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Children, Families & Adults Service

Finance and Performance Report – December 2015

1. SUMMARY

1.1 Finance

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

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

Monthly Indicators	Red	Amber	Green	Total
Nov Performance (No. of indicators)	5	4	6	15
Dec Portfolio (No. of indicators)	0	2	6	8

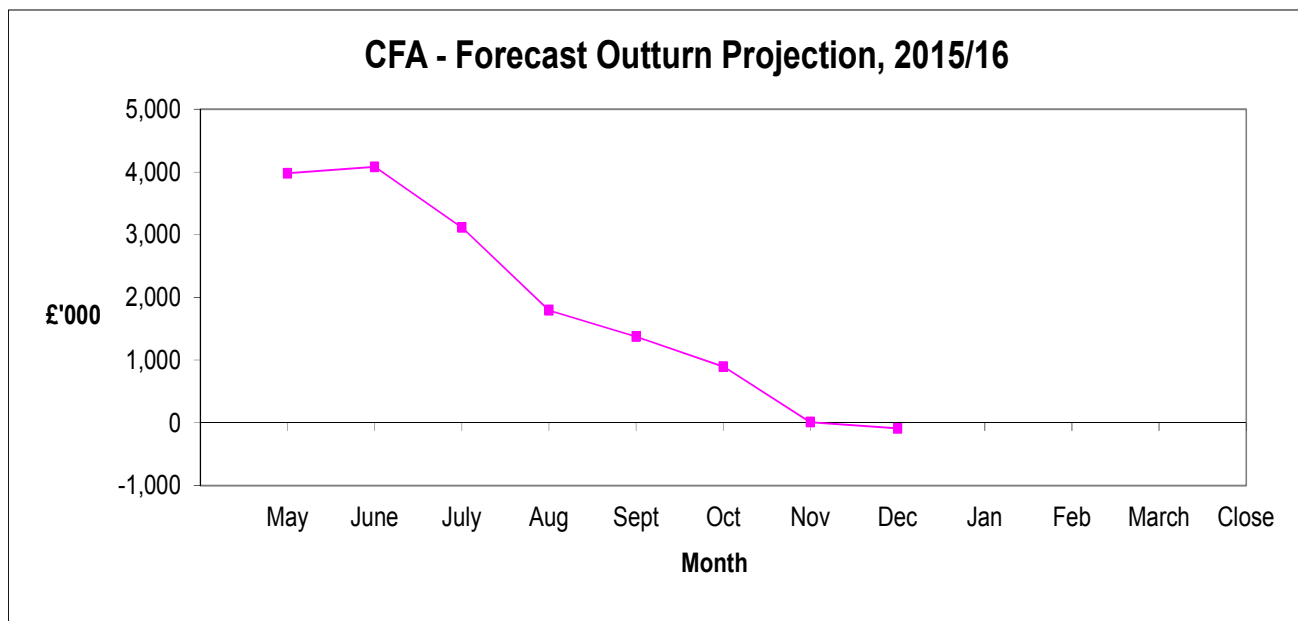
2. INCOME AND EXPENDITURE

2.1 Overall Position

Forecast Variance - Outturn (Nov) £000	Directorate	Current Budget for 2015/16 £000	Current Variance £000	Current Variance %	Forecast Variance - Outturn (Dec) £000	Forecast Variance - Outturn (Dec) %
-2,174	Adult Social Care	84,232	-2,962	-4.9%	-1,787	-2.1%
-2,584	Older People & Adult Mental Health	85,200	-2,673	-3.9%	-3,041	-3.6%
1,725	Children's Social Care	34,560	1,425	5.4%	1,725	5.0%
2,783	Strategy & Commissioning	42,204	1,843	5.9%	2,737	6.5%
-249	Children's Enhanced and Preventative	32,359	-369	-1.8%	-275	-0.8%
868	Learning	20,445	319	2.4%	899	4.4%
370	Total Expenditure	299,001	-2,417	-1.1%	258	0.1%
-361	Grant Funding	-54,142	-260	0.6%	-346	0.6%
9	Total	244,859	-2,677	-1.5%	-88	0.0%

The service level finance & performance report for December 2015 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 December 2015, CFA is forecasting a year end underspend of £88k. Significant issues are detailed below:

- i) In Adult Social Care (Strategic Management), ongoing monitoring of current Care Act funded workstreams has led to an increase in forecast underspend of £150k.
- ii) In Adult Social Care, the forecast for the Learning Disability Partnership has worsened by £389k. This is principally the result of pressure from ordinary residence cases where CCC must accept responsibility for the people and fund their care, the impact of overtime payments to ensure staffing rota's are covered in regulated in-house Accommodation Services, and expenditure on young adults moving into adult services that had not been fully reflected in the forecast outturn.
- iii) In Adult Social Care, the forecast underspend for Physical Disabilities has reduced by £137k, reflecting additional demand for care.
- iv) In Older People & Mental Health, the forecast against the Director policy line has improved by £258k as there is yet to be an upturn in winter demand reflected in spending commitments
- v) In Older People & Mental Health, further underspend totalling £200k is now reported in Reablement, as property costs and other efficiencies have been successfully negotiated following the transfer of these services to the Council in 2015.

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

	BUDGET				ACTUAL (December)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Dec 15	Yearly Average	Projected Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost
Residential - disability	2	£381k	52	3,663.30	2	2.54	£244k	2,339.10	0.54	-£137k	-1,324.20
Residential - secure accommodation	0	£k	52	0.00	1	0.25	£68k	5,110.00	0.25	£68k	5,110.00
Residential schools	8	£828k	52	1,990.93	11	10.83	£982k	1,673.42	2.83	£154k	-317.51
Residential homes	16	£2,342k	52	2,814.92	25	26.94	£3,970k	3,020.18	10.94	£1,628k	205.26
Independent Fostering	261	£9,813k	52	723.03	230	239.68	£9,706k	781.95	-21.32	-£107k	58.92
Supported Accommodation	15	£1,170k	52	1,500.00	26	22.67	£1,284k	1,138.33	7.67	£114k	-361.67
16+	9	£203k	52	433.58	10	10.59	£198k	385.49	1.59	-£5k	-48.09
Growth/Replacement	-	£k	-	-	-	-	£110k	-	-	£110k	-
Savings requirement	-	£k	-	-	-	-	-£326k	-	-	-£326k	-
TOTAL	311	£14,737k			305	313.50	£16,237k		2.5	£1,500K	
In-house fostering	140	£3,472k	55	185.55	131	136.04	£3,388k	176.43	-3.96	-£83k	-9.13
Kinship	26	£733k	55	185.55	38	29.08	£735k	188.40	3.08	£1k	2.85
In-house residential	16	£1,588k	52	1,908.52	12	11.16	£1,588k	2,544.69	-4.84	£k	636.17
Concurrent Adoption	3	£50k	52	350.00	11	8.43	£158k	350.00	5.43	£108k	0.00
Savings requirement	-	£k	-	-	-	-	-£24k	-	-	-£24k	-
TOTAL	185	£5,843k			205	184.71	£5,844k		-0.29	£2k	
Adoption	289	£2,442k	52	162.50	339	337.25	£2,967k	170.21	48.25	£525k	7.71
TOTAL	289	£2,442k			339	337.25	£2,967k		48.25	£525k	
OVERALL TOTAL	785	£23,022k			849	835.46	£25,048k		50.46	£2,027k	

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 December for **SEN Placements** is shown below:

	BUDGET			ACTUAL (December)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Dec 15	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	92	£5,753k	£62,536	102	101.33	£6,384k	£63,002	10	9.33	£631k	£466
Behaviour, Emotional and Social Difficulty (BESD)	35	£1,438k	£41,089	34	35.34	£1,449k	£41,011	-1	0.34	£11k	-£78
Hearing Impairment (HI)	4	£135k	£33,690	3	2.85	£76k	£26,671	-1	-1.15	-£59k	-£7,018
Moderate Learning Difficulty (MLD)	3	£99k	£33,048	2	2.03	£78k	£38,557	-1	-0.97	-£21k	£5,509
Multi-Sensory Impairment (MSI)	1	£75k	£75,017	0	0.00	£0k	-	-1	-1.00	-£75k	£0
Physical Disability (PD)	1	£16k	£16,172	1	1.34	£23k	£16,864	0	0.34	£6k	£692
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41,399	0	0.31	£13k	£41,344	-1	-0.69	-£29k	-£55
Speech, Language and Communication Needs (SLCN)	3	£141k	£47,128	3	3.01	£171k	£56,684	0	0.01	£29k	£9,556
Severe Learning Difficulty (SLD)	2	£174k	£87,129	1	1.72	£140k	£81,532	-1	-0.28	-£34k	-£5,596
Specific Learning Difficulty (SPLD)	10	£170k	£16,985	7	7.52	£134k	£17,863	-3	-2.48	-£36k	£877
Visual Impairment (VI)	2	£55k	£27,427	2	2.00	£55k	£27,477	0	0.00	£0k	£49
Recoupment	0	£0k	£0	-	-	-£39k	-	-	-	-£39k	-
TOTAL	154	£8,099k	£52,590	155	157.45	£8,484k	£53,883	1	3.45	£385k	£1,293

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

		BUDGET			ACTUAL (December)			VARIANCE
Service Type		<i>Budgeted No. of Clients 2015/16</i>	<i>Budgeted Average Unit Cost (per week)</i>	<i>Annual Budget</i>	<i>Snapshot of No. of Clients at End of Dec 15</i>	<i>Current Average Unit Cost (per week)</i>	<i>Projected Spend</i>	<i>Net Variance to Budget</i>
Physical Disability Services	Residential	40	£969	£2,015k	42	£1,111	£2,330k	£315k
	Nursing	23	£926	£1,107k	23	£826	£988k	-£119k
	Community	620	£334	£10,788k	654	£332	£11,091k	£303k
Physical Disability Services Total		683		£13,910k	719		£14,409k	£499k
Income variance								-£551k
Further savings assumed within forecast								0
Learning Disability Services	Residential	294	£1,253	£19,161k	310	£1,336	£21,597k	£2,436k
	Nursing	17	£1,437	£1,270k	18	£1,391	£1,306k	£36k
	Community	1,272	£543	£35,907k	1,227	£590	£37,726k	£1,819k
Learning Disability Service Total		1,583		£56,338k	1,555		£60,629k	£4,291k
Further savings assumed within forecast								-£175k

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

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

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

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

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

		BUDGET			ACTUAL (December)			VARIANCE
Service Type		<i>Budgeted No. of Clients 2015/16</i>	<i>Budgeted Average Unit Cost (per week)</i>	<i>Annual Budget</i>	<i>Snapshot of No. of Clients at End of Dec 15</i>	<i>Current Average Unit Cost (per week)</i>	<i>Projected Spend</i>	<i>Variance</i>
Adult Mental Health	Community based support	67	£76	£265k	113	£90	£530k	£265k
	Home & Community support	196	£87	£886k	204	£82	£786k	-£100k
	Nursing Placement	13	£682	£461k	17	£664	£519k	£58k
	Residential Placement	71	£732	£2,704k	72	£769	£2,505k	-£199k
	Supported Accomodation	137	£81	£579k	145	£89	£633k	£54k
Adult Mental Health Total		484		£4,894k	551		£4,973k	£78k
Further savings assumed within forecast								-£178k

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

OP Total	BUDGET			Projected to the end of the year			Variance From Budget
Service Type	<i>Expected No. of clients 2015/16</i>	<i>Budgeted Average Cost (per week)</i>	<i>Gross Annual Budget</i>	<i>Service Users</i>	<i>Current Average Cost (per week)</i>	<i>Gross Projected spend</i>	<i>Gross Projected spend</i>
Residential	531	£455	£12,593k	544	£434	£12,976k	£383k
Residential Dementia	320	£520	£8,675k	341	£499	£8,940k	£265k
Nursing	319	£613	£10,189k	323	£585	£10,126k	-£63k
Respite	289	£497	£861k	124	£501	£932k	£71k
Community based							
~ Direct payments	356	£176	£3,276k	292	£250	£3,475k	£199k
~ Day Care	326	£104	£1,773k	431	£131	£1,716k	-£57k
~ Other Care			£5,597k			£5,990k	£393k
~ Homecare arranged	1,807	<i>per hour</i> £16.48	£18,572k	1,787	<i>per hour</i> £15.60	£17,846k	-£726k
Total	3,948		£61,536k	3,842		£62,001k	£465k
Income Variance							-£710k
Further Savings Assumed Within Forecast							-£85k

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

OP Mental Health	BUDGET			Projected to the end of the year			Variance From Budget
<i>Service Type</i>	<i>Budgeted No. of clients 2015/16</i>	<i>Budgeted Average Cost (per week)</i>	<i>Gross Annual Budget</i>	<i>Service Users</i>	<i>Current Average Cost (per week)</i>	<i>Gross Projected spend</i>	<i>Gross Projected spend</i>
Residential	14	£455	£332k	49	£611	£390k	£58k
Residential Dementia	37	£529	£1,020k	27	£471	£1,195k	£175k
Nursing	36	£625	£1,173k	39	£730	£1,107k	-£66k
Nursing Dementia	156	£680	£5,534k	159	£670	£5,533k	-£1k
Respite	16	£400	£38k	5	£583	£41k	£3k
Community based:							
~ Direct payments	16	£271	£226k	17	£242	£171k	-£55k
~ Other Care			£62k			£49k	-£13k
~ Homecare arranged	92	<i>per hour</i> £16.08	£615k	86	<i>per hour</i> £14.39	£541k	-£74k
Total	367		£9,000k	382		£9,027k	£27k
Income Variance							£21k
Further Savings Assumed Within Forecast							-£68k

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 and Future Years Scheme Costs

In December, there has been a £3,690k increase in the overall capital scheme costs. The change relates to three schemes and has been reflected in the 2016/17 business plan;

1. Clay Farm Primary School; £2,500k. The scope of the project has increased to a 2 Form entry school in response to housing development in the area.
2. Swavesey Primary, £95k increase as a result of unforeseen additional works.
3. Cambridge City Additional Secondary Places, £1,095k increase in costs as identification of the proposed expansion sites have become clearer.

2015/16 In Year Pressures/Slippage

As at the end of December the capital programme forecast underspend is expected to be £8,343k, £224k more than last month. The significant changes in the following schemes have been the major contributory factors to this;

- Clay Farm Primary; £100k accelerated spend incorporating additional fees for the increased project specification.
- Orchards Primary, Wisbech; £54k accelerated spend due to final accounts being agreed ahead of schedule.
- Swavesey Primary; £138k accelerated spend as works advanced ahead of schedule.
- Littleport Secondary & Special; -£500k slippage in 2015/16 due to delays in start of site for the project. This s a further increase since November after receipt of detailed progress report from the contractor.

A detailed explanation of the position can be found in [appendix 6](#).

4. **PERFORMANCE**

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

A new development for this year is inclusion of deprivation indicators. This will be developed over the remainder of the year as relevant data is available. Information on % Y12 in Learning, % 16-19 NEET, Take up of Free 2 places, % young people with SEND who are EET and % Adults with a Learning Disability (aged 18-64) in employment are available in this month's report.

Please note that we have temporarily stopped reporting on % Adults in contact with secondary mental health services in employment. We have become aware that there are some issues relating to the data reported to us by CPFT for this measure. We are working with them to rectify these issues and will resume reporting once we are satisfied with the quality of the data being received.

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

- KS2 and GCSE FSM attainment gaps - will be included once 2016 results final results are received and analysed in time for the next report.

Five indicators are currently showing as RED:

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

The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has been adversely affected by a number of the county's largest secondary academies slipping from 'good' to 'requires improvement'. Only 15 out of 20 Secondary schools with Inspection results are judged as good or outstanding, covering 47.4% of pupils against the target of 75%.

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

The number of Looked After Children increased to 582 during November 2015. 44 (7.6%) of these are Unaccompanied Asylum Seeking Children (UASC). The savings required on the LAC placements budget are significant. Within the LAC Placements Strategy there are a number of workstreams established which will contribute to an overall reduction in LAC numbers as well as reducing the costs of placements in order to make these savings. These include looking at alternative methods of meeting children's needs e.g. the Alternative to Care Service, increasing the numbers of available in-house foster placements to reduce the use of Independent Fostering Agency placements

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

The Cambridgeshire health and social care system is experiencing a monthly average of 2,489 bed-day delays, which is 19% above the current BCF target ceiling of 2,088. In October there were 1,882 bed-day delays, down 555 from the previous month, falling below the monthly target for the first time since June 2014.

Between November '14 and October '15 there were 31,588 bed day delays across the whole of the Cambridgeshire system - representing a 4% increase against the preceding 12 months. This situation is well documented in the media with several of our local hospital trusts having to close their A & E departments due to insufficient capacity. Many of the patients are elderly who on average have longer lengths of stay in hospital, which in turn impacts on the hospitals ability to ensure sufficient throughput. Daily conference calls are held between CCC and the hospitals to identify patients who can be discharged safely and quickly.

Across this period NHS bed-day delays have increased by 18% from 19,068 (Nov 13 - Oct 14) to 22,595 (Nov 14 - Oct 15), while bed-day delays attributed to Adult Social Care have decreased from 9,534 (Nov 13 - Oct 14) to 7,350 (Nov 14 - Oct 15) an improvement of 23%.

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

Between April - Oct '15 there were 4,415 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 102.5 delays per 100,000. The numbers have increased due to a number of factors, one of which is the increased number of admissions within the Acute Trusts particularly for the over 85s who tend to require longer more complex care on discharge. In addition, there have been some challenges around the availability of domiciliary care provision particularly in hard to reach areas of the county. In addressing these issues, we are in regular contact with providers and are actively working with them to increase their staffing capacity.

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

Performance has remained static during November following a slight increase the month before. Performance is still very low at the moment, employment information is collected at a client's annual review and we would hope to see further increases over the next few months, though it is unlikely we will reach the ambitious target.

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 (Nov) £'000	Service	Current Budget for 2015/16 £'000	Expected to end of Dec £'000	Actual to end of Dec £'000	Current Variance		Forecast Variance Outturn (Dec)	
					£'000	%	£'000	%
Adult Social Care Directorate								
-2,177	1 Strategic Management – ASC	3,876	2,412	178	-2,233	-93%	-2,327	-60%
-14	Procurement	563	466	493	27	6%	-14	-3%
-37	ASC Strategy & Transformation	2,267	1,797	1,612	-184	-10%	-37	-2%
-1,185	2 ASC Practice & Safeguarding	2,143	1,564	547	-1,017	-65%	-1,185	-55%
0	Local Assistance Scheme	386	290	434	144	50%	0	0%
Learning Disability Services								
-707	3 LD Head of Services	250	-945	-1,530	-585	62%	-775	-310%
742	3 LD Young Adults	626	413	758	346	84%	932	149%
1,456	3 City, South and East Localities	31,329	22,434	23,274	840	4%	1,418	5%
587	3 Hunts & Fenland Localities	21,626	15,657	16,057	400	3%	814	4%
120	3 In House Provider Services	4,554	3,184	3,227	43	1%	198	4%
Physical Disability Services								
-127	4 PD Head of Services	952	690	737	47	7%	-149	-16%
-200	4 Physical Disabilities	12,427	9,589	9,610	21	0%	-41	0%
-1	Autism and Adult Support	607	455	346	-109	-24%	-1	0%
-6	Sensory Services	504	381	350	-30	-8%	-6	-1%
-625	5 Carers Services	2,121	1,840	1,170	-670	-36%	-614	-29%
-2,174	Director of Adult Social Care Directorate Total	84,232	60,226	57,264	-2,962	-5%	-1,787	-2%
Older People & Adult Mental Health Directorate								
-1,347	6 Director of Older People & Adult Mental Health Services	8,455	10,127	9,319	-808	-8%	-1,605	-19%
-394	7 City & South Locality	18,594	14,421	14,392	-28	0%	-440	-2%
-78	East Cambs Locality	7,261	5,120	4,829	-290	-6%	-21	0%
136	8 Fenland Locality	8,262	6,141	6,144	3	0%	180	2%
-26	Hunts Locality	12,459	9,196	9,228	31	0%	-70	-1%
0	Addenbrooke Discharge Planning Team	1,051	755	781	26	3%	0	0%
0	Hinchingbrooke Discharge Planning Team	634	475	482	7	1%	0	0%
-358	9 Reablement, Occupational Therapy & Assistive Technology	8,090	5,625	4,992	-633	-11%	-558	-7%
-400	10 Integrated Community Equipment Service	802	2,891	2,848	-43	-1%	-400	-50%
Mental Health								
-7	Head of Services	4,268	3,141	2,797	-344	-11%	-7	0%
-100	11 Adult Mental Health	7,192	4,754	4,372	-383	-8%	-100	-1%
-9	Older People Mental Health	8,132	5,745	5,535	-211	-4%	-20	0%
-2,584	Older People & Adult Mental Health Directorate Total	85,200	68,391	65,719	-2,673	-4%	-3,041	-4%

Forecast Variance Outturn (Nov) £'000		Service	Current Budget for 2015/16 £'000	Expected to end of Dec £'000	Actual to end of Dec £'000	Current Variance		Forecast Variance Outturn (Dec)	
						£'000	%	£'000	%
Children's Social Care Directorate									
400	12	Strategic Management – Children's Social Care	2,794	2,219	2,505	286	13%	400	14%
525	13	Head of Social Work	4,192	2,877	3,321	444	15%	525	13%
0		Legal Proceedings	1,530	795	776	-19	-2%	0	0%
0		Safeguarding & Standards	1,177	849	915	66	8%	0	0%
400	14	Children's Social Care Access	4,448	3,303	3,645	341	10%	400	9%
0		Children Looked After	10,747	8,624	8,570	-53	-1%	0	0%
400	15	Children in Need	3,963	2,934	3,262	328	11%	400	10%
0		Disabled Services	5,711	4,649	4,680	31	1%	0	0%
1,725		Children's Social Care Directorate Total	34,560	26,251	27,675	1,425	5%	1,725	5%
Strategy & Commissioning Directorate									
-252	16	Strategic Management – Strategy & Commissioning	148	354	82	-272	-77%	-252	-171%
-50		Information Management & Information Technology	1,915	1,326	1,252	-74	-6%	-50	-3%
0		Strategy, Performance & Partnerships	1,570	691	645	-46	-7%	-46	-3%
Commissioning Enhanced Services									
1,500	17	Looked After Children Placements	16,490	11,000	12,229	1,229	11%	1,500	9%
385	18	Special Educational Needs Placements	8,469	8,671	8,870	199	2%	385	5%
0		Commissioning Services	3,768	3,350	3,385	35	1%	0	0%
0		Early Years Specialist Support	1,323	742	753	11	1%	0	0%
625	19	Home to School Transport – Special	7,085	4,409	4,889	480	11%	625	9%
575	20	LAC Transport	671	448	761	313	70%	575	86%
Executive Director									
0		Executive Director	445	310	306	-5	-2%	0	0%
0		Central Financing	320	91	64	-27	-30%	0	0%
2,783		Strategy & Commissioning Directorate Total	42,204	31,393	33,236	1,843	6%	2,737	6%
Children's Enhanced & Preventative Directorate									
68		Strategic Management – Enhanced & Preventative	1,211	1,063	1,131	69	6%	68	6%
-60		Children's Centre Strategy	724	503	437	-66	-13%	-60	-8%
0		Support to Parents	3,476	715	699	-15	-2%	0	0%
0		SEND Specialist Services	5,770	4,136	4,098	-38	-1%	-15	0%
0		Safer Communities Partnership	7,249	4,833	4,828	-4	0%	0	0%
Youth Support Services									
-4		Youth Offending Service	2,392	1,110	1,085	-24	-2%	-4	0%
-130	21	Central Integrated Youth Support Services	1,170	795	647	-148	-19%	-130	-11%
Locality Teams									
-53		East Cambs & Fenland Localities	3,613	2,479	2,427	-52	-2%	-64	-2%
-42		South Cambs & City Localities	4,138	2,868	2,830	-38	-1%	-42	-1%
-29		Huntingdonshire Localities	2,614	1,941	1,889	-53	-3%	-29	-1%
-249		Children's Enhanced & Preventative Directorate Total	32,359	20,441	20,072	-369	-2%	-275	-1%

Forecast Variance Outturn (Nov) £'000		Service	Current Budget for 2015/16 £'000	Expected to end of Dec £'000	Actual to end of Dec £'000	Current Variance £'000 %		Forecast Variance Outturn (Dec) £'000 %	
Learning Directorate									
192	22	Strategic Management - Learning	-73	-29	184	213	-732%	192	263%
-15		Early Years Service	1,831	1,192	1,102	-90	-8%	-15	-1%
-20		Schools Intervention Service	1,754	1,290	1,202	-88	-7%	-20	-1%
-147	23	Schools Partnership Service	1,374	853	768	-86	-10%	-147	-11%
-12		Childrens' Innovation & Development Service	166	-296	-170	126	-43%	19	11%
-25		Integrated Workforce Development Service	1,473	830	762	-68	-8%	-25	-2%
0		Catering, Cleaning & Grounds Service	-350	74	-19	-93	-126%	0	0%
0		Teachers' Pensions & Redundancy	3,000	2,696	2,688	-8	0%	0	0%
Infrastructure									
-25		0-19 Organisation & Planning	1,793	1,089	997	-92	-8%	-25	-1%
0		Early Years Policy, Funding & Operations	158	104	44	-61	-58%	0	0%
0		Education Capital	176	386	348	-38	-10%	0	0%
920	24	Home to School/College Transport – Mainstream	9,143	5,358	5,962	604	11%	920	10%
868	Learning Directorate Total		20,445	13,548	13,867	319	2%	899	4%
370	Total		299,001	220,249	217,832	-2,417	-1%	258	0%
Grant Funding									
-361	25	Financing DSG	-23,212	-17,150	-17,409	-260	2%	-346	-1%
0		Non Baselined Grants	-30,930	-23,157	-23,157	0	0%	0	0%
-361	Grant Funding Total		-54,142	-40,307	-40,566	-260	1%	-346	1%
9	Net Total		244,859	179,942	177,265	-2,677	-1%	-88	0%

APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
1) Strategic Management – ASC	3,876	-2,233	-93%	-2,327	-56%
<p>In July, the government announced a 4-year delay in implementing the Care Act funding reforms. This means that the assessment of people funding their own care (self-funders), who would have begun to accrue spending against the care cap from April, will not now need to begin this financial year, technical preparations for care accounts can take place over a longer timeframe, and provision is no longer needed to meet additional costs next year. The Council had taken a cautious approach to making spending commitments and confirmation was received in October that none of the additional funding received in 2015-16 for Care Act duties will be clawed back. This, combined with ongoing monitoring of current workstreams, leads to a forecast underspend in this area of £2,377k.</p> <p>There has been national recognition that the social care system is under significant strain as part of the announcement and the funding will instead be used to offset significant demand pressures for existing social care services, particularly in the Learning Disability Partnership (see note 3). However, there remains uncertainty about the extent to which this part of the Care Act funding will continue in future years.</p> <p>This underspend is partially offset by a small pressure (£50k) on the vacancy savings budget.</p>					
2) ASC Practice & Safeguarding	2,143	-1,017	-65%	-1,185	-55%
<p>An underspend of £1,185k is anticipated on the Mental Capacity Act/Deprivation of Liberty Safeguarding budget due to shortage of available assessors and the resulting level of activity to date.</p> <p>There has been a delay in being able to secure appropriate staff to manage the increased demand for processing MCA/DOLS cases, as all local authorities seek to respond to changes in case law and recruit from a limited pool of best interest assessors and other suitable practitioners.</p> <p>There has been moderate recent success in recruiting to posts in the last round of interviews, but lead-in times for staff joining means that the forecast underspend in this area remains £1,185k.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
3) Learning Disability Services	58,385	1,043	3%	2,587	4%

Across the Learning Disability Partnership (LDP) at the end of December the ongoing pressure from known commitments increased from a total of £3,010k to £3,422k. These commitments include full year impact of people requiring new or increased services in 2015/16 and young people who will turn 18 during this financial year.

Savings planned for the remainder of the year through increased use of assistive technology, reviewing expenditure on leisure activities, shared accommodation services and implementing the transport policy are now expected to total £175k. This gives a forecast outturn of £3,247k. Of this, £2,587k relates to the County Council after the pooled budget risk share with the NHS is taken into account.

This forecast represents an increase in the forecast overspend of £487k (£388k after NHS risk share) from last month. The principal changes this month are the result of:

- The revision of the forecast outturn for the young adults team to reflect the impact of 6 young people with identified packages that were not fully reflected in the figures. Three of these young people have complex health needs and one young person has complex needs that have escalated over the planning period for the transfer from children to adult services = £217k.
- Settlement of ordinary residence placements (2 in the North of the County and 1 in the South). There is national guidance which the service has to follow and accept appropriate cases. Legal support has been sought to negotiate one of these cases and achieved a more favourable settlement around retrospective funding = £198k.
- Commitments decreasing as service user support ends = -£76k
- Additional costs from changed needs, placement and carer breakdown = £86k. (£85k in the North and £1k in Young Adults).
- Provider Services forecast increased by £78k due to ongoing payment of overtime in accommodation services to ensure that rota's are covered in these services that are regulated by the Care Quality Commission.
- Additional reductions = -£16k a net combination of more minor adjustments.

Further actions being taken to reduce the overspend

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

- Residential care and 24/7 supported living where additional day care or 1 to1 support has also been commissioned. Analysis of spend in these areas has been undertaken and action is being taken when reviewing packages and when commissioning new packages. Going forward this work will form part of the policy framework being developed for the business plan for 16/17 and future years.
- Review and scrutiny of all high cost placements including continued focus on out-of-county placements in line with the Winterbourne concordat and Transforming care agenda. In addition work has been completed to review the remaining packages of care affected by Ordinary Residence rules prior to the introduction of the Care Act on 1 April 2015.
- 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.

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
Learning Disability Services continued <ul style="list-style-type: none"> 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. <p>Additional frontline staff are being recruited to provide more capacity to undertake reviews and reassessment; new recruits are continuing to come into post.</p> <p>Work is continuing to move the commitment records to a fully automated process that will provide greater accuracy and provide managers with better management information to support their oversight of changes from month to month. Further attention is required in this area to ensure that progress is made.</p> <p>Work has already been started to reduce the expenditure on staffing in in-house provider services. Vacant posts and relief posts will be recruited to reducing the need to use agency staffing. A number of protocols are being produced to limit the rate overtime hours are paid at as well as the need for senior management authorisation for the use of agency staffing. Budget surgeries have taken place with budget holders in these services to ensure they are aware of the emerging pressures in their budgets and have plans in place to manage these.</p> <p>We are developing the process for tracking costs for young people with a learning disability as they prepare for adulthood.</p>					
4) Physical Disabilities incl. Head of Services	13,379	68	1%	-190	-1%
<p>The underspend in Disability Services (Physical Disability, Sensory Loss, HIV and Vulnerable Adult and Autism Services) has decreased by £137k. In the main the underspend is due to contract funding no longer required under the Head of Service budget and expected clawback on direct payments paid to people with a Physical Disability.</p> <p>A number of high cost packages are the main cause of the underspend reducing during December.</p> <p>Service demand across all of Disability Services is being managed through the use of short term intervention, increasing people's independence and use of community resources.</p>					
5) Carers Service	2,121	-670	-36%	-614	-29%
<p>Allocations to individual carers remain below expected levels, and as such, the anticipated underspend is currently forecast to be £614k. Revised arrangements for carers support were implemented from 1 April, following the Care Act, and it is taking longer than expected for the additional anticipated demand to reach budgeted levels.</p> <p>This area will continue to be monitored closely as the new arrangements embed further.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
6) Director of Older People and Mental Health Services	8,455	-808	-8%	-1,605	-19%
<p>The forecast underspend has increased by a further £258k since last month. A centrally held seasonal cost of care budget is now not expected to be utilised, reflecting the favourable overall Older People's cost of care forecast, managed through the locality teams.</p> <p>Previously reported underspends under this heading are principally the result of:</p> <ul style="list-style-type: none"> • services to respond to new responsibilities for social care needs for prisoners are still being established with the likely underspend this year being £259k. • a budget of £326k for delayed transfers of care reimbursement is not required following implementation of the Care Act - this has been permanently reflected in Business Planning. • release of an accrual made in last year's accounts for a £290k potential dispute on costs of nursing care. We now believe this will be resolved without making use of this provision. • reductions realised on housing related support totaling £300k; this has been shown as a permanent saving in Business Planning • the one off impact of a longstanding deferred payment debt of £150k which has now been collected. <p>Any savings which will continue into next year will contribute towards meeting planned savings targets.</p>					
7) City & South Locality	18,594	-28	0%	-440	-2%
<p>A material underspend of -£440k is now expected at the end of the year. This is due to an increase in client contributions and savings from domiciliary care reviews, which have improved the position by £46k. Work is being undertaken to review the waiting list and so this is expected to increase care costs, this expectation is reflected within the forecast.</p>					
8) Fenland Locality	8,262	3	0%	180	2%
<p>Although savings continue to be made on individual packages of care it looks unlikely at this point that Fenland will reach a balanced budget this year.</p> <p>The outturn position has increased by £44k to £180k overspend.</p> <p>The position is primarily due to £140k under budgeting for clients with a learning disability who transferred service at 65, prior to the change in procedure.</p> <p>Work continues with providers and the introduction of a new worker to develop domiciliary care capacity in the Fenland area to provide better and more affordable domiciliary support.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
9) Reablement, Occupational Therapy & Assistive Technology	8,090	-633	-11%	-558	-7%
<p>The forecast underspend has increased by a further £200k since last month. This reflects reduced support (non-staff) costs of the Reablement Service following its move into the Council of which £174k are expected to be ongoing and have been built into the Business Planning process.</p> <p>Previously reported underspends are expected in this area due to the following:</p> <ul style="list-style-type: none"> • release of a £118k accrual made in last year's accounts for potential accommodation and administrative costs. Negotiations have progressed and we now judge that this provision is unlikely to be required. • a one-off delay in salary costs of £71k. Some salary costs such as enhancements and extra hours are paid a month in arrears. Payments for these in April were made by the NHS as they related to March 15 and were therefore prior to the Reablement service being transferred to County Council management. Only 11 months of costs will be incurred by CCC this year. <p>And the following, anticipated on an ongoing basis, through the Business Plan</p> <ul style="list-style-type: none"> • reduction in the overheads related to Occupational Therapy, as this service moved to a new NHS provider this year (£44k). • capitalisation of Assistive Technology spend, which generates £125k revenue saving 					
10) Integrated Community Equipment Service (ICES)	802	-43	-1%	-400	-50%
<p>ICES reports a forecast underspend of -£400k; reflecting the intention to charge an additional £400k of equipment spend to the capital budget.</p>					
11) Adult Mental Health	7,192	-383	-8%	-100	-1%
<p>The underlying Adult Mental Health cost of care forecast has worsened by £26k since last month, due to adjustments on a number of placements. Spending reductions will continue to be a focus in this area; however, underlying pressures have reduced to £58k this month and so achieving the forecast underspend looks realistic.</p>					
12) Strategic Management - Children's Social Care	2,794	286	13%	400	14%
<p>The Children's Social Care (CSC) Director budget is forecasting an over spend of £400k.</p> <p>CSC Strategic Management has a vacancy savings target of £656k and although the directorate actively manages the staff budgets and use of agency staff, savings are not expected to be achieved to meet the target in full. This is because, due to service need, posts are required to be filled as quickly as possible, with essential posts within the Unit model covered by agency staff in a planned way until new staff have taken up post.</p> <p>The use of agency staff is very difficult to predict due to changing circumstances. Agency cover is only used where circumstances dictate and no other options are available.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
Strategic Management - Children's Social Care continued <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 is particularly problematic which may be due in part to that area bordering a number of Local Authorities. This area holds the highest amount of vacancies and is therefore reliant on agency social workers and consultants to cover vacancies.</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>					
13) Head of Social Work	4,192	444	15%	525	13%
<p>The Head of Social Work budget is forecasting an over spend of £525k due to an increase in the number of adoption/special guardianship orders. The increase in Adoption / Special Guardianship / Child Arrangement orders are however a reflection of the good practice in making permanency plans for children outside of the looked after system.</p> <p>The over spend is mostly attributable to demographic pressures. Previously no demography has been allocated to reflect the rise in numbers. This pressure is now being taken forward as part of the 2016/17 Business Planning process.</p>					
14) Children's Social Care Access	4,448	341	10%	400	9%
<p>The Access budget is forecasting an over spend of £400k due to the use of agency staffing. Please see Strategic Management Children's Social Care (note 12) above.</p>					
15) Children In Need	3,963	328	11%	400	10%
<p>The Children in Need budget is forecasting an over spend of £400k due to the use of agency staffing. Please see Strategic Management Children's Social Care (note 12) above.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
16) Strategic Management – S&C	148	-272	-77%	-252	-171%

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

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

17) Looked After Children Placements	16,490	1,229	11%	1,500	9%
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Client Group	Budgeted Packages	30 Nov 2015 Packages	31 Dec 2015 Packages	Variance from Budget
Residential Disability – Children	2	2	2	-
Child Homes – Secure Accommodation	0	1	1	+1
Child Homes – Educational)	8	11	11	+3
Child Homes – General	16	24	25	+9
Supported Accommodation	15	27	26	+11
Supported living 16+	9	11	10	+1
Fostering & Adoption	261	238	230	-31
TOTAL	311	314	305	-6

Overall Looked After Children (LAC) numbers at the end of December 2015, including placements with in-house foster carers, residential homes and kinship, are 589, 54 more than 1 April 2015 and 7 more than the end of November 2015.

External placement numbers (including 16+ and supported accommodation) at the end of December are 305, 9 fewer than in November.

The LAC Placements commitment record (including 16+ and supported accommodation) is now forecasting an overspend of £1,826k. The forecast reflects planned end-dates where existing Looked After Children are expected to leave their placement or the care system, and assumes additional new placements (growth) of combined cost £110k. 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 14.56 more residential placements and 21.32 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 £1.5m is reported as a result of a combination of further savings (detailed below), holding growth and use of CFA reserves.

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

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

Looked After Children Placements continued

Actions being taken to manage the rising LAC numbers and the resulting financial pressure include:

- A weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.
- A weekly LAC monitoring meeting chaired by the Strategic Director of CFA has been established which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions.
- A monthly LAC Commissioning Board reviews the financial pressures and achievement of savings. This Board also reviews the top 50 cost placements, linking with the Section 20 panel and finding innovative, cost-effective solutions. The Board is responsible for monitoring against activity targets and identifying solutions if targets are missed.
- A cross council LAC Strategy has been developed and is being taken to CYP Committee in December for agreement. Alongside this is an action plan with savings allocated to activities to ensure that future savings will be achieved.

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

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

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

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

The savings target for LAC Placements in 15/16 is £2m and this has been allocated to the work streams above. A large proportion of these savings have been achieved, and they are already included within commitment records and therefore their impact on expenditure is included within the forecast overspend of £1,826k. Work has been undertaken to review the achievability of further savings, focusing on alternative solutions to high cost residential packages and continuing to seek discounts. The savings are as follows:

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

Looked After Children Placements continued

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

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

Growth included within the forecast is £110k which allows for the replacement of social care settings which have ended or are due to end, therefore maintaining current numbers, and also assumes new placements will be made. The target is to maintain current numbers and as such the provision for growth has been reduced. This carries significant risk as growth in the LAC population in recent weeks has been greater than forecast. The change to the make-up of placements from out of county to in county placements is being managed and is a key reason that whilst LAC numbers are rising, the outturn is not following the same trend. The delivery of all savings is monitored on a monthly basis at the LAC Commissioning Board and remedial action put in place as required.

18) SEN Placements	8,469	199	2%	385	5%
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OFSTED Category	1 Apr 2015	30 Nov 2015	31 Dec 2015	Variance from 1 Apr 2015
Autistic Spectrum Disorder (ASD)	98	101	102	+4
Behaviour, Emotional and Social Difficulty (BED)	38	34	34	-4
Hearing Impairment (HI)	3	3	3	-
Moderate Learning Difficulty (MLD)	1	2	2	+1
Multi-Sensory Impairment (MSI)	0	0	0	-
Physical Disability (PD)	1	1	1	-
Profound and Multiple Learning Difficulty (PMLD)	2	0	0	-2
Speech, Language and Communication Needs (SLCN)	3	3	3	-
Severe Learning Difficulty (SLD)	3	1	1	-2
Specific Learning Difficulty (SPLD)	9	7	7	-2
Visual Impairment (VI)	2	2	2	-
Total	160	154	155	-5

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

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<p>SEN Placements continued</p> <p>This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant. Included in the above numbers are 20 children educated under a block contract.</p> <p>The budget is under significant pressure due to numbers: whilst maintained Statement numbers are decreasing the level of need is escalating in early years with this age group requiring additional capacity in all of our Special Schools in 15/16. This additional need in early years has meant that the schools are at capacity, placing greater pressure to look outside of Cambridgeshire.</p> <p><u>Going forward into 2016/17 we will continue to:-</u></p> <ul style="list-style-type: none"> • Actions in the Placements Strategy are aimed at returning children to within County borders and reducing Education Placement costs. • 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. • 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. 					
19) Home to School Transport – Special	7,085	480	11%	625	9%
<p>The forecast for Home to School Transport – Special, taken from the commitment record, is an overspend of £942k. Further savings are being developed and a review of all transport for the new academic year is being undertaken, resulting in an in-year pressure of £625k.</p> <p>This excludes a pressure on LAC Transport which is detailed below. There was a residual pressure of £1.2m from 14/15 but this has in part been mitigated by planned savings.</p> <p>The planned savings are as follows:</p> <ul style="list-style-type: none"> • A reduction in the amount paid to parents approved to use their own transport to get their children to school to from 45p to 40p per mile effective from 1 September 2015 • Reviews to reduce the number of single occupancy journeys undertaken and rationalise routes where possible 					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
Home to School Transport - Special continued <ul style="list-style-type: none"> Changes to the SEN post-16 transport policy, introducing contributions from parents / carers to transport costs. Working with Health professionals to agree an alternative to using ambulances for Home to School Transport. <p>To manage the pressure going forward, the following options are being worked on:</p> <ul style="list-style-type: none"> Cost-benefit analysis on path improvement at Meadowgate school has begun which, if beneficial, will enable the removal of transport. This will be implemented in 2016/17. Retendering of 500 routes following a market development campaign in Summer 2015. The tender process is due to begin in January 2015 and contracts awarded for the start of the new financial year 2016/17. Introducing termly reviews of transport with Casework Officers and schools. This is ongoing to ensure current transport arrangements are appropriate and to review all single occupancy routes. Including transport reviews at both the first and second statutory reviews. This is ongoing, reviewing the permanence of social care placements and therefore the appropriateness of a young person's educational centre. Investigating the use of Personal Travel Budgets. 					
20) LAC Transport	671	313	70%	575	86%
<p>The forecast for LAC Transport, taken from the commitment record is +£577k, an increase of £30k from September's commitment, as a result of an increase in use of volunteer drivers, reducing the unit cost. The reported outturn remains at £575k.</p> <p>The pressure is a result of an increasing LAC population and a policy to, where possible, keep a young person in the same educational setting when they are taken into care or their care placement moves, providing stability.</p> <p>The planned savings are as follows:</p> <ul style="list-style-type: none"> Investigate providing allowances for in-house foster carers to provide Home to School Transport. Conduct a recruitment campaign to increase the number of volunteer drivers within Cambridgeshire and therefore reduce the average cost per mile for LAC Transport. Review all LAC routes for possibility to combine with existing Mainstream and SEN transport routes. Improved procurement and a target reduction in the number of short notice journeys. Additional challenge is provided by the Statutory Assessment & Resources Team (StART) for all transport requests. <p>The savings target above has been adjusted, taking into account the part year effect of these savings, but there remains an element of risk in their achievability.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
21) Central Integrated Youth Support Services	1,170	-148	-19%	-130	-11%
<p>An under spend of £130k is forecast. A one-off under spend of £100k is anticipated against the Young Carers budget. New expectations around the level of support provided to young people who take on caring roles for adults has led to a review and enhancement of the service in line with the expectations of the Care Act. A new contract is currently being tendered. Due to a period of transition between the current service contract and the transfer to a new enhanced offer, not all of the additional 'pressures' funding awarded in the Business Plan for this work will be required in 15/16. This is a non-recurrent position and the additional funding will be applied in full from 16/17 through the revised contract. A £20k under spend has arisen by allocating costs to an external grant received for an innovation project. A £10k under spend is expected due to a reduction in the number of small grant payments to the voluntary and community sector.</p>					
22) Strategic Management – Learning	-73	213	732%	192	263%
<p>There is a pressure of £192k on Strategic Management – Learning.</p> <p>A pressure of £200k exists on the Directorate's vacancy Savings target.</p> <p>The directorate was significantly restructured in 14/15, leading to a reduced headcount and a greater traded income target. This has meant there are fewer posts from which to take savings. Furthermore when an income-generating post falls vacant, the salary saving is used in part to offset the reduced income. The vacancy savings target was not reduced to reflect this new position and consequently a pressure has emerged.</p> <p>Steps will be taken in year to try to offset this with vacancies in non-traded teams but the ad-hoc nature of vacancies makes this difficult to forecast.</p> <p>There is an underspend of £8k reported against funding earmarked for the independent chair of the School-led School improvement board. This is due to the delay in appointment, which will now not be until the Spring term.</p>					
23) Schools Partnership Service	1,374	-86	-10%	-147	-11%
<p>The Education Support for Looked After Children Team (ESLAC) is reporting an underspend on its Local Authority budget of £147k. This is mainly because it has had to allocate less of this budget to individual tuition than it had anticipated.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
24) Home to School / College Transport – Mainstream	9,143	604	11%	920	10%

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

This forecast includes £150k cross CFA transport saving which had been expected to be achieved this financial year by further aligning activity and exploring opportunities for greater joint working across Home to School Mainstream, SEND and Adult Learning Disabilities (ALD) transport. Work is taking place to review the procurement of school and day care routes together, which is expected to deliver savings in 2016/17 conditional on changes to ALD and Older People's transport.

The provisional forecast for Home to School Mainstream transport is an overspend of £770k, this includes in-year savings achieved as a result of the implementation of a reduction in the amount paid to parents approved to use their own transport to get their children to school from 45p to 40p per mile and the withdrawal of free transport between Horningsea and Fen Ditton Primary School and between Stapleford/Great & Little Shelford and Sawston Village College for those children living within the statutory walking distances following decisions by the Service Appeal Committee that these routes are available for a child to use to walk to school accompanied by an adult as necessary.

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

- Changes to the post-16 transport policy including the introduction of a subsidised rate for new students living in low-income households who would previously have been entitled to free transport
- Implementation of an £10 per term increase in the cost of purchasing a spare seat on a contact service and for post-16 students who do not meet low income criteria
- Award of contracts following re-tendering

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

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

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

25) Financing DSG	-23,212	-260	-2%	-346	-1%
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Within CFA, spend of £23.2m is funded by the ring fenced Dedicated Schools Grant. The Education Placements budget is forecast to overspend this year by £385k, however this is in part offset with underspends with the 0-19 Organisation & Planning Service (-£19k), SEND Specialist Services (-£15k) and E&P Locality teams (-£5k).

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 £346k for this financial year will be met by DSG related vacancy savings.

APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £'000
Grants as per Business Plan		
Public Health	Department of Health	6,933
Better Care Fund	Cambs & P'Boro CCG	15,457
Adult Social Care New Burdens	DCLG	3,193
Social Care in Prisons Grant	DCLG	339
Delayed Transfer of Care	Department of Health	170
Unaccompanied Asylum Seekers	Home Office	600
Youth Offending Good Practice Grant	Youth Justice Board	584
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Non-material grants (+/- £160k)	Various	180
Troubled Families	DCLG	2,046
Music Education HUB	Arts Council	781
Total Non Baselined Grants 2015/16		30,930

Financing DSG	Education Funding Agency	23,212
Total Grant Funding 2015/16		54,142

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

Directorate	Grant Total £'000
Adult Social Care	3,418
Older People	16,116
Children's Social Care	671
Strategy & Commissioning	111
Enhanced & Preventative Services	9,730
Learning	884
TOTAL	30,930

APPENDIX 4 – Virements and Budget Reconciliation

	Effective Period	£'000	Notes
Budget as per Business Plan		244,270	
Commissioning Services	May	37	SEND Preparation for Employment Grant
Early Years Service	May	26	Supporting Disadvantaged Children in Early Years Grant
Reablement, Occupational Therapy & Assistive Technology	June & Sept	-64	With the TUPE of 270 staff from the NHS to the County Council on 1 April, a contribution has been made by CFA to LGSS for payroll, payables and other professional services to support this new workforce. These services were previously provided by Serco through the now ended NHS contract.
Across CFA	June	-262	Centralisation of the budget for mobile telephone/device costs.
Mental Health – Head of Services	July	-7	The Mental Health service has agreed with a care provider to convert some existing accommodation, at Fern Court in Huntingdonshire, to ensure high needs services can continue to be provided at this location. Facilities Management will manage an ongoing rental contribution from the Council to the provider.
Children Looked After	July	81	Allocation of quarters 1-3 Staying Put Implementation Grant
Across ASC and OP&MH	Sept & Oct	778	Allocation of quarters 1-3 Independent Living Fund (ILF) instalments following transfer of function from central government
Current Budget 2015/16		244,859	

APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 31 Dec 15		
	£'000	£'000	£'000	£'000	
General Reserve					
CFA carry-forward	0	0	0	88	Forecast underspend of £88k applied against reserves.
subtotal	0	0	0	88	
Equipment Reserves					
ICT Equipment Replacement Reserve	566	159	725	0	Ed ICT plan to replace major infrastructure in 2015/16 and need to build up reserve to £500k across the preceding years. Reduction of £159k to meet in-year CFA pressures.
IT for Looked After Children	178	0	178	112	Replacement reserve for IT for Looked After Children. Laptops to be replaced in 2015/16.
subtotal	744	159	903	112	
Other Earmarked Funds					
Adult Social Care					
Capacity for Reviews	336	0	336	291	Resources to support reviews to achieve savings from reviews of packages for LD and PD service users. The majority if not all of this will be utilised from 16/17 onwards.
Capacity in Procurement and Contracts	250	-6	244	244	Increase in capacity for contract rationalisation and review etc. Expected to be used from 16/17 onwards.
In-house Care Home	15	-8	7	7	£5k to pay for the initial work to develop the proposal ahead of July Report. A further £10k required if proposal progresses further.
AFM Implementation	10	0	10	10	Cost of short term staff / cover to support transferring all commitment records to Adults Finance Module.
MASH & Adult Safeguarding	7	0	7	7	Officer capacity to support the development of the MASH & safeguarding changes linked to the Care Act.
Older People & Mental Health					
Resilient Together	399	0	399	330	Programme of community mental health resilience work (spend over 3 years)
Reviews of Packages in Older People and Mental Health Services	300	-300	0	0	Invest in additional capacity to undertake package reviews on a much larger scale than previously possible - on the assumption that by applying our latest thinking and the transforming lives approach to each case we will reduce the cost of packages
Continuing Health Care	130	0	130	87	The County Council has employed a CHC Manager and provided staff training to help ensure that those who are eligible for CHC receive it. This allows us to address the issues whereby clients with continuing health needs are currently being funded in full by social care services. Funded to cover costs until March 2017.

Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 31 Dec 15		
	£'000	£'000	£'000	£'000	
Social Work Recruitment	120	-12	108	88	Social Work recruitment stability / strategy post to cover the next two years.
Home Care Development	90	-14	76	58	Managerial post to take forward proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work
Falls Prevention	80	0	80	55	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	20	£50k for 12 months role
Live in Care	20	29	49	37	Trialing the Adult Placement Scheme within OP&MH
Children Social Care					
Alternatives to Care / Family Crisis Support Service	500	0	500	250	New service which is able to offer a rapid response to situations where young people are identified as at risk of becoming looked after either in an emergency or as a result of a specific crisis. The intention would be to offer a direct and intensive intervention which would explicitly focus on keeping families together, brokering family and kinship solutions and finding alternatives to young people becoming looked after.
Repeat Removals	100	0	100	65	Establishing a dedicated team or pathway to provide on-going work with mothers who have children taken into care - to ensure that the remaining personal or family needs or issues are resolved before the mother becomes pregnant again. This project will span 15/16 and 16/17.
Brokering Family Solutions / Family Group Conferences	100	-100	0	0	Part fund the FGC Service or alternative arrangements within CSC from reserves, providing it with sufficient resource to allow it to ensure we can attempt to broker family solutions for all cases where there is potentially escalating cost to CCC and a chance/plan for reunification – i.e. All risk of LAC, PLO, court work and all relevant CP cases
IRO & CP Chairperson	80	0	80	28	Six months temporary posts
Fostering Marketing Manager	50	0	50	0	Provide resource to support the programme of work to drive the recruitment of in-house foster carers and hit recruitment target of a 36 net increase in available carers
Adaptions to Respite Carer homes	29	0	29	12	Committed for adaptations to respite carer homes.
Strategy & Commissioning					
Building Schools for the Future	477	-227	250	130	Funding allocated to cover full programme and associated risks. Projected £120k ICT risk, plus £227k return to revenue.
Flexible Shared Care Resource	415	0	415	0	Provision opened May 2014.
START Team	164	0	164	0	Funding capacity pressures as a result of EHCPs.

Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 31 Dec 15		
	£'000	£'000	£'000	£'000	
Home to School Equalisation	165	87	253	253	Reserve to even out the number of school days per year.
Time Credits	157	0	157	83	Funding for 2 year Time Credits programme from 2015/16 to 2016/17 for the development of connected and supportive communities.
Disabled Facilities	200	0	200	120	Funding for grants for disabled children for adaptations to family homes.
Commissioning Services – Children's Placements	84	0	84	33	Funding to increase capacity. Two additional Resource Officers are in post. To be used flexibly between 2015/16 to 2016/17.
IT Infrastructure Costs	57	-57	0	0	Roll Out for Corporate iPads
Enhanced & Preventative					
Multi-Systemic Therapy Standard	364	0	364	182	2-year investment in the MST service (£182k in 2015/16 & 2016/17) to support a transition period whilst the service moves to an external model, offering services to CCC and other organisations on a traded basis.
Family Intervention Project Expansion	366	0	366	0	To increase capacity in Family Intervention Project. Additional FIP workers and Deputy Managers are in post. Funding to be used in 2015/16.
Information Advice and Guidance	320	0	320	80	Proposal to delay the saving from the IAG teams by 1 year by funding from reserves Another option would be to consider making this a saving part way through the year which would give us more time to work on alternative on-going funding models for the IAG function.
MST Child Abuse & Neglect	307	0	307	62	To continue funding the MST CAN project (previously DoH funded). Funding to be used in 2015/16.
YOT Remand	223	0	223	203	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	20	Trialing an all age locality lead professional - Appoint 5 and see how they get and how the idea works
Learning					
Trinity School	105	-50	55	0	New pressures emerging in Learning driven by requirement to resource the Post Ofsted Action Plan for Trinity Special School, which has been placed in Special Measures by Ofsted.
Art Collection Restoration Fund / Cambridgeshire Culture	140	0	140	93	Fund to support cultural activities within the county and the maintenance and development of the Art Collection.
Discretionary support for LAC education	134	0	134	134	LAC Pupil Premium grant from Department for Education to provide further discretionary support for Looked After Children.
Schools Partnership - NtG CREDS	72	-72	0	0	Funding to be used in 2015/16
ESLAC support for children on edge of care	50	0	50	50	Pilot Scheme

Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 31 Dec 15		
	£'000	£'000	£'000	£'000	
Capacity to attract private and independent sponsorship of programmes for children	50	-50	0	0	A number of private sector organisations have begun to discuss how they might invest in Cambridgeshire's children and young people. This funding has been used to cover the initial work required to support this initiative.
School advisor savings	35	0	35	35	Short term commissioning capacity (35k) in Learning to allow £90k school advisor savings to be made by not recruiting to vacant posts. Unlikely to be required in year due to other vacancy savings offsetting
Capacity to establish a self-sustaining and self-improving school system - leadership	13	0	13	0	Tender for a skilled education sector leader/professional with an in-depth knowledge of school improvement (£13k) to support the move towards a self-sustaining and improving school system
Cross Service					
SW recruitment and retention	674	-11	663	240	Reserves funding for 2015/16.
Other Reserves (<£50k)	255	-4	251	0	Other small scale reserves.
Subtotal	7,533	-810	6,724	3,307	
TOTAL REVENUE RESERVE	8,277	-651	7,627	3,507	
Capital Reserves					
Building Schools for the Future	280	0	280	0	Building Schools for Future - c/fwd to be used to spent on ICT capital programme as per Business Planning 15/16
Basic Need	2,774	3,265	6,039	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	4,492	4,492	0	The Capital Maintenance allocation received in 2014/15 will be spent in full.
Other Children Capital Reserves	635	127	762	0	Comprises the Universal Infant Free School Meal Grant c/f and the Public Health Grant re Alcohol recovery hub-anticipate spending by year end.
Other Adult Capital Reserves	2,583	3,217	5,800	1,778	Expected receipts for Community Capacity grant and spend on planned programme.
TOTAL CAPITAL RESERVE	6,272	11,101	17,373	1,778	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

APPENDIX 6 – Capital Expenditure and Funding

6.1 Capital Expenditure

2015/16						TOTAL SCHEME	
Original 2015/16 Budget as per BP	Scheme	Revised Budget for 2015/16	Actual Spend (Dec)	Forecast Spend - Outturn (Dec)	Forecast Variance - Outturn (Dec)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	Schools						
27,500	Primary Schools - New Communities	15,657	8,058	15,757	100	95,765	3,400
32,611	Primary Schools - Demographic Pressures	39,690	28,735	36,634	-3,056	125,450	17,771
1,810	Primary Schools – Adaptations	1,882	1,682	1,882	0	6,541	0
16,000	Secondary Schools - New Communities	16,906	10,242	16,407	-500	114,596	-4,150
9,936	Secondary Schools - Demographic Pressures	8,747	2,752	7,365	-1,383	113,380	-12,070
0	Final Payments	0	-25	0	0	0	0
250	Building Schools for the Future	363	105	363	0	9,118	0
1,126	Devolved Formula Capital	2,248	2	2,248	0	17,425	0
0	Universal Infant Free School Meals	164	139	164	0	0	0
3,400	Condition, Maintenance and Suitability	3,400	4,780	4,081	681	47,457	682
300	Site Acquisition and Development	300	20	300	0	1,870	0
500	Temporary Accommodation	500	1,242	1,500	1,000	8,748	0
0	Youth Service	134	8	134	0	0	0
4,307	Children Support Services	4,607	464	2,233	-2,373	10,636	0
4,614	Adult Social Care	4,706	141	4,022	-684	12,952	0
2,500	CFA Wide	2,500	0	370	-2,130	5,000	-2,000
104,854	Total CFA Capital Spending	101,804	58,346	93,460	-8,344	568,938	3,633

Primary School - New Communities £100k pressure

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.

Primary School – Demographic Pressures £3,056k slippage and cost variation

Changes to project costs

These total £5,754k. This figure is made up as follows;

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

Slippage and Acceleration

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

Little Paxton (£29k), Loves Farm (£75k), Cottenham Primary (£71k) and Grove Primary (£100k, Eastfield/Westfield, St Ives, (£20k) and Huntingdon Primary School (£50k), Orchards Primary, Wisbech £54k), Cavalry Primary (£23k), Swavesey Primary (£138k)

Slippage has occurred in respect of the following schemes;

- Fordham (£201k) where original phasing is not being achieved as a result of the decision to undertake a review of possible alternative options to meet in-catchment need; start on site now anticipated March 2016;
- Fulbourn (£118k) due to overall scheme revision which will see phase 2 works identified as a separate scheme in the 2016/17 Business Plan;
- Orchard Park, Cambridge (£405k) the scheme is currently on hold with no further expenditure expected in 2015-16.
- Fourfields, Yaxley (£200k) where slippage from original programme has occurred and the start on site is now anticipated in February 2016.
- Burwell Primary (£350k) programme slipped by one month to February 2016 following a slight revision to enabling works timetable.
- Isle of Ely Primary (£1,000k) due to delays in establishing infrastructure required to further develop the site.
- Westwood Primary expansion (£1,200k) start on site slipped from September following receipt of an objection which meant the scheme could not proceed under delegated authority, but required approval by the Development Control Committee in October.
- Hemingford Grey (£40k) final accounts have now been agreed resulting in 2015/16 slippage and an overall project reduction
- Brampton Primary (£85k) final accounts have now been agreed resulting in 2015/16 slippage and an overall project reduction

Secondary Schools – New communities’ £500k slippage

Southern Fringe Secondary scheme has experienced slippage (£500k) due to a 4 week delay in construction.

Secondary Schools - Demographic Pressures £1,383k slippage

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

Condition, Maintenance and Suitability £681k overspend

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

Temporary Accommodation £1,000k overspend

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

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

Children Support Services £2,373k slippage

Trinity School (£2,323k) significant slippage had occurred due to delays in finalising the acquisition of the property from Huntingdonshire Regional College. As a result, work on site could not commence until October 2015. Further slippage (£50k) occurred in August 2015 due to the need to undertake a review to reduce the overall project cost in line with the available budget.

Adults Strategic Investment £353k slippage

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

Adults Enhanced Frontline £335k slippage

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

CFA IT Infrastructure £2,130k slippage and cost revision

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

6.2 Capital Funding

2015/16				
Original 2015/16 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2015/16 £'000	Forecast Spend – Outturn (Dec) £'000	Forecast Funding Variance - Outturn (Dec) £'000
4,949	Basic Need	6,448	6,448	0
6,294	Capital maintenance	5,053	5,053	0
1,126	Devolved Formula Capital	2,248	2,248	0
0	Universal Infant Free School meals	164	164	0
4,614	Adult specific Grants	4,706	4,022	-684
25,557	S106 contributions	9,352	9,352	0
0	BSF -PFS only	280	280	0
0	Capitalised Revenue Funding	0	0	0
700	Other Capital Receipts	700	700	0
34,262	Prudential Borrowing	43,355	35,696	-7,659
27,352	Prudential Borrowing (Repayable)	29,497	29,497	0
104,853	Total Funding	101,803	93,460	-8,343

The overall position of the Capital Plan for December 2015 is a net reduction in prudential borrowing of £225k





The overall net impact of the movements within the capital plan, results in an expected £8,344k underspend in 2015/16 £684k is adult social care grant which is required to be carried forward into future years.

6.2 Key Funding Changes 2015/16


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


Funding	Amount (£m)	Reason for Change
Additional / Reduction in Funding (Capital Maintenance)	-1.2	Condition, Suitability and Maintenance funding reduction – as reported in May 15.
Additional / Reduction in Funding (Prudential Borrowing)	+1.2	Prudential Borrowing required to offset the shortfall in funding from the DfE RE: Condition, Suitability and Maintenance (note above) – as in May 15 and approved by the GPC on 28th July 2015.
Revised Phasing (Section 106)	-5.8	Rephasing (mainly North West Cambridge (NIAB) Primary) – as reported in May 15 and approved by the GPC on 28th July 2015.
Revised Phasing (Prudential Borrowing)	-7.1	Rephasing (various schemes) – as in May 15 and approved by the GPC on 28th July 2015.
Additional / Reduction in Funding (Prudential Borrowing)	+3.2	New Schemes (various) – as reported in May 15 and approved by the GPC on 28th July 2015.
Additional / Reduction in Funding (Prudential Borrowing)	+1.5	Increase in costs (various schemes) – as reported in May 15 and approved by the GPC on 28th July 2015.
Revised Phasing (Section 106)	-10.4	Delayed S106 developer contributions – as reported in Sep 15.
Revised Phasing (Prudential Borrowing)	10.4	Prudential Borrowing required to bridge the funding gap caused by the expected delay in S106 developer contributions – as reported in Sep 15 and to be approved by the GPC on 22nd December 2015.


APPENDIX 7 – Performance at end of November 2015



Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
% year 12 in learning	Enhanced & Preventative	94.4%	96.0%	95.9%	Nov 15		A	Performance has improved again in November as expected and is now just under target.
% Clients with SEND who are EET	Enhanced & Preventative	86.8%	90.5%	68.0%	Q2 (Jul to Sept 2015)		A	At this time of year the EET figures fall as young people move from school. Performance is above that at the same time of year last year (62.8%). The majority of these young people have emotional and behavioural difficulties. Work is currently underway to look at how we support these young people into EET with a particular focus on the transition from year 11 to year 12. Performance is currently slightly below that at the same time last year but we expect to see some improvement over the coming months as young people's current situation is confirmed.
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	80.1%	75.0%	79.7%	Nov-15		G	157 Primary schools are judged as good or outstanding by Ofsted covering 36911 pupils. One maintained primary school remains 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	48.4%	75.0%	47.4%	Nov-15		R	The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has been adversely affected by a number of the county's largest secondary academies slipping from 'good' to 'requires improvement'. Only 15 out Secondary schools with Inspection results are judged as good or outstanding, covering 14,550 pupils. This is 47.4% of pupils against the target of 75%. (Source:Watchsted)

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	86.6%	75.0%	86.6%	Nov-15	➡	G	7 out of 9 Special schools are judged as Good or outstanding covering 842 (86.6%) pupils.
No or % income deprived 2 year olds receiving free childcare		1308	1400	1425	Autumn Term 2015	⬆	G	The DfE Target set is 80% of eligible two-year olds. The latest information from the DfE suggests there are 1786 eligible two-year olds, on income grounds, which equates to a target of approx 1400 children.
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	85.9%	85.0%	86.8%	Nov-15	⬆	G	This is a new indicator for 2015/16. Performance is slightly above the provisional target for the first time this year. Performance is above the national average for 14/15 and will be monitored closely
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	55.3%	57.0%	55.5%	Nov-15	⬆	A	The proportion of service users requiring no further service at the end of reablement phase has seen a gradual decline since July 2014, and is currently below target. It should be noted that over the last few years the average age of people being referred into the service has increased along with the level of need. We are seeing a greater number of people requiring double up packages of care and the normal exit routes from reablement into domiciliary care have been impacted due to shortages in the availability of domiciliary care. In recognition of this, a review is currently underway to identify the barriers and opportunities that can provide benefits to the system and service user.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health		646	565	2014-15		G	This measure reflects the number of older people whose long term support needs were met by a change of setting to residential and nursing care during the year. The data comes from the annual SALT Statutory return first required in 2014-15 using a new methodology and is therefore not comparable with performance in previous years. This indicator is measured annually and provisional data for 2015-16 will be available in June 2016.
The number of looked after children per 10,000 children	Childrens Social Care	43.4	32.8 - 38.5	44.3	Nov-15		R	The number of Looked After Children increased to 582 during November 2015. 44 (7.6%) of these are Unaccompanied Asylum Seeking Children (UASC). The savings required on the LAC placements budget are significant. Within the LAC Placements Strategy there are a number of workstreams established which will contribute to an overall reduction in LAC numbers as well as reducing the costs of placements in order to make these savings. These include looking at alternative methods of meeting children's needs e.g. the Alternative to Care Service, increasing the numbers of available in-house foster placements to reduce the use of Independent Fostering Agency placements
% children whose referral to social care occurred within 12 months of a previous referral	Childrens Social Care	20.8%	25.0%	20.9%	Nov-15		G	Performance in re-referrals to children's social care has dipped slightly during November but is still well within target

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
% CAFs where outcomes were achieved	Enhanced & Preventative	80.0%	80.0%	77.8%	Nov-15		A	Performance has dipped below target in November as the new Family CAF is brought online and numbers of "old style" CAFs diminish. We will continue to report on this measure as long as there are CAFs being completed. It is hoped that in the longer term the development of a Family CAF will improve our understanding of families and will allow us to incorporate support for the "whole family" in partnership with parents, carers and services, ultimately improving family engagement with the CAF process. A new measure is being developed to report on the Family CAF and Think Family way of working from April 2016.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	Older People & Mental Health	504	406	484	Oct-15		R	<p>The Cambridgeshire health and social care system is experiencing a monthly average of 2,489 bed-day delays, which is 19% above the current BCF target ceiling of 2,088. In October there were 1,882 bed-day delays, down 555 from the previous month, falling below the monthly target for the first time since June 2014.</p> <p>Between November '14 and October '15 there were 31,588 bed day delays across the whole of the Cambridgeshire system - representing a 4% increase against the preceding 12 months. This situation is well documented in the media with several of our local hospital trusts having to close their A & E departments due to insufficient capacity. Many of the patients are elderly who on average have longer lengths of stay in hospital, which in turn impacts on the hospitals ability to ensure sufficient throughput. Daily conference calls are held between CCC and the hospitals to identify patients who can be discharged safely and quickly.</p> <p>Across this period NHS bed-day delays have increased by 18% from 19,068 (Nov 13 - Oct 14) to 22,595 (Nov 14 - Oct 15), while bed-day delays attributed to Adult Social Care have decreased from 9,534 (Nov 13 - Oct 14) to 7,350 (Nov 14 - Oct 15) an improvement of 23%.</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	126	94	123	Oct-15		R	Between April - Oct '15 there were 4,415 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 102.5 delays per 100,000. The numbers have increased due to a number of factors, one of which is the increased number of admissions within the Acute Trusts particularly for the over 85s who tend to require longer more complex care on discharge. In addition, there have been some challenges around the availability of domiciliary care provision particularly in hard to reach areas of the county. In addressing these issues, we are in regular contact with providers and are actively working with them to increase their staffing capacity.
1F - Adults in contact with secondary mental health services in employment	Older People & Mental Health							We have become aware that there are some issues relating to the data reported to us by CPFT for the Mental Health measures. We are working with them to rectify these issues and will resume reporting once we are satisfied with the quality of the data being received.
1E - Proportion of adults with learning disabilities in paid employment	Adult Social Care	1.4%	7.5%	1.4%	Nov-15		R	Performance has remained static during November following a slight increase the month before. Performance is still very low at the moment, employment information is collected at a client's annual review and we would hope to see further increases over the next few months, though it is unlikely we will reach the ambitious target.

APPENDIX 8 – CFA Portfolio at end of December 2015

Programme/Project and Lead Director	Brief description and any key issues	RAG
Transforming Lives/Care Act Programme: Claire Bruin	<p>A programme of six projects is in place to implement these changes. The Transforming Lives project is focusing on the implementation of the new way of working. Physical and Learning Disability Services have started to implement this new way of working and a new project has been set up to manage Contact Centre changes required to facilitate the Older People's service roll-out. A quality assurance process is in development and will be applied to ensure the principles of Transforming Lives are being adhered to in practice.</p> <p>No key issues.</p>	GREEN
Learning Disability Spend: Claire Bruin	<p>The focus of this project is to address the current overspends and a project plan is in place. This plan is being monitored by the Learning Disability Senior Management Team who consider the impact of the changes on the budget. Work is also underway to consider any policy changes that need to be in place to support the delivery of savings from April 2016.</p> <p>Key issue: Monitoring the project plan to ensure that the changes being implemented are resulting in savings. Focus is on undertaking reviews to make savings, establishing systems to ensure accurate forecasting and providing support to Team Managers to manage their budgets. The service is still reporting an overspend for this financial year.</p>	AMBER
Building Community Resilience Programme: Sarah Ferguson	<p>This programme will respond to the Council's shifting focus from meeting the needs of individuals to supporting communities and families. The strategy has been approved by the General Purposes Committee. Focus is now on developing and delivering the action plans.</p> <p>No key issues.</p>	GREEN
Older People Service Development Programme: Charlotte Black	<p>Delivering service improvements for Older People following staff transfers from Cambridgeshire Community Services. Good progress is being made and the CCS Transfer project is in closedown phase. New project is being set up to deliver transformational change in response to the Home Care Summit held earlier in the year.</p> <p>No key issues.</p>	GREEN
CFA Strategy for 2016-20: Adrian Loades	<p>Delivering a strategy for the next five years that will respond to the savings that need to be made. Significant work has taken place to translate principles in the strategy into a five year Business Plan for CFA Services. Proposals will be discussed with Service Committees in January 2016 and the Strategy and savings proposals are currently being shared with key partners. Plans are being developed to monitor the impact of delivery of the CFA Strategy over the coming months and years – aligned to delivery of the resulting savings.</p> <p>No key issues.</p>	GREEN

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