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Children, Families & Adults Service

Finance and Performance Report – Closedown 2014/15

1. SUMMARY

1.1 Finance

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

1.2 Performance Indicators – March 2015 Data (see section 4)

Monthly Indicators	Red	Amber	Green	Total
March (No. of indicators)	2	4	3	9

2. INCOME AND EXPENDITURE

2.1 Overall Position

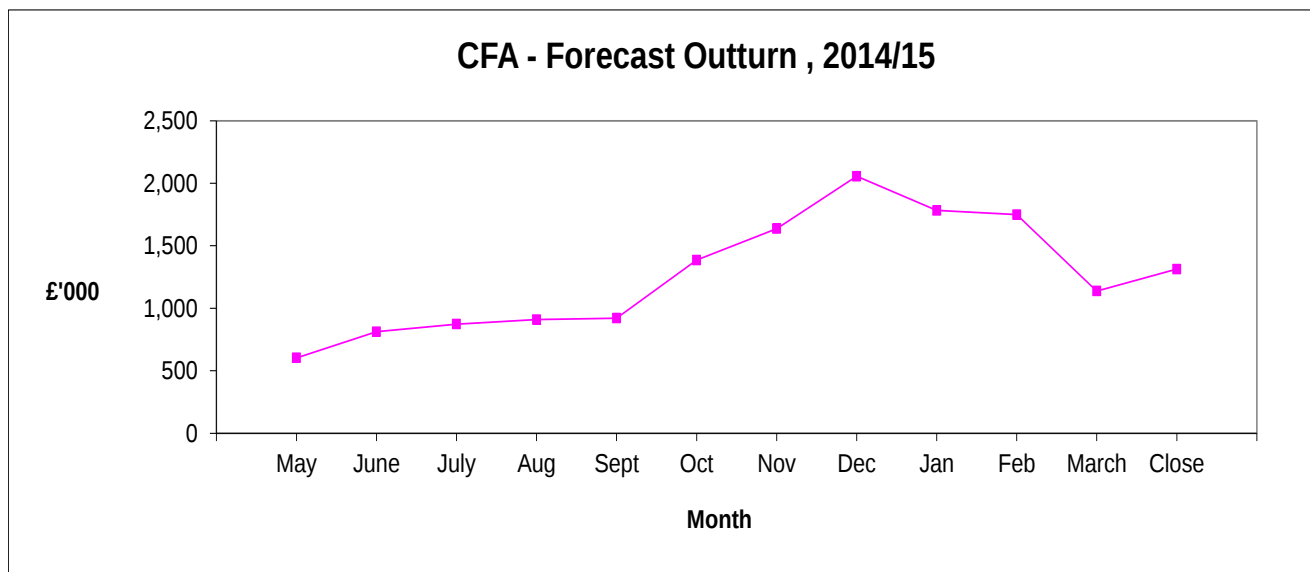
Previous Outturn	Directorate	Budget	Actual	Outturn Variance	Outturn Variance
£000		£000	£000	£000	%
-1,158	Adult Social Care	85,678	84,612	-1,065	-1.2%
-3,033	Older People & Adult Mental Health	86,242	83,039	-3,203	-3.7%
1,916	Children's Social Care	34,639	36,565	1,926	5.6%
3,110	Strategy & Commissioning	56,548	59,996	3,448	6.1%
-141	Children's Enhanced and Preventative	32,833	32,692	-141	-0.4%
1,045	Learning	18,383	19,417	1,034	5.6%
1,739	Total Expenditure	314,323	316,321	1,997	0.6%
-601	Grant Funding	-43,122	-43,776	-654	1.5%
1,138	CFA Net Expenditure	271,202	272,545	1,343	0.5%

-1,245	Prior Year Adjustment re Bad Debt Provision	0	-1,245	-1,245	0.0%
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To allow for accurate completion of Government & CIPFA statistical returns, we are required to charge certain corporate overheads to direct services. These recharges relate to the net cost of a significant element of Corporate Services, LGSS Managed and LGSS Cambridge Office. The charges are transferred to services at year end with matching budget, therefore there is no impact on services' final outturn variance. For CFA, the corporate overheads for 2014/15 equate to £16.185m and can be seen in [appendix 4](#).

The service level finance & performance report for Closedown 2014/15 can be found in [appendix 1](#).

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



2.2 Significant Issues

At the end of Closedown 2014/15, CFA is reporting an in-year overspend of £1,343k. Significant changes since last month are detailed below:

- i) In the Adult Social Care directorate, across the £58.2m Learning Disability (LD) service, a final in year overspend of £492k is being reported. This is a change to the March forecast of £406k. Within the LD service, there have been some offsetting significant swings between some policy lines. LD Head of Services has an increase in the underspend of £466k due to an increase in the risk share contribution from the CCG to the LD pool and further underspends from the CPFT SLA. Ordinary Residence has a decrease in underspend of £115k principally due to the full impact of expenditure recognised at year end. Hunts Locality underspend has fallen by £379k as a result of cost of care packages for service users being identified following the cleansing of records at year end.
- ii) Across the Older People and Mental Health directorate, within the Older People service there is a £155k decrease in underspend when compared to last month. The principal changes this month are from decreases in locality commitment records for contracts for interim beds, extra care and sheltered housing which are actually commissioned centrally and had been correctly committed in the director policy line. These changes have been offset by a

decreased expectation of NHS-funded care income and organisational costs for services transferring to the Council on 1 April, increasing pressures at the centre.

- iii) In Older People and Mental Health directorate, Adult Mental Health is reporting a £747k underspend, a favourable swing of £295k due to incorrect recording of care and service costs in previous estimates. Discussions have taken place with the MH governance Board to address these issues and implement remedial actions for 2015/16.
- iv) In Strategy & Commissioning directorate, LAC Placements are reporting a £1.512m overspend, an increase of £148k compared to March. The shift is principally due to an increase in the average weekly cost of young people in supported accommodation, and the duration of those placements.
- v) In Strategy & Commissioning directorate, Home to School Transport – Special are reporting a £1.621m overspend, an increase of £121k compared to March. The shift is due to a continued increase in LAC Transport journeys and delayed implementation of the single occupancy review,

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 Costs (weekly and annual) for all clients shown below are calculated based on all clients who have received a service. Some clients will have ceased receiving a service in previous months. The Actual Average Weekly Cost of Care and the Annual Cost of Care relates to all clients, not just those in placement at the end of the financial year.

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

Service Type	BUDGET			ACTUAL (March)			VARIANCE
	<i>Budgeted No. of Placements 2014/15</i>	<i>Budgeted Average Cost of Care (per week)</i>	<i>Annual Budget</i>	<i>Snapshot of No. of Placements at End of Mar 15</i>	<i>Current Average Cost of Care (per week)</i>	<i>Spend</i>	<i>Net Variance to Budget</i>
Independent Fostering	229	£771	£9,177k	247	£781	£9,678k	£501k
Independent Residential	42	£2,601	£5,680k	43	£2,637	£6,325k	£646k
Supported Accommodation/Living	33	£448	£769k	31	£698	£1,135k	£365k
External LAC Total	304		£15,564k	321		£16,964k	£1,512k
In-House Fostering (including placements with relatives or friends)	127	£464	£3,061k	99	£596	£3,070k	£9k
In-House Residential	14	£2,196	£1,599k	12	£2,562	£1,599k	£0k
Internal LAC Total	141		£4,660k	111		£4,669k	£9k
Total	445		£20,224k	432		£21,633k	£1,521k

There are also 5 LAC currently living at home subject to Care Orders and 28 LAC placed for adoption.

The majority of In House Residential costs are fixed. Expectation was all beds would be filled but if any beds remain empty average costs will increase.

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

Service Type		BUDGET			ACTUAL (March)			VARIANCE
		<i>Budgeted No. of Clients 2014/15</i>	<i>Budgeted Average Unit Cost (per week)</i>	<i>Annual Budget</i>	<i>Snapshot of No. of Clients at End of Mar 15</i>	<i>Current Average Unit Cost (per week)</i>	<i>Spend</i>	<i>Net Variance to Budget</i>
Physical Disability Services	Residential	41	£841	£1,793k	44	£713	£1,602k	-£191k
	Nursing	23	£751	£898k	30	£554	£848k	-£50k
	Community	604	£287	£9,015k	716	£221	£8,088k	-£927k
Physical Disability Services Total		668		£11,706k	790		£10,538k	-£1,168k
Learning Disability Services	Residential	295	£1,302	£19,974k	320	£1,224	£20,693k	£719k
	Nursing	21	£1,649	£1,801k	22	£1,535	£1,756k	-£45k
	Community	1,237	£610	£39,207k	1,296	£595	£40,078k	£871k
Learning Disability Service Total		1,553		£60,982k	1,638		£62,527k	£1,545k

Alongside improvements to commitment records in the Learning Disability Service, activity data has been refreshed this month on the basis of latest calculations. The service is moving towards automated commitment records which will make this analysis more widely available and considered.

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

	BUDGET					ACTUAL (March)					VARIANCE
Service Type	Budgeted No. of clients 2014/15	Budgeted Average Cost (per week)	Gross Annual Budget	Client contributions	Net Annual Budget	Snapshot of No. of Clients at End of Mar 15	Current Average Cost (per week)	Gross Projected spend	Client contributions	Net spend	Net Variance to Budget
Residential	620	£403	£12,545k	£4,522k	£8,022k	694	£413	£12,663k	£4,495k	£8,168k	£146k
Residential Dementia	359	£459	£8,269k	£2,597k	£5,672k	377	£488	£8,249k	£2,598k	£5,651k	£21k
Nursing	390	£551	£11,506k	£2,934k	£8,572k	387	£569	£10,429k	£2,972k	£7,457k	£1,115k
Nursing Dementia	31	£598	£844k	£81k	£763k	20	£638	£743k	£73k	£670k	£93k
Spot Respite	141	£0	£180k	£7k	£172k	131	£91	£633k	£430k	£203k	£31k
Homecare arranged	1,768		£15,806k	£4,839k	£10,967k	1,938		£15,534k	£4,229k	£11,305k	£337k
Direct payments	357	£243	£4,274k	£412k	£3,863k	311	£258	£4,434k	£360k	£4,073k	£211k
Total	3,666		£53,423k		£38,032k	3,858		£52,684k		£37,528k	£504k

The underspend reported above is less than the total for Older People's Service as a result of a decision to hold a large portion of the underspend expectation in one place, rather than creating misleadingly high budgets for the cost of care.

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

	BUDGET					ACTUAL (March)					VARIANCE
Service Type	Budgeted No. of clients 2014/15	Budgeted Average Cost (per week)	Gross Annual Budget	Client contributions	Net Annual Budget	Snapshot of No. of Clients at End of Mar 15	Current Average Cost (per week)	Gross Projected spend	Client contributions	Net spend	Net Variance to Budget
Residential	13	£459	£344k	£46k	£298k	20	£453	£319k	£62k	£257k	£41k
Residential Dementia	21	£453	£639k	£131k	£508k	39	£457	£598k	£149k	£449k	£60k
Nursing	14	£740	£552k	£66k	£485k	22	£730	£605k	£70k	£535k	£50k
Nursing Dementia	148	£615	£4,398k	£1,093k	£3,305k	179	£624	£4,801k	£1,152k	£3,650k	£344k
Spot Respite	13		£14k	0	£14k	18		£75k	£37k	£37k	£23k
Homecare arranged	80	£146	£795k	£160k	£635k	108	£137	£629k	£149k	£480k	£155k
Direct payments	14	£246	£180k	£7k	£173k	15	£265	£174k	£7k	£167k	£6k
Total	302		£6,922k		£5,418k	401		£7,201k		£5,574k	£156k

In 2015/16 we will continue to develop this data to encompass an increasing proportion of the service's expenditure (spending on extra care and sheltered housing is currently not included). 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

CFA has developed a range of investment proposals to use reserves to support the achievement of the Business Plan savings.

A schedule of the planned use of Service reserves can be found in [appendix 5](#).

3.2 Capital Expenditure and Funding

Funding

A £2,539k net increase in funding has occurred in March 2015 as a result of schools funded capital balances being confirmed.

2014/15 Slippage

The 2014/15 Capital spend was £55.684m, which is £27.237m less than the Capital Programme approved as part of the Business Plan. This significant slippage is mainly due to:

- Northstowe 1st primary (The Pathfinder Primary) – £3.4m due to start on site being delayed from November 2014-June 2015 as a result to work on the development commencing much later than anticipated. Surveys identifying the need for archaeological work on site then led to an initial 10 week delay in the build timetable, with further delays due to the need to review aspects of the design to bring costs in line with the available budget.
- Isle of Ely Primary School - £2.075m due to delays starting on site resulting from the time taken to conclude land transfer and cost recovery agreements with the developer. Work was only able to start on site in late January 2015
- Fawcett Primary School (Cambridge) - £1.363m following receipt of a much lower than anticipated Milestone 4 (MS4) tender price followed by slight delays being experienced on site resulting in the scheme progressing more slowly than expected.
- Hardwick Second Campus (Cambourne) - £905k due to delays on site as a result of adverse weather conditions which have led to the project progressing more slowly than anticipated.
- Littleport Secondary - £4.2m due to on-going problems with finalising the land acquisition of the site. Until these are resolved, the scheme cannot progress.
- Trumpington Secondary (Southern Fringe Secondary) - £8.274m due to requirement for contamination testing of imported fill, resulting in environmental pre-commencement planning condition delays.
- Trinity School - £1.5m is due to delays in the acquisition of land. The purchase agreement was finalised in March 2015. Adult Social Care Capital - £2.6m due to revised longer term capital programme being reflected in the 2015/16 business plan.

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.

Two indicators are currently showing as RED:

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

The proportion of pupils attending Cambridgeshire 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'. There is a significant difference between performance in Primary and Secondary schools with 74% of Primary school pupils attend a good or outstanding school and only 45% of Secondary pupils.

- **Delayed Transfers of Care from hospital per 100,000 population.**

The Cambridgeshire health and social care system is experiencing a monthly average of 2,765 bed-day delays, which is 24% above the current BCF target ceiling of 2,232. In March there were 2,617 bed-day delays, up 139 from the previous month, 385 above the monthly target.

Between April '14 and Mar '15 there were 33,182 bed day delays across the whole of the Cambridgeshire system - representing a 21% increase against the same period in 13/14.

Across this period NHS bed-day delays have increased from 15,524 (Apr – Mar 2014) to 23,420 (Apr - Mar 2015) an increase of 51%, while bed-day delays attributed to Adult Social Care have decreased from 11,183 (Apr - Mar 2014) to 7,706 (Apr - Mar 2015) an improvement of 31%.

This remains a challenging, whole system measure and is reliant on both health and social care commissioners and providers to work together to meet target.

APPENDIX 1 – CFA Service Level Budgetary Control Report

Previous Outturn £'000	Service		Budget 2014/15 £'000	Actual 2014/15 £'000	Outturn Variance £'000 %	
Adult Social Care Directorate						
6		Strategic Management – ASC	7,493	7,454	-39	-1%
-6		Procurement	509	459	-49	-10%
-106	1	ASC Strategy & Transformation	2,320	2,210	-110	-5%
-20		ASC Practice & Safeguarding	1,021	984	-37	-4%
<u>Prevention</u>						
-105		Carers	901	801	-99	-11%
-64		Social Fund	748	680	-68	-9%
<u>Learning Disability Services</u>						
-958	2	LD Head of Services	1,593	169	-1,424	-89%
-147		Ordinary Residence	398	366	-32	-8%
1,526	3	City & South Locality	23,585	25,160	1,574	7%
536	4	East Cambs & Fenland Locality	18,953	19,500	547	3%
-551	5	Hunts Locality	13,670	13,498	-172	-1%
<u>Physical Disability Services</u>						
-234	6	PD Head of Services	1,244	1,030	-214	-17%
-1,011	7	Physical Disabilities	12,667	11,511	-1,157	-9%
-16		Sensory Services	462	439	-23	-5%
-20		Carers	94	93	-1	-1%
11	8	In House Provider Services	18	259	241	1302%
-1,158		Director of Adult Social Care Directorate Total	85,678	84,612	-1,065	-1%
Older People & Adult Mental Health Directorate						
-1,931	9	Director of Older People & Adult Mental Health Services	11,234	10,717	-518	-5%
-554	9	City & South Locality	18,561	17,469	-1,092	-6%
-73	9	East Cambs Locality	6,494	6,117	-377	-6%
-137	9	Fenland Locality	8,127	7,959	-167	-2%
-339	9	Hunts Locality	12,541	12,063	-478	-4%
-8		Addenbrooke Discharge Planning Team	1,028	1,012	-16	-2%
7		Hinchingbrooke Discharge Planning Team	567	574	7	1%
451	9	Reablement, Occupational Therapy & Assistive Technology	8,180	8,402	221	3%
-210	10	Integrated Community Equipment Service	983	764	-219	-22%
<u>Mental Health</u>						
9	11	Head of Services	4,400	4,436	36	1%
-452	11	Adult Mental Health	7,157	6,409	-747	-10%
202	12	Older People Mental Health	6,970	7,117	147	2%
-3,033		Older People & Adult Mental Health Directorate Total	86,242	83,039	-3,203	-4%

Previous Outturn £'000	Service		Budget 2014/15 £'000	Actual 2014/15 £'000	Outturn Variance	
					£'000	%
Children's Social Care Directorate						
862	13	Strategic Management – Children's Social Care	2,835	3,702	867	31%
185	14	Head of Social Work	4,459	4,644	185	4%
200	15	Legal Proceedings	1,500	1,690	190	13%
161	16	Safeguarding & Standards	936	1,105	170	18%
520	17	Children's Social Care Access	3,187	3,709	522	16%
-139	18	Children Looked After	10,672	10,563	-108	-1%
204	19	Children in Need	5,003	5,236	233	5%
-77	20	Disabled Services	6,047	5,914	-133	-2%
1,916		Children's Social Care Directorate Total	34,639	36,565	1,926	6%
Strategy & Commissioning Directorate						
-328	21	Strategic Management – Strategy & Commissioning	1,088	829	-259	-24%
-110	22	Information Management & Information Technology	1,165	1,038	-127	-11%
-52		Strategy, Performance & Partnerships	1,597	1,535	-62	-4%
		Commissioning Enhanced Services				
1,364	23	Looked After Children Placements	17,332	18,844	1,512	9%
710	24	Special Educational Needs Placements	8,031	8,794	763	10%
414	25	Commissioning Services	3,436	3,865	429	12%
150	26	Early Years Specialist Support	1,281	1,381	100	8%
1,500	27	Home to School Transport – Special	7,572	9,194	1,621	21%
		Executive Director				
-1		Executive Director	11,744	11,753	9	0%
-548	28	Central Financing	362	-188	-549	-152%
10		Teachers' Pensions & Redundancy	2,942	2,952	10	0%
3,110		Strategy & Commissioning Directorate Total	56,548	59,996	3,448	6%
Children's Enhanced & Preventative Directorate						
216	29	Strategic Management – Enhanced & Preventative	1,350	1,569	219	16%
-120	30	Children's Centre Strategy	709	575	-134	-19%
0		Support to Parents	2,783	2,785	2	0%
-95	31	SEND Specialist Services	5,397	5,287	-109	-2%
0		Safer Communities Partnership	8,867	8,874	8	0%
		Youth Support Services				
-13		Youth Offending Service	2,098	2,082	-15	-1%
-40		Central Integrated Youth Support Services	1,013	991	-22	-2%
		Locality Teams				
-48		East Cambs & Fenland Localities	3,597	3,560	-37	-1%
-41		South Cambs & City Localities	4,336	4,287	-49	-1%
0		Huntingdonshire Localities	2,684	2,681	-3	0%
-141		Children's Enhanced & Preventative Directorate Total	32,833	32,692	-141	0%

Previous Outturn £'000	Service		Budget 2014/15 £'000	Actual 2014/15 £'000	Outturn Variance £'000 %	
Learning Directorate						
118	32	Strategic Management - Learning	153	270	117	76%
-32		Early Years Service	2,375	2,331	-43	-2%
-65		Schools Intervention Service	1,542	1,483	-59	-4%
-164	33	Schools Partnership Service	1,436	1,308	-128	-9%
77		Childrens' Innovation & Development Service	515	612	98	19%
-70		Integrated Workforce Development Service	1,747	1,679	-68	-4%
45	34	Catering, Cleaning & Grounds Service	-250	-193	58	-23%
Infrastructure						
-38		0-19 Organisation & Planning	1,431	1,394	-37	-3%
-17		Early Years Policy, Funding & Operations	377	345	-32	-9%
-9		Education Capital	279	269	-10	-4%
1,200	35	Home to School/College Transport – Mainstream	8,779	9,919	1,140	13%
1,045	Learning Directorate Total		18,383	19,417	1,034	6%
1,739	Total Expenditure		314,323	316,321	1,997	1%
Grant Funding						
-601	36	Financing DSG	-20,275	-20,929	-654	3%
0		Non Baselined Grants	-22,846	-22,846	0	0%
-601	Grant Funding Total		-43,122	-43,776	-654	2%
1,138	CFA Net Expenditure		271,202	272,545	1,343	0%
-1,245	37	Prior Year Adjustment re. Bad Debt Provision	0	-1,245	-1,245	0%

APPENDIX 2 – Commentary on Outturn Position

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

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%
1) ASC Strategy, Transformation	2,320	2,210	-110	-5%
The ASC Strategy, Transformation service underspent in 14/15 by £110k. This was predominantly as a result of efficiencies achieved in housing related support contracts.				
2) LD Head of Services	1,593	169	-1,424	-72%
The LD Head of Services outturn position is an underspend of £1,424k. This is principally a result of reduced spending on contracts with Thera and a Health Partner (£702k) and some smaller budgets not being fully utilised this financial year (£203k). Further reductions were achieved from underspends on Admin and Young Adults Team budgets. The total movement in reported figures since March 15 Report is a decrease of £184k. This is the result of further underspends reported from CPFT SLA £24k, an increase in the risk share contribution from the CCG to the LD Pool £173k and the balance from minor budget movements. For each locality a rebalancing of budgets did not take place at the start of the year following 2013/14 closedown. This resulted in some teams starting the year in an overspend position and some an underspend. The LD service has focused this year on managing the overall budget rather than individual policy lines. This will be addressed in 2015/16.				
3) LD City & South Locality	23,585	25,160	1,574	7%
The LD City & South Locality overspend of £1,574k relates to expenditure on care packages for service users. Across LD, the number of services users supported is more than budgeted for, and although the actual unit cost is lower than that assumed in the budget, this does not offset the additional client numbers.				
4) LD E Cambs & Fenland Locality	18,953	19,500	547	3%
The LD E Cambs & Fenland Locality overspend of £547k relates to expenditure on care packages for service users. Across LD, the number of services users supported is more than budgeted for, and although the actual unit cost is lower than that assumed in the budget, this does not offset the additional client numbers.				

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%
5) LD Hunts Locality	13,670	13,498	-172	-1%
The LD Hunts Locality outturn position is an underspend of £172k. This is an increase in expenditure of £379k from reported figures in March. This increase is related to care packages for service users. There was a cleanse of records at year end which resulted in areas of expenditure being identified which had not previously been reported. This has been investigated and actions are in place to prevent this situation reoccurring.				
6) Physical Disabilities – Head of Services	1,244	1,030	-214	-17%
The outturn position is an underspend of £214k. This is due to: • A credit of £90k has been received during January for an overpayment to Penderels for Personal Budget administration during 13/14. • £58k from renegotiation of Contract with Papworth Trust. • £30k care package for a service user with HIV is no longer required. • Employee on cost budget savings of £5k. • PD's contribution to a grant to National Autism Society of £40k. Further savings identified during the year end from Contracts being terminated £33k, and funding for Blue Badges contribution no longer required £18k. The balance of surplus is the cumulative total from minor movements on other budgets.				
7) Physical Disabilities	12,667	11,511	-1,157	-9%
The £1,157k underspend is due to the management of demand on services, and careful consideration of how much support people need to reduce social isolation informed by the activities they are involved in and their family / social situations. In addition to demand management some packages of support have not materialised, several higher cost packages have ended and a number of claw backs on direct payments have been made.				
8) In House Provider Services	18	259	241	1302%
The year-end position of a £241k overspend is predominantly the result of increased costs from the Adults Placement Scheme and additional support required for care placements. A £28k pressure was identified last month from additional CQC fees.				

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%
9) Director of Older People and Mental Health	11,234	10,717	-518	-5%
Overall the Older People's Service reports a £2.42m underspend, largely unchanged from last month and in line with the target set at the start of the financial year. There have been significant improvements since last year in the reliability of budget forecasts generated through locality team inputs to the Adults Finance Module. This is the automated mechanism which commits and activates the majority of income and expenditure for this client group. The closedown process has identified remaining issues with clarifying responsibilities and recording for block arrangements, between headquarters and locality functions: • The City and South locality had forecast costs for extra-care and interim bed arrangements, when invoices were actually paid centrally. • The Hunts locality had forecast costs for a sheltered housing contract, when the invoice had been paid centrally • Within East Cambs locality prior year provisions for an extra-care provider, and a high cost client managed by another service, that were not recorded as unutilised in 2014/15 Together with the treatment of the underspend expectation split across policy lines, these specific issues explain forecast variation within the Service. These issues had already been identified for improvement in 2015/16, following the priority rightly afforded to AFM, with several block contracts being transferred to localities where appropriate. Additional training has also been undertaken very recently for teams on commitment accounting for this type of non-AFM expenditure. At the centre, previously increased levels of NHS-funded nursing care remain subject to negotiation, alongside exit and transfer costs for services newly delivered by the Council with effect from April 2015. Locality-level financial analysis will resume for the next month-to-month report at the end of May.				
10) Integrated Community Equipment Service (ICES)	983	764	-219	-22%
The final outturn is a £219k underspend, as a result of efficiencies realised through new contract arrangements. The service is well placed to deliver the savings planned for 2015/16.				
11) Mental Health Head of Services & Adult Mental Health	11,557	10,845	-712	-6%
The service reports a significant underspend as its final position (£712k). This is a reduction of £268k from the previous forecast, due to incorrect recording of care and service costs in previous estimates. A budgetary forecasting paper has been discussed with the Mental Health Governance Board to address these issues and implement remedial actions for 2015/16. Forecasting for 2015/16 will factor in 2014/15 underspend, savings targets to be achieved in 2015/16 and potential cost pressures within salary budgets resulting in workforce initiatives including in year reviews of social work and AMHP pay, and implementing the Think Ahead programme.				

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%
12) Older People Mental Health	6,970	7,117	147	2%
The 2014/15 result for this service was an overspend of £147k. This is the first year that a budget for elderly mental health needs has been separately identified. During 2014/15, with limited baseline information, the cost of care budget line for OPMH has remained volatile as people were transferred from OP oversight to the OPMH budget, leading to significant increases in activity and cost. It is anticipated during 2015/16 this will stabilise and forecasting will improve in-year.				
13) Strategic Management – Children's Social Care	2,835	3,702	867	31%
The Children's Social Care Director budget is reporting an end year overspend of £867k. The directorate has a combined agency/vacancy savings target of £1.094m. Although the directorate actively managed the staff budgets and use of agency staff, savings have not been achieved to meet the target in full. This is because, due to service need, posts were required to be filled as quickly as possible, with essential posts covered by agency staff in a planned way until new staff have taken up post. The use of agency staff is very difficult to predict due to changing circumstances. Agency cover was only used where circumstances dictated and no other options available. We continue to make concerted efforts to minimise the dependency on agency and continue to look at other ways to manage work within the Units despite unprecedented levels of demand. Going forward into 2015/16, workforce management continues to be reviewed weekly/fortnightly at CSC Heads of Service and CSC Management Teams respectively. We have measures 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.				
14) Head of Social Work	4,459	4,644	185	4%
The Head of Social Work budget is reporting an end year overspend of £185k. The Adoption Allowances budget has seen an increase in Adoption/Special Guardianship/Child Arrangement orders but these are a reflection of the good practice in making permanency plans for children outside of the looked after system. The increasingly complex needs of some of our children sometimes require additional allowances and Special Guardianships do not attract the same benefits as adopters re adoption leave so, in particular, carers need additional support in the first year of placement.				

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%
15) Legal Proceedings	1,500	1,690	190	13%
The Legal Proceedings budget is reporting an end year overspend of £190k (compared to a £668k overspend in 2013/14). As well as the expected decrease in court issue fees we have seen a reduction in advice costs due to our better use of in-house knowledge and direct management of requests for information. Our management of the use of expert witnesses has also seen further cost reductions achieved. Although a demand led budget, we have looked at innovative ways of trying to manage this budget by better use of in-house knowledge and more direct management of requests for legal advice. Use of expert witnesses, and the associated costs, has been better managed and we used internal court assessment rather than relying as current on expert witnesses.				
16) Safeguarding & Standards	936	1,105	170	18%
The Safeguarding and Standards budget is reporting an end year overspend of £170k. This was due to the use of agency staff to cover the long term absence of staff and posts that have been vacant during the year. There has also been a significant increase in the numbers of initial and review conferences being held with the use of agency staff necessary to meet this demand. Further pressure was experienced through an increase in Stage 2 and Stage 3 complaints and the associated costs in dealing with these cases.				
17) Children's Social Care Access	3,187	3,709	522	16%
The Access budget is reporting an end year over spend of £522k due to the use of agency staffing. Please see Strategic Management Children Social Care note (13) above.				
18) Children Looked After	10,672	10,563	-108	-1%
Children Looked After (CLA) is reporting an end year underspend of £108k across the Unit, Unaccompanied Asylum Seeking Children (UASC) and Leaving Care budgets. 2014/15 has seen a reduced number of over 18+ UASC's the service is supporting and subsequent reduction in associated costs. Spend has also been reduced across the CLA Units. This has been achieved through tighter monitoring of activity, through greater scrutiny of unit expenditure and better use of universal services in preparation for testing savings requirements in 2015/16. Additional expenditure reserved to facilitate the transition of the Adoption Service to the Coram Cambridgeshire Adoption Service (CCA) was also not fully utilised following the release of funds made available from the Adoption Reform Grant. An element of the underspend was also planned to support the pressure in the Adoption Allowances budget, as well as annual Participation activities which have now been funded through the receipt of Outlook funds.				

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%
19) Children In Need	5,003	5,236	233	5%
The Children in Need budget is reporting an end year overspend of £233k due to the use of agency staffing. Please see Strategic Management Children Social Care note (13) above.				
20) Disabled Services	6,047	5,914	-133	-2%
Disabled Services is reporting an end year underspend of £133k. The under spend in the Children's Disability Service is in the budget area of direct care and support where there always has to be a level of estimation between committed and actual spend. Additionally, the residential home at London Road has successfully reduced an over spend that had built up earlier in the year. Spending in the service has also needed to be cautious as a £178k budget reduction has to be achieved as savings for 2015/16 and commitments could not be made in 2014/15 that could not be honoured thereafter.				
21) Strategic Management – Strategy & Commissioning	1,088	829	-259	-24%
Strategic Management – Strategy & Commissioning is underspent by £259k as a result of: • An overachievement of vacancy savings (-£328k) due to holding posts vacant in anticipation of the restructure due to be implemented in June 2015, and lower cost solutions to covering maternity leave. • A deferred HNB savings target of +£60k which will be achieved in 15/16. • An overspend of +£18k on Grants to Voluntary Organisations, resulting from duplication of commitment following reorganisation of funding in accommodating the Public Health Grant for the counselling contract. • An underspend of -£8k on the directorate legal budget, as expected charges were not received.				
22) Information Management & Information Technology	1,165	1,075	-127	-11%
The Information Management and Systems Service budget is underspent by £127k. In summary the underspend can be attributed to: • In year exceptional saving on the IT Development budget, £40k. This budget has previously been used to fund bespoke development of the Capita One system to support children's social care. Further bespoke development was not considered as necessary during 14/15. A separate procurement exercise for a CFA Information Management system has also now commenced. • In year saving on the Capita Annual Maintenance budget, £30k. A contract has been negotiated with Capita for the period 1st April 2014 to 31st March 2016, whilst the procurement exercise completes. A fixed price agreement was reached at a lower cost. Further in year savings were made on projects that have been deferred to 2015/16 and on the Integrated Youth Support Service project (Aspire replacement) where a recommendation has been made to remain with Aspire, until the outcome of the procurement exercise is known. • In year saving on LGSS chargeable works, £25k, related to project decisions referred to within item 2.				

Service	Budget 2014/15	Actual	Outturn Variance		
	£'000	£'000	£'000	%	
Information Management & Information Technology continued;					
• In year saving on computer hardware purchase, £5k, server replacement not required. • In year saving on staff training and development, £5k, as training was aligned to high priority management information requirements and resource redirected to alternative courses at a lower cost. • In year saving of £5k for Oracle licence costs for ONE non live environments, licence renewal not required. • LGSS IT charges not received, £17k.					
23) Looked After Children Placements	17,332	18,844	1,512	9%	
Overall Looked After Children (LAC) numbers at the end of March 2015, including placements with in-house foster carers and residential homes, were 535, 28 more than 1 April 2014 numbers. Increases in total LAC are anticipated to be an on going pressure. External LAC placement numbers at the end of March were 292, a rise of 19 from 1 April figures. Access has been limited for a number of in house foster placements (holidays, ages, mix of needs, on hold etc.) and also for in house residential placements which means that we placed more children with external providers, although some costs have been offset by volume discounted placements being realised. The underlying lack of capacity for in house foster provision has meant we have had to approach independent agencies more frequently to support our children and young people. The LAC Placements budget overspent by £1,174k, including secured additional income from Health and a provision for part payment of outstanding invoices, following development of a tool to assess the percentage level of contributions to placement costs.					
Client Group	2014/15 Budgeted Packages	1 Apr 2014 Packages	28 Feb 2015 Packages	31 Mar 2015 Packages	Variance from Budget
Residential Disability – Children	4	4	3	3	-1
Child Homes-Secure Accommodation	0	0	0	0	-
Child Homes – Educational)	12	13	11	11	-1
Child Homes – General	26	27	28	28	+2
Parent & Child Assessment)	0	0	0	0	-
Supported Accommodation	1	2	0	0	-1
Supported living 16+	1	1	2	2	+1
Fostering & Adoption	229	230	244	248	+19
TOTAL	273	277	288	292	+19
For the longer term, service redesign is being influenced significantly by this need to reduce the number of children and young people being looked after.					

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%

Looked After Children Placements continued;

During the year we monitored the use of Independent Fostering Agencies (IFAs) and in-house fostering provision through the fostering specification. This work, alongside targeted foster carer recruitment, has begun to bring an increase in-house provision, and therefore lead to a decrease use of IFAs. Recent data shows an increase of 26 beds since the implementation of the specification with the in house service.

In 2015/16 we will continue to review the top 50 most expensive placements to monitor their plans and identify any children that could be moved to placements closer to home while continuing to provide for the needs of the child. We achieved approximately £197k worth of savings in 2014/15 through a combination of being part of the Eastern Region 'ER 4' fostering list of about £179k and negotiating fees and discounts of around £18k.

16+ Placements

The 16+ Placements budget is overspent by £366k. There was an increase in the number of young people presenting as homeless who were willing to be looked after and have nowhere else to go. A number of young people had to move to supported accommodation that offered additional support due to their complex needs and this impacted on the average cost although this is cheaper than residential care.

Supported Lodgings

The supported lodgings budget is underspent by £28k. The full budget is planned for development of broader provision in 15/16.

24) SEN Placements	8,031	8,794	763	10%
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OFSTED Category	1 Apr 2014	28 Feb 2015	31 Mar 2015	Variance from 1 Apr 2014
Autistic Spectrum Disorder (ASD)	87	94	98	+11
Behaviour, Emotional and Social Difficulty (BEDS)	38	35	38	-
Hearing Impairment (HI)	3	3	3	-
Moderate Learning Difficulty (MLD)	4	2	1	-3
Multi-Sensory Impairment (MSI)	1	0	0	-1
Physical Disability (PD)	0	1	1	+1
Profound and Multiple Learning Difficulty (PMLD)	2	2	2	-
Speech, Language and Communication Needs (SLCN)	4	3	3	-1
Severe Learning Difficulty (SLD)	4	3	3	-1
Specific Learning Difficulty (SPLD)	11	9	9	-2
Visual Impairment (VI)	2	2	2	-
Total	156	154	160	+4

The Special Educational Needs (SEN) Placements budget is overspent by £763k, including secured additional income from Health and a provision for part payment of outstanding invoices, following development of a tool to assess the percentage level of contributions to placement costs. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant. Included in the above numbers are 20 children educated under a block contract.

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%
SEN Placements continued;				
The budget continues to be 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 on going. This additional need in early years meant that the schools were at physical capacity in 14/15. The on going issues are: • Our special schools are at physical capacity, placing greater pressure to look outside of Cambridgeshire. • An increase in the number of children requiring very specialist consistent input for care, medical and educational reasons who need 52 week provision which is not available in house or in county. • There is insufficient in county provision for children in the primary phase with BESD and HI as well as Dyslexia and therefore we have to turn to the independent sector to secure appropriate education. • There is pressure from Tribunal decisions. We offered appropriate in house /in county alternatives that the tribunal has overruled. We had decisions against us in 4 Tribunal appeals towards the end of the financial year which have resulted in 4 children being placed in out of county independent specialist educational provision. Our success rate in appeals, however, was over 95%, but due to the nature of the appeals and the high costs for placements that parents are requesting, losing only one can have a very significant impact on the budget. There is no flexibility within the budget to allow for this unpredictable demand. • We also saw a significant pressure in relation to primary aged children (some as young as 5 years old) with social, emotional and behavioural difficulties whose needs can no longer be met by their local mainstream school. The Harbour School is the only in county Special School able to support children of this age with social, emotional and behavioural difficulties and was full from September 2014. • There continues to be a pressure on Hospital recoupment which is unpredictable and due to the nature of the costs, primarily identified after the provision has been accessed, we are unable to proactively reduce costs. • There is a lack of specialist maintained ASD primary provision which continues to increase the pressure caused by placing children in independent settings. <u>Going forward into 2015/16 we will continue to:-</u> • 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, which will be 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.				

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%
SEN Placements continued; Review SEBD provision and look to re commission / commission additional specialist provision from within the HNB financial envelope. Business case presented to health commissioners to improve the input of school nursing in area special schools to support increasingly complex medical/health needs. Review how we maintain mainstream education through the SEND Commissioning Strategy. Rigorous investigation into commitments, discounts and health contributions. Developing in county special schools to meet need. Project looking at Cambridgeshire's offer to prevent placements out of county.				
25) Commissioning Services	3,436	3,865	429	12%
The Out of School Tuition budget is overspent by £478k. We have a number of children with a Statement of Special Educational Needs out of school in receipt of alternative education (tuition) packages. When moving a child with a Statement of Special Educational Needs from one school to another the LA has to adhere to the placement consultation process (with specified timescales) outlined in the DfE SEN Code of Practice. Due to the need for the timescales to be followed, and an increasing number of negative responses being received, the process of moving a child with a Statement from one school to another took much longer. Until the process is complete the LA has a duty to provide interim full-time education provision, which is now a mandatory 25 hours per week. Additional HNB funding has been secured for 15/16 to fund the pressure relating to this change in statutory responsibility. It is important to note that a large number of our special schools started the academic year full. This created an additional pressure on this budget as there were an increased number of children requiring interim education provision whilst the search for a new school placement was underway. There is an overspend of £17k relating to the team budgets within Commissioning Enhanced Services. This was mainly due to the statements conversion process to Education Health & Care Plans, which increased the level of mobile IT infrastructure required within the team. The educational equipment budget is underspent by £30k, the Access & Inclusion budget is underspent by £31k, and there is a small underspend of £5k on After School Clubs due to a reduced number of places at Highfields, so bringing the Commissioning Services overspend down to £429k.				
26) Early Years Specialist Support	1,281	1,381	100	8%
The Early Years Specialist Support Service is overspent by £100k, including an overspend of £66k on Tribunals, a net overspend of £36k on Early Years Access Funding (EYAF) and Childcare Access Funding (CAF), an overspend of £10k on the occupational therapy budget, and an underspend of £12k on Therapies The pressure on the tribunal's budget was due to an increase in the number of tribunals during the financial year in response to conversion of statements to Education, Health & Care Plans.				

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%
Early Years Specialist Support continued; In EYAF, there was growth in demand not only in numbers but also for the amount of equipment required. The complexity of need demanded full time funding for many of the children, and 35% of children accessing the funding received more than 15 hours support per week. The overspend on occupational therapy was due to a higher value SLA than anticipated. This will be reviewed and renegotiated for 2015/16.				
27) Home to School Transport – Special	7,572	9,194	1,621	21%
Home to School Transport Special is overspent by +£1.62m. LAC Transport costs increased due to a higher number of children being transported and an increase in the distance travelled, following Ofsted and a movement to get children into their local schools. The single occupancy review was carried out in conjunction with schools to find sustainable solutions to shared routes. The other major contributory factors to the outturn are: • Fewer companies have the specialist vehicles or the number of specialist vehicles we require, which reduced the size of the tender pool and increased prices. We required an additional 11 tail lift vehicles compared to 13/14. • Fewer companies have the required number of passenger assistants, even if they can supply the specialist vehicles, again reducing the tender pool and increasing prices. We required an additional 31 passenger assistants compared to 13/14. • Companies winning the tenders are not based in the city (one used regularly is based in Haverhill) which increased the tender price as we had to fund journey into the City & back as well as school route. The average daily price was £91.99, an increase of 3.09% on the April 2014 average. • Reduced number of providers interested in applying for contracts for primary school children due to legislation around child seats. Taxis would need to carry child seats for the day reducing public use of boot space e.g. for luggage to the train station. This again resulted in a smaller tender pool and increased prices. • More children with more complex needs increased use of single occupancy taxis. • Closure of respite centres resulted in children, often with the most acute needs, requiring high cost transport for increased distances. A number of actions are being taken to reduce, where possible, future demands on the budget in 2015/16: • Continue to reinforce the Post 16 eligibility criteria to ensure that funding is being directed correctly • Propose amendments to the SEN Transport policy for Post 16 to establish a charge towards the cost of individual transport, as for non-disable young people over 16 years. • Reviewing claimable parental mileage to ensure distances claimed are correct • Reviewing the use of single occupancy taxis particularly for students at Harbour, with a view to identifying more cost effective means of travel				

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%
Home to School Transport – Special continued; • Production of a weekly variance sheet to provide more control • Prioritisation of the work necessary to enable the ONE system to replace the current excel spreadsheet commitment record and to be used for all future budget management and monitoring reports. • Review of agreed work streams and future savings targets by the Transport Board				
28) Central Financing	362	-188	-549	-152%
Within CFA, spend of £20.3m is funded by the ring fenced Dedicated Schools Grant. The budgets for Education Placements (£763k); Commissioning Services (£410k); Early Years Specialist Support (£90k); Strategic Management, S&C (£59k); Teachers Pension & Redundancy (£6k); SEND Specialist Services (-£147k); East Cambs & Fenland Localities (-£29k); Early Years Policy, Funding & Operations (-£17k); South Cambs & City Localities (-£9k); and Early Years Service (-£9k) are overspent this year by a total of £1,116k. 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. This financial year vacancy savings of £462k were taken in relation to DSG funded posts and DSG carry forward within Schools Financing of £654k will be applied (please see note 36), both of these will be used to offset the pressures on DSG funded budgets.				
29) Strategic Management – Enhanced & Preventative	1,350	1,569	219	16%
The Enhanced & Preventative Director budget over spent by £219k. Of this pressure, £208k was due to the vacancy savings target (£885K) not being fully achieved. The Directorate saw a reduction in FTE due to recent savings programs, most recently the Children's Centre reconfiguration and therefore the level of vacancy savings achieved by Children's Centres reduced. In addition, because of service need, many posts were required to be filled as quickly as possible and as such there was often little time between a vacancy arising and that vacancy being backfilled. Finance will continue to report to E&P Management Team in 2015/16 through the monthly Finance update, flagging particular areas for concern if there is a material reduction in the level of vacancy savings being projected.				

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%
30) Children's Centre Strategy	709	575	-134	-19%
The Enhanced & Preventative Directorate were able to achieve their 15/16 savings for children's centres in 14/15 through the Children's Centre reconfiguration programme. A 15/16 saving of £259k was achieved permanently through the reconfiguration in August 2014. The £259k was held centrally (under Children's Centre Strategy) and used to fund a number of one-off transitions costs incurred across the children's centres. This budget was used to cover the cost of transitioning from the old structure to the new structure and included one-off costs such as additional front line staff to manage the change process. The new Children's Structure was in operation from 1st August 2014 and a number of staff were retained for a period to support Locality Managers and Children's Centre Managers adjust to the new structure and to ensure business as usual. As a result there were some delayed redundancies. The final transitions costs ended in March 2015 and the cost of the transition was £125k, leaving a one off £134k under spend.				
31) SEND Specialist Services	5,397	5,287	-109	-2%
The SEND Specialist Service underspent by £109k. The service generated additional external income in 14/15 from increased trading around Autism Education Training and other SEND Training. This additional income means the service are well placed to achieve increased income targets in 15/16 and 16/17. The service also under spent on staff travel (£23k) and staff training and development (£36k) plus additional non-pay efficiencies resulting from vacancies across the teams during the year and efficiencies realised in readiness for future Early Help Review savings.				
32) Strategic Management – Learning	153	270	117	76%
The overspend for Strategic Management Learning is £117k. The Learning Directorate had a savings target of £4.1m to achieve in 14/15. In order to achieve this, a consultation on a major reconfiguration of the Directorate was undertaken. Staff redundancies and other changes were delayed due to the length of the consultation process, meaning that savings due to start from April could only take effect from August. This has resulted in some pressure. Furthermore, some other savings due to take place as part of the Directorate's reconfiguration were not realised. The cumulative impact of this was a pressure of £321k. Actions were identified to mitigate this pressure, e.g. some posts in the reconfigured Directorate that were not recruited to on a permanent basis. However, there is a residual pressure of £100k, which was lodged on the Director of Learning policy line. This comprises: £70k that was due to be made through not replacing Business Support posts filled by temporary staff. However, the need for Business Support to ensure efficient service delivery was underestimated so this saving has not been achieved. £30k from the restructure of senior management. During the consultation it was identified that planned reductions in senior management would have a detrimental impact on service delivery. Whilst some of the saving was achieved by reduction in other areas, a residual pressure of £30k remained. The 15/16 budget has been set with a plan to meet this permanent pressure. There are also in year pressures totalling £17k. This is made up of: • An increased pressure of £8.6k for legal fees from 13/14 resulting from a misunderstanding with a cross billing arrangement with Northamptonshire that has now been permanently resolved • £3k unachieved vacancy saving • £3k unbudgeted recruitment costs				

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%
33) Schools Partnership Service	1,436	1,308	-128	-9%
The School Partnership Service are reporting an underspend of £128k. The move to an underspend position is due to a higher than expected grant for looked after children was received from the Department for Education late in 2014/15. This funding has been applied to existing expenditure on discretionary support for LAC education in 2014/15 which creates a net underspend of council base budget. It is intended to take this underspend forward in 2015/16 through CFA reserves and apply it to further supporting the educational attainment of looked after children in 2015/16.				
34) Catering, Cleaning & Groomfield Services	-250	-193	58	-23%
The outturn for Catering, Cleaning & Groomfields Services is an overspend of £58k. A major factor in the overspend is the much higher than expected pay award, particularly for the lower scale points. The school kitchens have experienced staff cost pressures resulting from agency and peripatetic staff covering large numbers of vacancies and absences to accommodate the increased volumes and workloads which resulted from the supply of Universal Infant Free School Meals from September 14. The CCS Hospitality services have restructured to reduce costs following the large decrease in income generally, including the closure of Castle Court and its servery outlet. Groomfields has re-structured with a target saving of £100k to be achieved in 2015/16.				
35) Home to School Transport – Mainstream	8,779	9,919	1,140	13%
The Mainstream Home to School/College transport budget is overspent by £1.14m. The overspend resulted in the main from: • The much lower than anticipated savings achieved from the re-tendering of contracts. The re-tender process only delivered £41k in savings. The assumed level of saving had been in the order of £350k based on experience of re-tendering contracts in 2012/13 and 2013/14. • The decision to defer proceeding with proposals to withdraw free transport on the route between Horningsea and Fen Ditton Primary School as a result of the delayed implementation of road safety improvements and on the route between Gt and Little Shelford/Stapleford and Sawston Village College, following a concern raised by the Road Safety Team about one aspect of the route. As a result, a reassessment of one section of the route was necessary to remove the risk of this preventing the withdrawal of free transport, should one or more of the families affected lodge an appeal. As a term's notice is required for such proposed changes to be implemented, both route reviews are planned for implementation at the start of the 2015/16 academic year. • An increase in the number of post-16 students living in East Cambridgeshire being deemed to be entitled to subsidised and free transport into Cambridge as a result of changes made by City of Ely and Newmarket College to their curriculum offer to focus on vocational courses in place of an A Level programme of study.				

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%
Home to School Transport – Mainstream continued; In addition, it: • Reflects the fact that the under spend achieved in 2013/14 was £345k less than the forecast outturn saving which informed the setting of the 2014/15 budget during business planning. • Takes account of the under spend on the 2013/14 budget of £355k. • Takes account of an inflationary uplift of 2.9% on all contracts. A number of actions are being taken to reduce, where possible, future demands on the budget in 2015/16: • Continuation of the programme of route reviews. • Implementation of a low-income subsidised rate for new students which is set at 50% of the standard subsidised rate together with a £10 per term increase in the standard subsidised rate and for purchase of spare seats. • On-going scrutiny and challenge of requests for transport on discretionary grounds e.g. where families have moved house during the final two years of a student's statutory schooling. • Production and scrutiny of a weekly variance sheet to provide more control and greater understanding of factors influencing expenditure and income generation • Prioritisation of the work necessary to enable the ONE system to replace the current excel spreadsheet commitment record and to be used for all future budget management and monitoring reports. • Review of agreed work streams and future savings targets by the Transport Board				
36) Financing DSG	-20,275	-20,929	-654	3%
Within CFA, spend of £20.3m is funded by the ring fenced Dedicated Schools Grant. The budgets for Education Placements (£763k); Commissioning Services (£410k); Early Years Specialist Support (£90k); Strategic Management, S&C (£59k); Teachers Pension & Redundancy (£6k); SEND Specialist Services (-£147k); East Cambs & Fenland Localities (-£29k); Early Years Policy, Funding & Operations (-£17k); South Cambs & City Localities (-£9k); and Early Years Service (-£9k) are overspent this year by a total of £1,116k. 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. For this financial year vacancy savings of £462k were taken in relation to DSG funded posts (please see note 28) and DSG carry forward within Schools Financing of £654k will be applied, both of these will be used to offset the pressures on DSG funded budgets.				

Service	Budget 2014/15	Actual	Outturn Variance	
	£'000	£'000	£'000	%
37) Bad Debt Provision Adjustment	0	-1,245	-1,245	0%
In 2013/14 a central reserve provision of £1.245m was created from CFA resources when closing the accounts at year-end due to uncertainties over the outstanding client contribution debt which transferred back to the direct management of CCC with the CCS transfer of responsibilities back to CCC. Since then a thorough review of all client contribution debt has been undertaken and the social care teams have checked all outstanding debt. The central reserve provision was set up for exceptional and one-off write-off of debt but the review has identified that it is not required for this purpose and can therefore be written back into CFA revenue. This will then be treated the same as any CFA overspend/underspend at year-end and transfer to CFA reserves. The standard approach as specified in the Scheme of Financial Management debt policy, which states the debt will be written off back to the original invoice or equivalent codes irrespective of the financial year the invoice was raised in, will be followed to address any write-off of debt.				

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	DoH	6,852
Better Care Fund	OPMH	10,652
Adoption Reform Grant	DfE	580
Unaccompanied Asylum Seekers	HO – UKBA	205
Troubled Families	DCLG	1,206
Intensive Evidence Based Programme (Sexualised Behaviour)	DfE	160
Youth Offending Good Practice Grant	YJB	718
Littlehay / Whitemoor Prisons IDTS	IDTS	580
Littlehay / Whitemoor Prisons CARAT	MOJ	919
16-19 Bursary Fund	EFA	0
Music Education HUB	Arts Council	604
Non-material grants (+/- £160k)	Various	370
Total Grants 2014/15		22,846

These grants are spread across the CFA directorates as follows:

Directorate	Grant Total £'000
Adult Social Care	384
Older People	10,754
Children's Social Care	855
Strategy & Commissioning	111
Enhanced & Preventative Services	9,822
Learning	920
TOTAL	22,846

APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
Budget as per Business Plan	251,616	
Strategy & Commissioning – Strategic Management	429	Healthwatch funding
ASC Practice & Safeguarding	400	Reserves funding relating to the Mental Capacity Act
Ordinary Residence	398	Reserves funding within Learning Disability Pool
Strategy & Commissioning – Strategic Management	-429	Healthwatch funding
Director of Older People and Mental Health	125	Allocation of Care Bill Implementation Grant
Schools Financing	811	SEN Reform Grant
Children Looked After	580	Adoption Reform Grant
Director of Older People and Mental Health	-50	CCS HR Support
Schools Financing	477	Allocation of Special Educational Needs and Disability (SEND) Implementation Grant
Catering, Cleaning & Grounds Service	104	Transfer of CCS Finance Support
Head of Social Work	54	Allocation of Corporate Staying Put Grant
Integrated Workforce Development	81	Public Health - Changing Behaviours of Staff within CCC
Multiple	231	CFA Insurance
Multiple	191	CFA Employers Liability and Public Liability Insurance
Executive Director	11,004	Corporate Overheads *
Strategic Management - ASC	5,181	
Current Budget 2014/15	271,202	

* To allow for accurate completion of Government & CIPFA statistical returns, we are required to charge certain corporate overheads to direct services. These recharges relate to the net cost of a significant element of Corporate Services, LGSS Managed and LGSS Cambridge Office. The charges are transferred to services at year end with matching budget, therefore there is no impact on services' final outturn variance. For CFA, the corporate overheads for 2014/15 equate to £16.185m (as shown above).

APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2014	Movements in 2014/15	Closing Balance 2014/15	Notes
	£'000	£'000	£'000	
<u>General Reserve</u>				
CFA carry-forward	6,760	-6,760	0	Overspend of £1,343k, prior year adjustment re. Bad Debt Provision of - £1,245k and known reserve commitments applied against reserves.
subtotal	6,760	-6,760	0	
<u>Equipment Reserves</u>				
ICT Equipment Replacement Reserve	453	113	566	Ed ICT plan to replace major infrastructure in 2014/15 and need to build up reserve to £500k across the preceding years Replacement reserve for IT for Looked After Children. Laptops to be replaced in 2014/15 and 2015/16.
IT for Looked After Children	234	-56	178	
subtotal	687	57	744	
<u>Other Earmarked Funds</u>				
Adult Social Care				
Capacity for Reviews	0	336	336	Resources to support reviews to achieve savings from reviews of packages for LD and PD service users.
Capacity in Procurement and Contracts	0	250	250	Increase in capacity for contract rationalisation and review etc. £5k to pay for the initial work to develop the proposal ahead of July Report. A further £10k required if committee determines that they want the proposal to be pursued. There will be legal costs associated with forming a LATC if that route is followed
In-house Care Home	0	15	15	Cost of short term staff / cover to support transferring all commitment records to AFM
AFM Implementation	0	10	10	Officer capacity to support the development of the MASH & safeguarding changes linked to the Care Act.
MASH & Adult Safeguarding	0	7	7	
Older People & Mental Health				
Mindful Communities	0	399	399	Programme of community mental health resilience work (spend over 3 years) 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
Reviews of Packages in Older People and Mental Health Services	0	300	300	The County Council could decide to employ its own staff to undertake CHC assessments – ensuring they are completed in a transparent way with a view to ensuring that those who are eligible for CHC receive it. This would allow us to address the issues whereby clients with continuing health needs are currently being funded in full by social care services
Continuing Health Care	0	130	130	

Fund Description	Balance at 31 March 2014	Movements in 2014/15	Closing Balance 2014/15	Notes
	£'000	£'000	£'000	
Social Work Recruitment	0	120	120	MB2 Social Work recruitment stability / strategy post
Home Care Development	0	90	90	Managerial post to take forward proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work
Falls Prevention	0	80	80	To upscale the falls prevention programme
Dementia Coordinator	0	50	50	£50k for 12 months role (hoping for match funding from public health)
Live in Care	0	20	20	Evaluation of scheme by CLARHC / York Consulting
Children Social Care				
Alternatives to Care / Family Crisis Support Service	0	500	500	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. 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.
Repeat Removals	0	100	100	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
Brokering Family Solutions / Family Group Conferences	0	100	100	Six months temporary posts
IRO & CP Chairperson	0	80	80	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
Fostering Marketing Manager	0	50	50	Committed for adaptations to respite carer homes.
Adaptions to Respite Carer homes	46	-17	29	
Strategy & Commissioning				
Building Schools for the Future	603	-126	477	Funding allocated to cover full programme and associated risks. Projected £120k ICT risk.
Flexible Shared Care Resource	536	-121	415	Provision opened May 2014.
START Team	0	164	164	Funding capacity pressures as a result of EHCPs.
Home to School Equalisation	-2	167	165	Reserve to even out the number of school days per year.
Time Credits	0	157	157	Funding for 3 year Time Credits programme from 2014/15 to 2016/17 for the development of connected and supportive communities.

Fund Description	Balance at 31 March 2014	Movements in 2014/15	Closing Balance 2014/15	Notes
	£'000	£'000	£'000	
Disabled Facilities	200	0	200	Funding for grants for disabled children for adaptations to family homes. Funding to increase capacity. Two additional Resource Officers are in post. To be used flexibly between 2014/15 to 2016/17. Roll Out for Corporate iPads Provision now established and full to capacity. Loan not used and repaid in 2014/15.
Commissioning Services – Children's Placements	0	84	84	
IT Infrastructure Costs	0	57	57	
Commissioning New School for Children with Autism	470	-470	0	
Enhanced & Preventative				
Multi-Systemic Therapy Standard	0	364	364	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. To increase capacity in Family Intervention Project. Additional FIP workers and Deputy Managers are in post. Funding to be used flexibly across 2014/15 to 2015/16. 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. To continue funding the MST CAN project (previously DoH funded). Funding to be used flexibly across 2014/15. Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation. Trialing an all age locality lead professional -Appoint 5 and see how they get and how the idea works
Family Intervention Project Expansion	520	-154	366	
Information Advice and Guidance	0	320	320	
MST Child Abuse & Neglect	375	-68	307	
YOT Remand	250	-27	223	
All age Lead Professional	0	40	40	
Learning				
Trinity School	0	105	105	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. Fund to support cultural activities within the county and the maintenance and development of the Art Collection.
Art Collection Restoration Fund / Cambridgeshire Culture	174	-34	140	

Fund Description	Balance at 31 March 2014	Movements in 2014/15	Closing Balance 2014/15	Notes
	£'000	£'000	£'000	
Discretionary support for LAC education	0	134	134	LAC Pupil Premium grant from Department for Education to provide further discretionary support for Looked After Children.
Schools Partnership - NtG CREDS	0	72	72	Funding to be used within 2015/16.
ESLAC support for children on edge of care	0	50	50	Pilot Scheme
Capacity to attract private and independent sponsorship of programmes for children	0	50	50	A number of private sector organisations have begun to discuss how they might invest in Cambridgeshire's children and young people. Recruit to a fixed term position for 12 months to develop a sponsorship framework which identifies: a funding pipeline; multi-year funding streams and funding security for medium term plans, including identifying how these can allow us to substitute for activities we currently fund from core budget.
School advisor savings	0	35	35	Short term commissioning capacity (35k) in Learning to allow £90k school advisor savings to be made by not recruiting to vacant posts
Capacity to establish a self-sustaining and self-improving school system - leadership	0	13	13	Tender for a skilled education sector leader/professional with an in-depth knowledge of school improvement (£13k) to support the move towards a self-sustaining and improving school system
Cross Service				
SW recruitment and retention	674	0	674	Reserves funding for 2015/16.
Other Reserves (<£50k)	37	218	255	Other small scale reserves.
Subtotal	3,209	4,324	7,533	
SUB TOTAL	10,656	-2,389	8,277	

Fund Description	Balance at 31 March 2014	Movements in 2014/15	Closing Balance 2014/15	Notes
	£'000	£'000	£'000	
<u>Capital Reserves</u>				
Building Schools for the Future	427	-147	280	Building Schools for Future - c/fwd to be used to spent on ICT capital programme as per Business Planning 15/16 Targeted Basic Need c/fwd to 15/16 to support specific projects. C/fwd meets schedule provided to EFA. The Capital Maintenance allocation received in 14/15 spent in full. UIFSM Grant will have a small c/fwd at 14/15 year end. Contributions from Huntingdon District council to be used in future years for ongoing Loves Farm Project. DAAT capital bid remains £110k unspent. Adult social Care Grant to be c/fwd to meet 15/16 Business Planning requirements
Basic Need	654	2,120	2,774	
Capital Maintenance	0	0	0	
Other Children Capital Reserves	0	635	635	
Other Adult Capital Reserves	3,099	-516	2,583	
subtotal	4,180	2,092	6,272	
TOTAL	14,836	-287	14,549	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

2014/15						TOTAL SCHEME	
Original 2014/15 Budget as per BP £'000	Scheme	Revised Budget 2014/15 £'000	Actual Spend (March) £'000	Final Spend £'000	Final Variance £'000	Total Scheme Revised Budget £'000	Total Scheme Final Variance £'000
	Schools						
6,200	Primary Schools - New Communities	5,352	1,459	1,459	-3,893	79,190	-150
30,170	Primary Schools - Demographic Pressures	29,992	25,323	25,323	-4,669	87,877	-1,216
1,800	Primary Schools – Adaptations	1,600	1,098	1,098	-502	5,260	141
14,500	Secondary Schools - New Communities	12,676	4,240	4,240	-8,436	112,971	1,500
6,750	Secondary Schools - Demographic Pressures	9,318	5,208	5,208	-4,110	66,000	350
1,773	Schools - Scheme Final Payments	2,026	749	749	-1,277	105,112	-616
323	Building Schools for the Future	323	142	142	-181	9,985	0
1,068	Devolved Formula Capital	2,740	1,606	1,606	-1,134	9,475	0
0	School Funded Capital (Fund 05/18)	2,522	2,522	2,522	0	0	0
0	Universal Infant Free School Meals	1,289	1,125	1,125	-164	1,289	0
4,900	Condition, Maintenance and Suitability	4,900	6,493	6,493	1,593	31,204	0
300	Site Acquisition and Development	582	381	381	-201	2,129	282
1,000	Temporary Accommodation	1,000	1,579	1,579	579	4,964	0
413	Short Breaks (Disabled Children) & Social Care Minor Works	25	34	34	9	770	0
0	Youth Service	173	39	39	-134	-50	0
3,170	Children Support Services	3,729	1,578	1,578	-2,150	9,790	0
4,042	Adult Social Care	4,673	2,106	2,106	-2,567	4,692	0
76,409	Total CFA Capital Spending	82,921	55,683	55,684	-27,237	530,659	291

Primary Schools – New Communities £3,893k underspend in 2014/15

£3,395k relates entirely to Northstowe. The start on site date has been put back to June 2015 from November 2014. The school will now open in September 2016 to ensure places are available to align with when first house occupation is anticipated. The overall cost of the project will be unchanged. A £205k overall reduction to Trumpington Meadows Primary School scheme has been achieved due to savings made on compensation events, risk register and contingencies.

North West Cambridge (Darwin Green) Primary - £149k slippage due to delays in the commencement of the design phase. The overall cost of scheme remains unchanged.

Bearcroft Primary - £389k slippage due to problems with levels on the allocated site leading to associated delays in the design processes. There is no change to the overall cost of the project.

Primary School Demographic Pressures £4,669k underspend in 2014/15

Is comprised of the following;

Slippage and accelerated progress £3,964k underspend

This is due to significant slippage on Isle of Ely Primary (£2,075k). This slippage occurred from delays in starting on site due to land transfer and cost recovery agreements being concluded, pushing back start on site date to late January 2015, Orchards Primary (£452k), Swavesey Primary (£219k), Hardwick Second Campus (£905k), Huntingdon Primary School (£458k) and Fawcett Primary (£1,363k). This is balanced against accelerated schemes of Kings Hedges Primary (£368k), Brampton Primary (£361k) Fulbourn Primary School (£235k) and Millfield Primary (£112k) where expenditure previously anticipated as falling in 2015/16 was incurred in 2014/15.

Revisions in costs net £705k underspend

The overall costs of the expansion at Fawcett Primary have been reduced by £600k following receipt of a lower than anticipated Milestone (MS) 4 tender price.

A saving of £225k has been achieved on the Hemingford Grey Primary School due to employer's contingencies and risk register not being expended. These savings have been offset by increased costs at Cavalry Primary School of £120k for re-roofing works.

Primary School Adaptations £502k underspend in 2014/15

This underspend is principally due to a delay in return of the tenders for the planned expansion of Hauxton Primary School (£571k). The completion date for the scheme is now June 2015. Additional costs of c£60k are anticipated in the overall project due to piling and associated on-costs and have been taken into account in the 2015/16 business plan. There is a small slippage on Morley Memorial Primary School scheme of £169k due to delays in planning and design. The overall project costs remain unchanged. The slippage is offset £238k as a result of the accelerated progress on the Dry Drayton scheme.

Secondary Schools - New Communities £8,436k underspend in 2014/15

Construction works on site have slipped considerably at the Trumpington (Southern Fringe) Secondary School, which accounts for nearly all the overall underspend, £8.274m in total. The project is now scheduled to complete in April 2016, instead of September 2015. The delay was due to the requirement for contamination testing of imported fill, resulting in environmental pre-commencement planning condition delays. Delays have increased the overall project cost by £1,500k which has been reflected in 2015/16 business planning. An underspend of £175k on the Northstowe Secondary scheme is due to delays in design phase.

Secondary Schools – Demographic £4,110k underspend in 2014/15

The Littleport Secondary scheme underspend of £4.2m is primarily due to a delay in acquiring the land on which the school will be built. The start on site date has consequently slipped from summer to autumn 2015.

The Swavesey Village College scheme is progressing more quickly than originally anticipated resulting in a £257k overspend. The cost of this scheme has increased by £350k over the lifetime of the project due to higher than anticipated tender costs. This project is funded significantly by Targeted Basic Need funding.

The £598k anticipated increase in Coleridge Secondary extension scheme has not materialised as works slowed on phase 3 of the project.

Schools Final Payments £1,277k underspend in 2014/15

Final Accounts for around 20 completed schemes has been settled. However, Cambourne Village College accounts has not been settled in 2014/15 resulting in an in an £163k increase in underspends.

Devolved Formula Capital £1,134k underspend in 2014/15

DFC is a rolling three year fund. Annual grants are made available to schools for use towards smaller works and in-year capital pressures. The underspend of £1,134k is the accumulation of the three year rolling funds that remain unspent. The funds will roll forward to 14/15 for spending.

Condition, Maintenance and Suitability £1,593k overspend in 2014/15

Tenders have come in higher than anticipated. This is a reflection of the impact of the upturn in the housing market on building costs.

Temporary Accommodation £579k overspend in 2014/15

More mobiles have been needed due to rising rolls at primary schools around the county coupled with increased site works, rising building and transportation costs.

Children's Support Services £2,150k underspend in 2014/15

Increased certainty over the timings of projects related to Early Years basic need placements has resulted in £490k of the underspend. The overall project costs have remained unchanged and the phasing has been reflected in the 2015/16 business planning.

£1.5m underspend is due to slippage on the Trinity School where delays in the acquisition of land led to the appointment of contractors being put on hold. Further delays were the result of a fire on site in late 2014. Confirmation of the finalisation of the site purchase was received in March 2015.

Adult Social Care (ASC) £2,567k underspend in 2014/15

The ASC capital programme for 2014/15 totals £4.3m; the underspend is £2.5m. This relates to previously accumulated grant funding which will be required in 2015/16. Plans have been developed to ensure the sustainability of future ASC capital investments which are incorporated into 2015/16 business planning.

Capital Funding

2014/15				
Original 2014/15 Funding Allocation as per BP £'000	Source of Funding	Revised Funding 2014/15 £'000	Final Spend £'000	Final Funding Variance £'000
15,249	Basic Need	16,592	14,242	-2,350
6,294	Capital maintenance	6,294	6,294	0
1,068	Devolved Formula Capital	2,740	1,606	-1,134
0	Universal Infant Free School meals	1,289	1,125	-164
388	Short breaks	0	0	0
4,042	Adult specific Grants	4,309	1,725	-2,584
17,123	S106 contributions	16,019	7,274	-8,744
0	BSF -PFS only	426	146	-280
0	BSF - capital receipts	0	0	0
0	Capitalised Revenue Funding	596	596	0
0	Other Capital Contributions	3,008	3,008	0
27,645	Prudential Borrowing	28,171	18,832	-9,340
4,600	Prudential Borrowing (Repayable)	3,476	835	-2,641
76,408	Total Funding	82,921	55,684	-27,237

The overall net impact of the movements within the capital plan is an expected £24.714m underspend in 2014/15. £8.7m is S106 funding requirements and £2.5m is in respect of the Adult Social Care Grant. Targeted Basic Need underspend of £2.3m reflect slippage in named schemes. Devolved formula Capital underspend £1.134m represents the School DFC programme, a rolling three-year programme; and accounts for 13/14 and 14/15 rolled forward funds.

Prudential Borrowing and Prudential Borrowing (Repayable) requirements have underspent by £11.981m for 2014/15 financial year. These elements are required to be carried forward into future years.

APPENDIX 7 – Performance at end of March 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	93.9%	96.0%	94.1%	Mar-15		A	At this time of year In learning situations are at their lowest as young people who have dropped out from learning tend to go into temporary jobs without training whilst looking for a permanent position in either employment or education. A greater emphasis will be put on transition management for vulnerable young people moving from year 11 to year 12 to minimise drop out.
The proportion pupils attending Cambridgeshire schools judged good or outstanding by Ofsted	Learning	63.6%	75.0%	62.7%	Mar-15		R	The proportion of pupils attending Cambridgeshire 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'. There is a significant difference between performance in Primary and Secondary schools with 74% of Primary school pupils attend a good or outstanding school and only 45% of Secondary pupils.
1C PART 1 local - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	92.2%	95.0%	92.7%	Mar-15		A	Performance is up slightly from the previous month, and is within 10% of target. Compared with the same time last year, performance has improved by 9%, showing that the personalisation agenda is embedded within the social care process.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
RBT4 - The proportion of new OP users requiring no further service at end of re-ablement phase	Older People & Mental Health	54.6%	55.0%	54.2%	Mar-15		A	Performance has seen a gradual decline since July, and has is currently below target for the first time since May 2013. This could possibly be an effect of a greater number of package completions than anticipated. A quality vs. quantity issue.
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	533	646	626	Mar-15		G	An unusual spike in placements occurred in March. The number of placements made over the year have generally been below the monthly target of 59 per month, meaning performance was safely below target. 102 placements were made in March, pushing performance to within 10% of target threshold. As of March 2015, there have been 687 new permanent admissions made (436 to residential care, 251 to nursing care). In the same period in the previous financial year there had been 792 new permanent admissions made (486 to residential care and 306 to nursing). This is a demand led measure however, and while efforts will continue to reduce admission rates, this remains an appropriate service for people with high and complex needs.
The number of looked after children per 10,000 children	Children's Social Care	40.5	31.3 to 38.4	41.1	Mar-15		A	The number of Looked After Children has increased to 535 during March 15.
% children whose referral to social care occurred within 12 months of a previous referral	Children's Social Care	18.9%	25.0%	19.0%	Mar-15		G	Despite a very small increase in the number of re-referrals during March, performance is better than target and our comparator authorities.

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	82.8%	80.0%	82.8%	Mar-15	➡	G	Performance is still above target.
BCF DTOC3 - Reduced proportion of Delayed Transfers of care from hospital, per 100,000 of population (aged 18+): January - June 2015	Older People & Mental Health	546	417	543	Mar-15	⬆	R	The Cambridgeshire health and social care system is experiencing a monthly average of 2,765 bed-day delays, which is 24% above the current BCF target ceiling of 2,232. In March there were 2,617 bed-day delays, up 139 from the previous month, 385 above the monthly target. Between April '14 and Mar '15 there were 33,182 bed day delays across the whole of the Cambridgeshire system - representing a 21% increase against the same period in 13/14. Across this period NHS bed-day delays have increased from 15,524 (Apr - Mar 2014) to 23,420 (Apr - Mar 2015) an increase of 51%, while bed-day delays attributed to Adult Social Care have decreased from 11,183 (Apr - Mar 2014) to 7,706 (Apr - Mar 2015) an improvement of 31%. This remains a challenging, whole system measure and is reliant on both health and social care commissioners and providers to work together to meet target.