to School Transport.</li> </ul> <p>To manage the pressure going forward into 2016/17, the following options are being worked on:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Retendering of 500 routes. The tender process is due to begin in the summer 2016 and contracts awarded for the start January 2017.</li> <li>• 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.</li> <li>• 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.</li> <li>• Introducing the use of Personal Travel Budgets.</li> </ul>					
<b>26) LAC Transport</b>	<b>671</b>	<b>548</b>	<b>84%</b>	<b>575</b>	<b>86%</b>
<p>The forecast for LAC Transport is an overspend of £575k.</p> <p>The pressure is a result of an increasing LAC population and a policy to, where possible, keep a young person in the same educational setting when they are taken into care or their care placement moves, providing stability.</p> <p>To manage the pressure going forward into 2016/17, the following activity is taking place:</p> <ul style="list-style-type: none"> <li>• Conducting a recruitment campaign to increase the number of volunteer drivers within Cambridgeshire and therefore reduce the average cost per mile for LAC Transport.</li> <li>• Reviewing all LAC routes for possibility to combine with existing Mainstream and SEN transport routes.</li> <li>• Improved procurement and a target reduction in the number of short notice journeys.</li> <li>• Additional challenge provided by the Statutory Assessment &amp; Resources Team (StART) for all transport requests.</li> </ul>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>27) Central Financing</b>	<b>719</b>	<b>-173</b>	<b>-44%</b>	<b>133</b>	<b>18%</b>
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.					
<b>28) Central Integrated Youth Support Services</b>	<b>1,112</b>	<b>-179</b>	<b>-21%</b>	<b>-146</b>	<b>-13%</b>
An under spend of £146k 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 2015/16. This is a non-recurrent position and the additional funding will be applied in full from 2016/17 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. A £2K under spend is expected against the legal budget and £14K of additional income has been generated by the Attendance and Behaviour Service.					
<b>29) Strategic Management – Learning</b>	<b>67</b>	<b>151</b>	<b>225%</b>	<b>151</b>	<b>224%</b>
<p>There is a pressure of £151k on Strategic Management – Learning.</p> <p>A pressure of £106k exists on the Directorate's vacancy savings target. The directorate was significantly restructured in 14/15, leading to a reduced headcount and a greater traded income target. This has meant there are fewer posts from which to take savings. Furthermore when an income-generating post falls vacant, the salary saving is used in part to offset the reduced income. The vacancy savings target was not reduced to reflect this new position and consequently a pressure has emerged. However this pressure has reduced from £200k to £106k since the last quarter as a result of increased income in the Directorate meaning that the vacancy saving held to cover the income could be released.</p> <p>There is an underspend of £8k reported against funding earmarked for the independent chair of the School-led School Improvement board. This is due to the delay in appointment, which will now not be until the Spring term. There is further underspend of £8k against lines in the Director budget.</p> <p>There is 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 £66k on Business Support as a result of savings budgeted for not being realised. This will be addressed in full in 2016/17 through a business support restructure. It was hoped in-year vacancies would realise this saving but that has not been the case.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>30) Schools Partnership Service</b>	<b>1,324</b>	<b>-201</b>	<b>-14%</b>	<b>-157</b>	<b>-12%</b>
<p>The Education Support for Looked After Children Team (ESLAC) is reporting an underspend on its Local Authority budget of £157k. This is mainly because it has had to allocate less of this budget to individual tuition than it had anticipated.</p>					
<b>31) Children's Innovation &amp; Development Service</b>	<b>163</b>	<b>357</b>	<b>65%</b>	<b>291</b>	<b>178%</b>
<p>The overall pressure on CID is £291,000.</p> <p>There is a pressure of £282k reported on the Head of Service's income target of £314k from sponsorship from external organisations. Whilst significant sums have been / are being secured from sponsors that will fund a wide range of activities for children and young people, the income to the LA, e.g. for administration has been less than had been modelled. This target should be secured in 2016/17 but will need reviewing for 17/18 onwards as the external environment has changed significantly since the original target was set.</p> <p>The Service Development team is reporting an underspend of £50,000. This is a combination of a vacant post and a staff member of maternity leave, plus a small underspend on the expenditure of the Adventure Playground in Wisbech. This team has been reviewed and the saving made permanent for 2016/17.</p> <p>The Education Wellbeing Team are reporting a combined overspend of £23,000. This is due to staffing changes and missed income targets. The team has significantly reviewed its operations for 2016/17 in order to meet its future targets.</p> <p>The Outdoor Centres - Stibbington and Burwell House - are reporting under-recoveries of income of £28,000 and £8,000 respectively. Both centres have reviewed their operations. The former has consulted on staffing reductions and the latter has had some capital investment in its domestic facilities that should result in an increase in income.</p>					
<b>32) Redundancy &amp; Teachers Pensions</b>	<b>3,000</b>	<b>352</b>	<b>12%</b>	<b>-116</b>	<b>-4%</b>
<p>The Teachers' Pension and Redundancy budget is underspent by £116k.</p> <p>This budget is used to fund historic pension commitments, and redundancies of staff in maintained schools where staffing changes have had to be made due to reasons beyond the school's control.</p> <p>£16k of this relates to an in-year renegotiation of the EPM contract by the Director of Learning.</p> <p>This year the pension fund has seen a greater membership turnover than expected and so the required charges have been lower than in previous years. This has resulted in an underspend of £100k.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>33) Home to School / College Transport – Mainstream</b>	<b>9,143</b>	<b>503</b>	<b>6%</b>	<b>520</b>	<b>6%</b>

The forecast outturn for Home to School/College Transport – Mainstream is +£520k.

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 £370k, 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, the amount of funding anticipated to be required to meet the cost of new transport arrangements as a result of families moving into and within Cambridgeshire in cases where the local schools are full has been reassessed to take account of a reduction in the number of in-year admission requests lodged since the start of the spring term.

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

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

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

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

- funding late in-catchment applications on a discretionary basis;
- a bike purchase scheme as an alternative to providing a bus pass or taxi ;
- incentives for volunteering / parent car pool schemes;
- cost-benefit analysis for limited direct provision, e.g. Council-run minibuses for a small number of high cost routes

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>34) Financing DSG</b>	<b>-23,212</b>	<b>0</b>	<b>0%</b>	<b>-305</b>	<b>-1%</b>
<p>Within CFA, spend of £23.2m is funded by the ring fenced Dedicated Schools Grant. The Education Placements budget is forecast to overspend this year by £385k, however this is in part offset with underspends with the 0-19 Organisation &amp; Planning Service (-£40k), SEND Specialist Services (-£15k) and E&amp;P Locality teams (-£25k).</p> <p>Vacancy savings are taken across CFA as a result of posts vacant whilst they are being recruited to, and some of these vacant posts are also DSG funded. It is estimated that the DSG pressure of £305k for this financial year will be met by DSG related vacancy savings.</p>					

## APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £'000
<b>Grants as per Business Plan</b>		
Public Health	Department of Health	6,859
Better Care Fund	Cambs & P'Boro CCG	15,457
Adult Social Care New Burdens	DCLG	3,193
Social Care in Prisons Grant	DCLG	339
Delayed Transfer of Care	Department of Health	170
Unaccompanied Asylum Seekers	Home Office	832
Youth Offending Good Practice Grant	Youth Justice Board	584
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Non-material grants (+/- £160k)	Various	193
Troubled Families	DCLG	2,105
Children's Social Care Innovation Grant (MST innovation grant)	DfE	519
Music Education HUB	Arts Council	781
<b>Total Non Baselined Grants 2015/16</b>		<b>31,159</b>

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

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

Directorate	Grant Total £'000
Adult Social Care	3,418
Older People	16,116
Children's Social Care	899
Strategy & Commissioning	111
Enhanced & Preventative Services	9,718
Learning	897
<b>TOTAL</b>	<b>31,159</b>

## APPENDIX 4 – Virements and Budget Reconciliation

	Effective Period	£'000	Notes
<b>Budget as per Business Plan</b>		<b>244,270</b>	
Commissioning Services	May	37	SEND Preparation for Employment Grant
Early Years Service	May	26	Supporting Disadvantaged Children in Early Years Grant
Reablement, Occupational Therapy & Assistive Technology	June & Sept	-64	With the TUPE of 270 staff from the NHS to the County Council on 1 April, a contribution has been made by CFA to LGSS for payroll, payables and other professional services to support this new workforce. These services were previously provided by Serco through the now ended NHS contract.
Across CFA	June	-262	Centralisation of the budget for mobile telephone/device costs.
Mental Health – Head of Services	July	-7	The Mental Health service has agreed with a care provider to convert some existing accommodation, at Fern Court in Huntingdonshire, to ensure high needs services can continue to be provided at this location. Facilities Management will manage an ongoing rental contribution from the Council to the provider.
Children Looked After	July, Dec & Mar	108	Allocation of 2015/16 Staying Put Implementation Grant
Across ASC and OP&MH	Sept, Oct & Feb	1,037	Allocation of 15/16 Independent Living Fund (ILF) following transfer of function from central government
Across CFA	Feb	454	Annual Insurance Charges 2015/16
<b>Current Budget 2015/16</b>		<b>245,600</b>	

## 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 Mar 16		
	£'000	£'000	£'000	£'000	
<b>General Reserve</b>					
CFA carry-forward	0	0	0	1,940	Forecast underspend of £1,940k applied against reserves.
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,940</b>	
<b>Equipment Reserves</b>					
ICT Equipment Replacement Reserve	566	159	725	566	Ed ICT plan to replace major infrastructure in 2015/16 and need to build up reserve to £500k across the preceding years. Reduction of £159k to meet in-year CFA pressures.
IT for Looked After Children	178	0	178	178	Replacement reserve for IT for Looked After Children. Laptops to be replaced in 2015/16.
<b>subtotal</b>	<b>744</b>	<b>159</b>	<b>903</b>	<b>744</b>	
<b>Other Earmarked Funds</b>					
<b>Adult Social Care</b>					
Capacity for Reviews	336	0	336	336	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 2016/17 onwards.
Capacity in Procurement and Contracts	250	-6	244	244	Increase in capacity for contract rationalisation and review etc. Expected to be used from 2016/17 onwards.
In-house Care Home	15	-8	7	7	Amount spent to commission report from Consultants. Remaining amount 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.
<b>Older People &amp; Mental Health</b>					
Resilient Together	399	0	399	321	Programme of community mental health resilience work (spend over 3 years)
Reviews of Packages in Older People and Mental Health Services	300	-300	0	0	Invest in additional capacity to undertake package reviews on a much larger scale than previously possible - on the assumption that by applying our latest thinking and the transforming lives approach to each case we will reduce the cost of packages
Continuing Health Care	130	-12	118	82	The County Council could decide to employ its own staff to undertake CHC assessments - ensuring they are completed in a transparent way with a view to ensuring that those who are eligible for CHC receive it. This would allow us to address the issues whereby clients with continuing health needs are currently being funded in full by social care services. Funded to cover costs until March 2017.



Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 31 Mar 16		
	£'000	£'000	£'000	£'000	
Social Work Recruitment	120	-12	108	103	Social Work recruitment stability / strategy post to cover the next two years.
Home Care Development	90	-14	76	62	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	30	£50k for 12 months role
Live in Care	20	29	49	49	Trailing the Adult Placement Scheme within OP&MH
<b>Children Social Care</b>					
Alternatives to Care / Family Crisis Support Service	500	-60	440	396	New service which is able to offer a rapid response to situations where young people are identified as at risk of becoming looked after either in an emergency or as a result of a specific crisis. The intention would be to offer a direct and intensive intervention which would explicitly focus on keeping families together, brokering family and kinship solutions and finding alternatives to young people becoming looked after.
Repeat Removals	100	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 2015/16 and 2016/17.
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.
<b>Strategy &amp; Commissioning</b>					
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	-415	0	0	Provision opened May 2014.
START Team	164	-154	10	10	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 Mar 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	-74	83	83	Funding for 2 year Time Credits programme from 2015/16 to 2016/17 for the development of connected and supportive communities.
Disabled Facilities	200	-73	127	127	Funding for grants for disabled children for adaptations to family homes.
Commissioning Services – Children's Placements	84	-51	33	33	Funding to increase capacity. Two additional Resource Officers are in post. To be used flexibly between 2015/16 to 2016/17.
IT Infrastructure Costs	57	-57	0	0	Roll Out for Corporate iPads
<b>Enhanced &amp; Preventative</b>					
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. However E&P are currently developing a traded offer with schools, and any income received by trading in 2015/16 may reduce the call on this reserve.
MST Child Abuse & Neglect	307	0	307	77	To continue funding the MST CAN project (previously DoH funded).
YOT Remand	223	0	223	223	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
All age Lead Professional	40	0	40	40	To fund central redundancies that arises following the reconfiguration of The County School.
<b>Learning</b>					
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	193	Fund to support cultural activities within the county and the maintenance and development of the Art Collection.
Discretionary support for LAC education	134	0	134	134	LAC Pupil Premium grant from Department for Education to provide further discretionary support for Looked After Children.
Schools Partnership - NtG CREDS	72	-72	0	0	Funding to be used in 2015/16

Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 31 Mar 16		
	£'000	£'000	£'000	£'000	
ESLAC support for children on edge of care	50	0	50	50	Pilot Scheme
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
<b>Cross Service</b>					
SW recruitment and retention	674	-363	311	311	Reserves funding for 2015/16.
Other Reserves (<£50k)	255	-82	173	173	Other small scale reserves.
<b>Subtotal</b>	<b>7,533</b>	<b>-2,434</b>	<b>5,100</b>	<b>3,949</b>	
<b>TOTAL REVENUE RESERVE</b>	<b>8,277</b>	<b>-2,275</b>	<b>6,003</b>	<b>6,633</b>	
<b><u>Capital Reserves</u></b>					
Building Schools for the Future	280	0	280	100	Building Schools for Future - c/fwd to be used to spent on ICT capital programme as per Business Planning 2015/16
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 2015/16 will be spent in full.
Other Children Capital Reserves	635	295	930	130	Comprises the Universal Infant Free School Meal Grant c/f and the Public Health Grant re Alcohol recovery hub & contributions from schools. Anticipate spending by year end.
Other Adult Capital Reserves	2,583	3,217	5,812	2,133	Receipts for Community Capacity grant and spend on planned programme.
<b>TOTAL CAPITAL RESERVE</b>	<b>6,272</b>	<b>12,240</b>	<b>18,524</b>	<b>2,364</b>	

(+) 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 (Mar)	Forecast Spend - Outturn (Mar)	Forecast Variance - Outturn (Mar)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	<b>Schools</b>						
27,500	Primary Schools - New Communities	15,657	12,248	15,110	-546	95,765	3,400
32,611	Primary Schools - Demographic Pressures	40,124	33,638	36,530	-3,593	125,820	18,179
1,810	Primary Schools – Adaptations	1,882	1,931	1,803	-79	6,541	0
16,000	Secondary Schools - New Communities	16,906	13,405	14,575	-2,331	114,596	-4,150
9,936	Secondary Schools - Demographic Pressures	8,747	6,527	7,699	-1,049	113,380	-12,070
0	Final Payments	0	20	0	0	0	0
250	Building Schools for the Future	363	219	210	-153	9,118	0
1,126	Devolved Formula Capital	2,248	14	1,550	-698	17,425	0
0	Universal Infant Free School Meals	164	154	164	0	0	0
3,400	Condition, Maintenance and Suitability	3,521	5,111	5,150	1,629	47,578	1,450
300	Site Acquisition and Development	300	68	300	0	1,870	0
500	Temporary Accommodation	500	1,428	1,428	928	8,748	0
0	Youth Service	134	8	134	0	0	0
4,307	Children Support Services	4,607	775	1,354	-3,253	10,636	0
4,614	Adult Social Care	4,706	3,373	3,577	-1,129	12,952	0
2,500	CFA Wide	2,500	0	0	-2,500	5,000	-2,000
<b>104,854</b>	<b>Total CFA Capital Spending</b>	<b>102,358</b>	<b>78,919</b>	<b>89,584</b>	<b>-12,773</b>	<b>569,429</b>	<b>4,809</b>

#### Primary School - New Communities £546k 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);-£90k slippage due to limited design work being completed and Alconbury 1st Primary( £552k) where poor weather has disrupted mobile cranes lifting frame into place. Trumpington Meadows slippage on final accounts being settled (£35k)

#### Primary School – Demographic Pressures £3,593k 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, (£30k) and Huntingdon Primary School (£50k), Loves Farm Early Years (£102k) Orchards Primary, Wisbech £24k), 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 (£115k) 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 (£310k) where slippage from original programme has occurred and the start on site is now anticipated in April 2016.

Burwell Primary (£420k) programme slipped by one month to February 2016 following a slight revision to enabling works timetable.

Isle of Ely Primary (£1,300k) due to delays in establishing infrastructure required to further develop the site.

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

Hemingford Grey (£65k) final accounts 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 (£213k) rephrasing of the access road within the scheme timescales (£163). School final account settled for less than expected due to contingencies not being used. (£50k).

#### **Secondary Schools – New communities’ £2,331k slippage**

Southern Fringe Secondary scheme has experienced slippage (£2,300k) due to significant delay in construction (£1,509k), this has a knock on effect in procuring fitting and fixtures and ICT equipment (£791k). Northstowe secondary is also reporting slippage (£24k) as design work has not progressed as quickly as expected and is at early option/feasibility stage. Cambridge City Additional Capacity (£7k) part of the project is currently on hold while planning permissions are being sought.

#### **Secondary Schools - Demographic Pressures £1,049k slippage**

Two schemes have had increased expenditure since the 2015/16 business plan was approved. Cambourne Secondary expansion (£410k) 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 (£3,500k) due to delays to the start on site. Work is now scheduled to commence in February 2016. The slippage of these schemes is offset slightly by accelerated spend experienced by North Cambridgeshire Secondary (£1,704k). The project has started on site February 2016 triggering the first payments from Peterborough City Council, it has also been agreed that a £1,500k contribution will be made for the land the school is sited on. Bottisham Village College (£20k) as initial project work has been undertaken

#### **Building Schools for Future; £153k slippage**

£153k slippage as costs anticipated in 2105/16 to transfer ICT arrangements from Dell in September 2016 have slipped into 2016/17.

#### **Devolved Formula Capital £698k 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 £1,629k overspend**

The forecast £1,329k overspend is due to Castle and Highfield Special School projects continuing from 2014/15 due to delays on site, (£850k) together with significantly higher than anticipated tender prices for kitchen ventilation works required to meet health and safety standards and projects requiring urgent attention to ensure school remained operational (£779k)

#### **Temporary Accommodation £928k 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 £3,253k 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. Early Years Provision experienced slippage (£590k) due to delays in planning permissions for two schemes which have failed to commence in 2016/17. Small slippage (£29k) on Children's minor works which has not been required in 2015/16

#### **Adults Strategic Investment £718k 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 £356k 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 £2,500k slippage and cost revision**

The Management Information System project has reduced project costs of £2,000k as a result of responses from the invitation to submit outline solution process; this along with revised project timescales has resulted in the slippage for 2015/16. Revision to project cost has been reflected in the 2016/17 business plan.

## 6.2 Capital Funding

2015/16				
Original 2015/16 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2015/16 £'000	Forecast Spend – Outturn (Mar) £'000	Forecast Funding Variance - Outturn (Mar) £'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	3,577	-1,129
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 Contributions	554	554	0
34,262	Prudential Borrowing	43,355	32,410	-10,945
27,352	Prudential Borrowing (Repayable)	30,197	30,197	0
<b>104,853</b>	<b>Total Funding</b>	<b>102,357</b>	<b>89,584</b>	<b>-12,772</b>

The overall position of the Capital Plan for March 2016 is a net increase in prudential borrowing of £972k

The overall net impact of the movements within the capital plan, results in an expected £12,772k underspend in 2015/16 £1,129k 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.




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





## APPENDIX 7 – Performance at end of February 2016

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
% year 12 in learning	Enhanced & Preventative	95.9%	96.5%	95.6%	Feb 16		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	74.7%	75.0%	78.0%	Feb-16		G	154 Primary schools are judged as good or outstanding by Ofsted covering 36446 pupils. Two maintained primary school's remain in an Ofsted category and has specific actions plans in place to support their improvement. (Source:Watchsted)
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	47.4%	75.0%	49.4%	Feb-16		R	The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has been adversely affected by a number of the county's largest secondary academies slipping from 'good' to 'requires improvement'. Only 15 out Secondary schools with Inspection results are judged as good or outstanding, covering 14,550 pupils. This is 49.4% of pupils against the target of 75%. (Source:Watchsted)
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	92.9%	75.0%	92.9%	Feb-16		G	8 out of 9 Special schools are judged as Good or outstanding covering 903 (92.9%) pupils.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
No. of income deprived 2 year olds receiving free childcare		1308	1400	1425	Autumn Term 2015		G	The DfE Target set is 80% of eligible two-year olds. The latest information from the DfE suggests there are 1786 eligible two-year olds, on income grounds, which equates to a target of approx. 1400 children.
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	87.7%	85.0%	88.3%	Feb-16		G	This indicator is subject to a new calculation method for 2015/16. Performance remains slightly above the target and is improving gradually. Performance is above the national average for 14/15 and will be monitored closely.
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	55.4%	57.0%	54.9%	Feb-16		A	Performance has dropped slightly during February. There has been a significant increase in the number of people attending A & E which resulted in high number of admissions across the county. Over the last couple of years we have seen the average age of people increase and often this is associated with greater physical frailty. Whilst we have seen a slight decrease in the number leaving the service with no ongoing care needs we continue to work with people to maximise their independence and achievement of individual goals. We constantly look at existing process to see if we can improve our effectiveness.
<b>BCF</b> 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health		646	565	2014-15		G	This provisional score is calculated using 2nd cut submission data from the SALT return. This new method is different to previous years and as such a direct comparison could be misleading. This indicator is measured annually

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
The number of looked after children per 10,000 children	Childrens Social Care	44.6	32.8 - 38.5	45.6	Feb-16		<b>R</b>	<p>The number of Looked After Children increased to 599 during February 2016. 50 of these (8.3%) are UASC. There are work streams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. These work streams cannot impact current commitment but aim to prevent it increasing:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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%.</li> </ul>
% children whose referral to social care occurred within 12 months of a previous referral	Childrens Social Care	20.0%	25.0%	19.6%	Feb-16		<b>G</b>	Performance in re-referrals to children's social care has shown a slight improvement in February and remains within target
% CAFs where outcomes were achieved	Enhanced & Preventative	77.3%	80.0%	78.0%	Feb-16		<b>A</b>	Performance has improved again during February as the move to the Family CAF continues. We will continue to report on this measure until the end of the financial year. . 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	459	406	469	Jan-16		R	<p>In spite of excellent progress earlier in the year we have seen some deterioration in the last few months. The Cambridgeshire health and social care system is experiencing a monthly average of 2,409 bed-day delays, which is 15% above the current BCF target ceiling of 2,088. In December there were 2,868 bed-day delays, up 831 compared to the previous month.</p> <p>We are not complacent and continue to work in collaboration with health colleagues to build on this work. However, since Christmas we have seen a rise in the number of admissions to A &amp; E across the county with several of the hospitals reporting Black Alert. There continues to be challenges in the system overall with gaps in service capacity in both domiciliary care and residential home capacity. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community</p> <p>Between February '15 and January '16 there were 29,183 bed-day delays across the whole of the Cambridgeshire system - representing a 10% decrease on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have decreased by 7% from 21,986 (Feb 14 - Jan 15) to 20,487 (Feb 15 - Jan 16), while bed-day delays attributed to Adult Social Care have decreased from 8,326 (Feb 14 - Jan 15) to 7,388 (Feb 15 - Jan 16) an improvement of 11%.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Older People & Mental Health	117	94	123	Jan-16		R	Between April '15 - Jan '16 there were 6,335 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 123 delays per 100,000 of 18+ population. For the same period the national rate was 106 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.
1F - Adults in contact with secondary mental health services in employment	Older People & Mental Health	15.4%	12.5%	13.5%	Feb-16		G	Despite a small decrease in performance during February, performance remains above target
1E - Proportion of adults with learning disabilities in paid employment	Adult Social Care	1.7%	7.5%	2.2%	Feb-16		R	Performance has increased during February though still well below target. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams.

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	Learning	28	21	28	2015	➡	R	Data for 2015 suggests that the gap has remained unchanged at KS2 but increased significantly at KS4. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential
FSM/Non-FSM attainment gap % achieving 5+ A*-C including English & Maths at GCSE	Learning	31.3	26	37.8	2015	⬇	R	All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

## APPENDIX 8 – CFA Portfolio at end of February 2016

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Transforming Lives/Care Act Programme:</b> 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
<b>Learning Disability Spend:</b> 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
<b>Building Community Resilience Programme:</b> 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
<b>Older People Service Development Programme:</b> Charlotte Black	<p>Delivering service improvements for Older People following staff transfers from Cambridgeshire Community Services. The CCS Transfer project has now closed. A new project has been established to deliver transformational change in response to the Home Care Summit held earlier in the year.</p> <p>No key issues.</p>	GREEN
<b>CFA Strategy for 2016-20:</b> 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. The Business Plan was agreed by Council in February. Delivery plans are now being finalised, including monitoring 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
<b>Accelerating Achievement:</b> Keith Grimwade / Meredith Teasdale / Sarah Ferguson	<p>Delivering the strategy aimed at groups of children and young people who are vulnerable to underachievement. Development of the 2016-18 action plan is nearing completion. A revised process for monitoring progress is in development.</p> <p>No key issues.</p>	GREEN
<b>LAC Placements Strategy:</b> Meredith Teasdale	<p>The consultation period on the draft strategy has now closed. The revised final version of the strategy and action plan will be presented to the CYP Committee in March 2016.</p> <p>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.</p>	AMBER
<b>Early Help:</b> Sarah Ferguson	<p>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 and the response was published in February 2016. Recruitment &amp; selection will take place in March 2016.</p> <p>No key issues.</p>	GREEN