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## **Children, Families & Adults Service**

### **Finance and Performance Report – November 2015**

#### **1. SUMMARY**

##### **1.1 Finance**

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

##### **1.2. Performance and Portfolio Indicators – Oct 2015 Data (see sections 4&5)**

<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
Oct Performance (No. of indicators)	5	4	6	15
Oct Portfolio (No. of indicators)	0	2	7	9

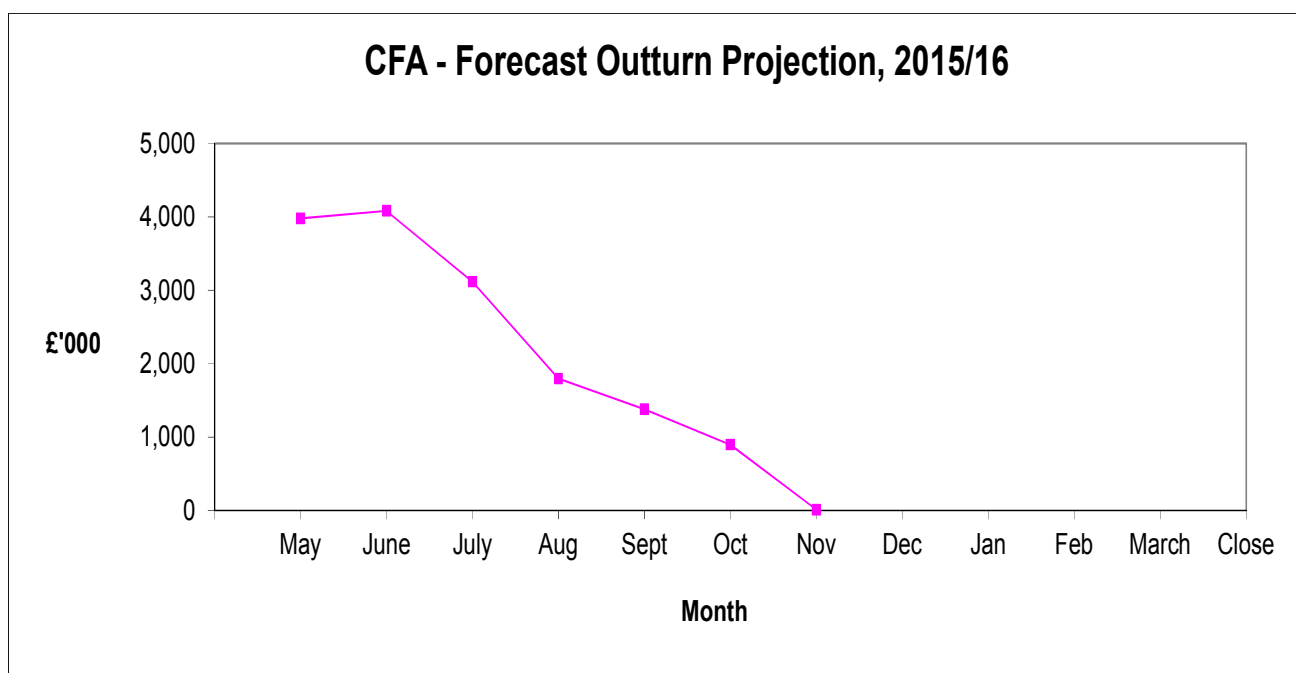
#### **2. INCOME AND EXPENDITURE**

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

<b>Forecast Variance - Outturn (Oct) £000</b>	<b>Directorate</b>	<b>Current Budget for 2015/16 £000</b>	<b>Current Variance £000</b>	<b>Current Variance %</b>	<b>Forecast Variance - Outturn (Nov) £000</b>	<b>Forecast Variance - Outturn (Nov) %</b>
-1,338	Adult Social Care	84,232	-1,527	-3.0%	-2,174	-2.6%
-2,513	Older People & Adult Mental Health	85,627	-1,496	-2.5%	-2,584	-3.0%
1,725	Children's Social Care	34,505	1,120	4.8%	1,725	5.0%
2,783	Strategy & Commissioning	42,204	1,410	5.4%	2,783	6.6%
-249	Children's Enhanced and Preventative	31,840	-308	-1.7%	-249	-0.8%
872	Learning	20,439	293	2.7%	868	4.2%
<b>1,281</b>	<b>Total Expenditure</b>	<b>298,848</b>	<b>-507</b>	<b>-0.3%</b>	<b>370</b>	<b>0.1%</b>
-385	Grant Funding	-54,049	-271	0.8%	-361	0.7%
<b>896</b>	<b>Total</b>	<b>244,798</b>	<b>-777</b>	<b>-0.5%</b>	<b>9</b>	<b>0.0%</b>

The service level finance & performance report for November 2015 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 November 2015, CFA is forecasting a year end overspend of £9k. Significant issues are detailed below:

- i) In Adult Social Care, there has been a favorable increase in forecast underspend on Strategic Management (ASC) from -£1,997k to -£2,177k as a result of an increased underspend forecast on Care Act budgets.
- ii) In Adult Social Care, the forecast underspend on ASC Practice & Safeguarding has increased from -£675k to -£1,185k as spending on Mental Capacity Act / Deprivation of Liberty Safeguards has been at a significantly lower level than anticipated
- iii) In Adult Social Care, the forecast underspend on Carers support has increased from -£495k to -£625k as spending levels on allocations to individuals continue at a lower level than expected, following new arrangements from April 2015.

- iv) In Older People Services and Mental Health, the City & South Locality team underspend forecast has increased from -£90k to -£394k following a further favourable month of decreasing spending commitments for care placements
- v) In the Learning Directorate, the Schools Partnership Service are forecasting an underspend of £147k. This is a result of the Education Support for Looked After Children Team (ESLAC) having to allocate less budget for individual tuition.
- vi) In the Learning Directorate, the Childrens' Innovation & Development Service underspend has decreased from -£159k to -£12k due to a pressure with the Head of Service's income target from sponsorship from external organisations.

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

	BUDGET				ACTUAL (November)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Nov 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	2.51	£241k	2,339.10	0.51	-£140k	-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	24	26.71	£3,974k	2,956.73	10.71	£1,632k	141.81
Independent Fostering	261	£9,813k	52	723.03	238	236.30	£9,675k	785.43	-24.7	-£138k	62.40
Supported Accommodation	15	£1,170k	52	1,500.00	27	22.36	£1,273k	1,120.86	7.36	£103k	-379.14
16+	9	£203k	52	433.58	11	10.87	£197k	394.22	1.87	-£6k	-39.36
Growth/Replacement	-	£k	-	-	-	-	£200k	-	-	£200k	-
Savings requirement	-	£k	-	-	-	-	-£373k	-	-	-£373k	-
<b>TOTAL</b>	<b>311</b>	<b>£14,737k</b>			<b>314</b>	<b>309.83</b>	<b>£16,237k</b>		<b>-1.17</b>	<b>£1,500K</b>	
In-house fostering	140	£3,472k	55	185.55	131	139.36	£3,405k	174.00	-0.64	-£67k	-11.56
Kinship	26	£733k	55	185.55	38	27.22	£723k	184.26	1.22	-£10k	-1.30
In-house residential	16	£1,588k	52	1,908.52	11	10.64	£1,588k	2,776.03	-5.36	£k	867.51
Concurrent Adoption	3	£50k	52	350.00	11	8.02	£151k	350.00	5.02	£101k	0.00
Savings requirement	-	£k	-	-	-	-	-£24k	-	-	-£24k	-
<b>TOTAL</b>	<b>185</b>	<b>£5,843k</b>			<b>195</b>	<b>185.24</b>	<b>£5,843k</b>		<b>0.24</b>	<b>£0k</b>	
Adoption	289	£2,442k	52	162.50	340	335.61	£2,967k	168.41	46.61	£525k	5.91
<b>TOTAL</b>	<b>289</b>	<b>£2,442k</b>			<b>340</b>	<b>335.61</b>	<b>£2,967k</b>		<b>46.61</b>	<b>£525k</b>	
<b>OVERALL TOTAL</b>	<b>785</b>	<b>£23,022k</b>			<b>849</b>	<b>830.68</b>	<b>£25,047k</b>		<b>45.68</b>	<b>£2,025k</b>	

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

	BUDGET			ACTUAL (November)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Nov 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	101	100.67	£6,326k	£62,842	9	8.67	£573k	£306
Behaviour, Emotional and Social Difficulty (BESD)	35	£1,438k	£41,089	34	35.34	£1,452k	£41,099	-1	0.34	£14k	£9
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	-	-	£15k	-	-	-	£15k	-
<b>TOTAL</b>	<b>154</b>	<b>£8,099k</b>	<b>£52,590</b>	<b>154</b>	<b>156.79</b>	<b>£8,484k</b>	<b>£54,109</b>	<b>0</b>	<b>2.79</b>	<b>£385k</b>	<b>£1,520</b>

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

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

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

		BUDGET			ACTUAL (November)			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 Nov 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	40	£1,075	£2,366k	£351k
	Nursing	23	£926	£1,107k	24	£829	£1,051k	-£56k
	Community	835	£236	£10,788k	773	£282	£10,653k	-£135k
<b>Physical Disability Services Total</b>		<b>898</b>		<b>£13,910k</b>	<b>837</b>		<b>£14,070k</b>	<b>£160k</b>
<b>Income variance</b>								<b>-£451k</b>
<b>Further savings assumed within forecast</b>								<b>0</b>

Learning Disability Services	Residential	294	£1,253	£19,161k	307	£1,339	£21,435k	£2,274k
	Nursing	17	£1,437	£1,270k	18	£1,391	£1,306k	£36k
	Community	1,272	£543	£35,907k	1,230	£587	£37,671k	£1,764k
<b>Learning Disability Service Total</b>		<b>1,583</b>		<b>£56,338k</b>	<b>1,555</b>		<b>£60,413k</b>	<b>£4,075k</b>
<b>Further savings assumed within forecast</b>								<b>-£250k</b>

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

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

In the table above, the assumption has been made that packages that are currently open last 365 days, as a proxy for full year activity, rather than full reflection of closed and part-year packages

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

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

		BUDGET			ACTUAL (November)			VARIANCE
Service Type		Budgeted No. of Clients 2015/16	Budgeted Average Unit Cost (per week)	Annual Budget	Snapshot of No. of Clients at End of Nov 15	Current Average Unit Cost (per week)	Projected Spend	Variance
Adult Mental Health	Community based support	67	£76	£265k	107	£95	£561k	£296k
	Home & Community support	196	£87	£886k	193	£81	£790k	-£96k
	Nursing Placement	13	£682	£461k	16	£662	£505k	£44k
	Residential Placement	71	£732	£2,704k	69	£766	£2,471k	-£233k
	Supported Accomodation	137	£81	£579k	143	£86	£621k	£42k
Adult Mental Health Total		484		£4,894k	528		£4,948k	£53k
Further savings assumed within forecast								-£153k

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

OP Total	BUDGET			Projected to the end of the year			Variance From Budget
Service Type	Expected No. of clients 2015/16	Budgeted Average Cost (per week)	Gross Annual Budget	Service Users	Current Average Cost (per week)	Gross Projected spend	Gross Projected spend
Residential	531	£458	£12,561k	547	£436	£13,006k	£445k
Residential Dementia	320	£523	£8,707k	338	£499	£8,959k	£252k
Nursing	319	£609	£10,103k	319	£586	£10,036k	-£67k
Respite	289	£497	£861k	122	£501	£926k	£65k
Community based							
~ Direct payments	356	£209	£3,276k	291	£248	£3,432k	£156k
~ Day Care	326	£106	£1,773k	431	£130	£1,712k	-£61k
~ Other Care			£5,497k			£5,837k	£340k
~ Homecare arranged	1,807	per hour £16.48	£18,572k	1,815	per hour £15.64	£17,940k	-£632k
Total	3,948		£61,350k	3,863		£61,848k	£498k
Income Variance							-£760k
Further Savings Assumed Within Forecast							-£100k

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

OP Mental Health	BUDGET			Projected to the end of the year			Variance From Budget
Service Type	<i>Budgeted No. of clients 2015/16</i>	<i>Budgeted Average Cost (per week)</i>	<i>Gross Annual Budget</i>	<i>Service Users</i>	<i>Current Average Cost (per week)</i>	<i>Gross Projected spend</i>	<i>Gross Projected spend</i>
Residential	14	£456	£332k	38	£588	£374k	£42k
Residential Dementia	37	£530	£1,020k	22	£480	£1,148k	£128k
Nursing	36	£627	£1,173k	31	£736	£1,182k	£9k
Nursing Dementia	156	£682	£5,534k	160	£671	£5,577k	£43k
Respite	16	£400	£38k	8	£583	£43k	£5k
Community based:							
~ Direct payments	16	£272	£226k	19	£230	£164k	-£62k
~ Other Care			£62k			£57k	-£5k
		<i>per hour</i>			<i>per hour</i>		
~ Homecare arranged	92	£16.08	£615k	90	£14.07	£557k	-£58k
<b>Total</b>	<b>367</b>		<b>£9,000k</b>	<b>368</b>		<b>£9,102k</b>	<b>£102k</b>
<b>Income Variance</b>							<b>-£59k</b>
<b>Further Savings Assumed Within Forecast</b>							<b>-£52k</b>

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

Across Adults Services there have been recent budget revisions as a result of the transfer of function for the independent living fund.

We are continuing to develop this data to encompass an increasing proportion of the service's expenditure; 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 November, there has been a £6,870k increase in the overall capital scheme costs. The change relates to four schemes:

1. Brampton Primary, the project cost has reduced by £140k in response to the project reaching conclusion and final accounts being agreed.
2. Hemingford Grey Primary, final accounts have also been confirmed for this project with an overall project reduction of £40k.
3. Huntingdon Primary: £200k increase due to revised build cost based on an increased floor area.
4. Littleport Secondary & Special, £6,850k increased costs. The start on site for the scheme has incurred delays due to planning issues of 10 months from April 2015 to January 2016 (£3,450k). Changes to project scope including increased floor area and piling requirements to the substructure have also been required. (£3.400k) The increase has been reflected in the 2016/17 business plan.

##### 2015/16 In Year Pressures/Slippage

As at the end of November the capital programme forecast underspend is expected to be £8,119k, £1,868k less than last month. The significant changes in the following schemes have been the major contributory factors to this;

- Maple Grove/Westwood, March; £100k accelerated spend based on a December 2015 start on site, subject to Planning Committee approval.
- Huntingdon Primary; £100k accelerated spend due to increased scope and construction cost reflected in total scheme increase.
- Southern Fringe Secondary; -£500k slippage due to a 4 week delay in construction.
- Littleport Secondary & Special; -£1,500k slippage in 2015/16 due to delays in start of site for the project.

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 coming 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 are received in the Autumn term.

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 32 Secondary schools with Inspection results are judged as good or outstanding, covering 14,550 pupils. This is 48.4% of pupils against the target of 75%.

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

The number of Looked After Children has increased slightly to 571 during October. The current target has been set with an upper limit equating to 500 LAC by April 2016. The savings required on the LAC placements budget are significant. Within the LAC Placements Strategy there are a number of 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 2,591 bed-day delays, which is 24% above the current BCF target ceiling of 2,088. In September there were 2,437 bed-day delays, down 116 from the previous month, 349 above the monthly target.

Between October '14 and September '15 there were 33,261 bed day delays across the whole of the Cambridgeshire system - representing a 14% 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 turns impacts on the hospitals ability to ensure sufficient throughput. Daily conference calls are held between CCC and the hospitals to identify patients who can be discharged safely and quickly.

Across this period NHS bed-day delays have increased by 32% from 18,012 (Oct 13 - Sep 14) to 23,718 (Oct 14 - Sep 15), while bed-day delays attributed to Adult Social Care have decreased from 9,512 (Oct 13 - Sep 14) to 7,778 (Oct 14 - Sep 15) an improvement of 18%.

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

Between April - Sep '15 there were 3,891 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 126 delays per 100,000 of 18+ population. For the same period the national rate was 100.6 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 improved slightly during October. Though performance is very low at the moment, employment information is collected at a client's annual review so numbers are expected to increase in the second half of the year when most reviews are planned.

## **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.

## APPENDIX 1 – CFA Service Level Budgetary Control Report

Forecast Variance Outturn (Oct) £'000	Service	Current Budget for 2015/16 £'000	Expected to end of Nov £'000	Actual to end of Nov £'000	Current Variance		Forecast Variance Outturn (Nov)	
					£'000	%	£'000	%
Adult Social Care Directorate								
-1,997	1 Strategic Management – ASC	3,876	1,498	65	-1,433	-96%	-2,177	-56%
-14	Procurement	563	413	440	27	7%	-14	-3%
-37	ASC Strategy & Transformation	2,267	1,328	1,300	-28	-2%	-37	-2%
-675	2 ASC Practice & Safeguarding	2,143	1,644	487	-1,157	-70%	-1,185	-55%
0	Local Assistance Scheme	386	260	434	174	67%	0	0%
Learning Disability Services								
-784	3 LD Head of Services	250	-2,053	-1,994	59	-3%	-707	-282%
569	3 LD Young Adults	626	370	642	272	74%	742	119%
1,365	3 City, South and East Localities	31,242	19,854	20,536	683	3%	1,456	5%
1,006	3 Hunts & Fenland Localities	21,713	13,638	13,949	312	2%	587	3%
120	3 In House Provider Services	4,554	2,580	2,687	107	4%	120	3%
Physical Disability Services								
-126	4 PD Head of Services	952	601	688	87	14%	-127	-13%
-264	4 Physical Disabilities	12,427	8,513	8,472	-41	0%	-200	-2%
-1	Autism and Adult Support	607	327	261	-66	-20%	-1	0%
-5	Sensory Services	504	339	311	-27	-8%	-6	-1%
-495	5 Carers Services	2,121	1,532	1,038	-494	-32%	-625	-29%
-1,338	Director of Adult Social Care Directorate Total	84,232	50,843	49,317	-1,527	-3%	-2,174	-3%
Older People & Adult Mental Health Directorate								
-1,312	6 Director of Older People & Adult Mental Health Services	9,068	10,290	9,933	-357	-3%	-1,347	-15%
-90	7 City & South Locality	18,594	12,916	12,730	-186	-1%	-394	-2%
-99	East Cambs Locality	7,261	4,312	4,144	-168	-4%	-78	-1%
75	8 Fenland Locality	8,077	5,338	5,371	33	1%	136	2%
-80	Hunts Locality	12,459	8,236	8,171	-65	-1%	-26	0%
0	Addenbrooke Discharge Planning Team	1,051	654	757	103	16%	0	0%
0	Hinchingbrooke Discharge Planning Team	634	422	430	8	2%	0	0%
-358	9 Reablement, Occupational Therapy & Assistive Technology	8,090	4,954	4,537	-416	-8%	-358	-4%
-400	10 Integrated Community Equipment Service	802	2,271	2,203	-68	-3%	-400	-50%
Mental Health								
-7	Head of Services	4,268	2,572	2,545	-27	-1%	-7	0%
-161	11 Adult Mental Health	7,192	3,983	3,744	-238	-6%	-100	-1%
-80	Older People Mental Health	8,132	5,108	4,993	-115	-2%	-9	0%
-2,513	Older People & Adult Mental Health Directorate Total	85,627	61,055	59,559	-1,496	-2%	-2,584	-3%

Forecast Variance Outturn (Oct) £'000		Service	Current Budget for 2015/16 £'000	Expected to end of Nov £'000	Actual to end of Nov £'000	Current Variance £'000   %		Forecast Variance Outturn (Nov) £'000   %	
Children's Social Care Directorate									
400	12	Strategic Management – Children's Social Care	2,794	2,007	2,234	228	11%	400	14%
525	13	Head of Social Work	4,192	2,663	3,066	403	15%	525	13%
0		Legal Proceedings	1,530	793	776	-17	-2%	0	0%
0		Safeguarding & Standards	1,176	759	778	19	3%	0	0%
400	14	Children's Social Care Access	4,448	2,939	3,270	331	11%	400	9%
0		Children Looked After	10,692	7,801	7,735	-67	-1%	0	0%
400	15	Children in Need	3,963	2,611	2,863	252	10%	400	10%
0		Disabled Services	5,711	3,842	3,813	-30	-1%	0	0%
1,725		Children's Social Care Directorate Total	34,505	23,414	24,535	1,120	5%	1,725	5%
Strategy & Commissioning Directorate									
-252	16	Strategic Management – Strategy & Commissioning	148	257	1	-256	-100%	-252	-171%
-50		Information Management & Information Technology	1,915	1,233	1,164	-70	-6%	-50	-3%
0		Strategy, Performance & Partnerships	1,570	524	487	-37	-7%	0	0%
Commissioning Enhanced Services									
1,500	17	Looked After Children Placements	16,490	9,780	10,732	952	10%	1,500	9%
385	18	Special Educational Needs Placements	8,469	6,470	6,607	137	2%	385	5%
0		Commissioning Services	3,768	2,968	3,005	37	1%	0	0%
0		Early Years Specialist Support	1,323	694	658	-37	-5%	0	0%
625	19	Home to School Transport – Special	7,085	3,673	4,073	400	11%	625	9%
575	20	LAC Transport	671	391	700	308	79%	575	86%
Executive Director									
0		Executive Director	445	273	265	-8	-3%	0	0%
0		Central Financing	320	81	64	-17	-21%	0	0%
2,783		Strategy & Commissioning Directorate Total	42,204	26,344	27,754	1,410	5%	2,783	7%
Children's Enhanced & Preventative Directorate									
68		Strategic Management – Enhanced & Preventative	1,211	936	1,004	68	7%	68	6%
-60		Children's Centre Strategy	724	473	413	-60	-13%	-60	-8%
0		Support to Parents	3,476	566	545	-21	-4%	0	0%
0		SEND Specialist Services	5,770	3,651	3,645	-7	0%	0	0%
0		Safer Communities Partnership	7,249	4,647	4,646	-1	0%	0	0%
Youth Support Services									
-4		Youth Offending Service	1,873	490	487	-3	-1%	-4	0%
-130	21	Central Integrated Youth Support Services	1,170	672	559	-113	-17%	-130	-11%
Locality Teams									
-53		East Cambs & Fenland Localities	3,613	2,146	2,047	-99	-5%	-53	-1%
-42		South Cambs & City Localities	4,138	2,435	2,423	-13	-1%	-42	-1%
-29		Huntingdonshire Localities	2,614	1,715	1,656	-60	-3%	-29	-1%
-249		Children's Enhanced & Preventative Directorate Total	31,840	17,732	17,425	-308	-2%	-249	-1%

Forecast Variance Outturn (Oct) £'000		Service	Current Budget for 2015/16 £'000	Expected to end of Nov £'000	Actual to end of Nov £'000	Current Variance £'000   %		Forecast Variance Outturn (Nov) £'000   %	
Learning Directorate									
192	22	Strategic Management - Learning	-73	27	172	144	526%	192	263%
-15		Early Years Service	1,831	984	949	-35	-4%	-15	-1%
-20		Schools Intervention Service	1,754	1,181	1,111	-70	-6%	-20	-1%
0	23	Schools Partnership Service	1,369	624	595	-29	-5%	-147	-11%
-159	24	Childrens' Innovation & Development Service	166	-704	-490	214	-30%	-12	-7%
-25		Integrated Workforce Development Service	1,473	614	574	-40	-7%	-25	-2%
0		Catering, Cleaning & Grounds Service	-350	-47	-91	-44	92%	0	0%
0		Teachers' Pensions & Redundancy	3,000	2,309	2,285	-24	-1%	0	0%
Infrastructure									
0		0-19 Organisation & Planning	1,793	914	833	-80	-9%	-25	-1%
0		Early Years Policy, Funding & Operations	158	91	27	-64	-70%	0	0%
-21		Education Capital	176	329	292	-37	-11%	0	0%
920	25	Home to School/College Transport – Mainstream	9,143	4,350	4,708	358	8%	920	10%
872	Learning Directorate Total		20,439	10,672	10,965	293	3%	868	4%
1,281	Total		298,848	190,061	189,554	-507	0%	370	0%
Grant Funding									
-385	26	Financing DSG	-23,212	-15,204	-15,475	-271	2%	-361	-2%
0		Non Baselined Grants	-30,837	-19,112	-19,112	0	0%	0	0%
-385	Grant Funding Total		-54,049	-34,317	-34,587	-271	1%	-361	1%
896	Net Total		244,798	155,745	154,967	-777	0%	9	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	%
<b>1) Strategic Management – ASC</b>	<b>3,876</b>	<b>-1,433</b>	<b>-96%</b>	<b>-2,177</b>	<b>-56%</b>
<p>In July, the government announced a 4-year delay in implementing the Care Act funding reforms. This means that the assessment of people funding their own care (self-funders), who would have begun to accrue spending against the care cap from April, 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 to £2,227k. 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 on the vacancy savings budget.</p>					
<b>2) ASC Practice &amp; Safeguarding</b>	<b>2,143</b>	<b>-1,157</b>	<b>-70%</b>	<b>-1,185</b>	<b>-55%</b>
<p>A revised underspend of £1,180k is now 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 an increase in the forecast underspend has been confirmed as £1,180k.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>3) Learning Disability Services</b>	<b>58,385</b>	<b>1,433</b>	<b>4%</b>	<b>2,199</b>	<b>4%</b>

Across the Learning Disability Partnership (LDP) at the end of November the ongoing pressure from known commitments decreased from a total of £3,107k to £3,010k. 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 is expected to total £250k. This gives a forecast outturn of £2,760k. Of this, £2,199k relates to the County Council after the pooled budget risk share with the NHS is taken into account.

This forecast represents a decrease in the forecast overspend of £97k (£77k after NHS risk share) from last month. The principal changes this month are the result of:

- Review of the commitments for Shared Lives (-£280k) taking account of revised re-charge rates for adult placements
- A reduction in cost due to an ordinary residence settlement for a former client in the north of the County (-£48k)
- Commitments decreasing as service user support ends (-£104k)
- Additional costs from changed needs, placement and carer breakdown totalling £187k in the South, £28k in the South and £107k in Young Adults
- Additional costs of £13k in 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 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.
- 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 new arrangements for placement finding, decisions through panel and is embedded in transforming lives principles.

Additional frontline staff are being recruited to provide more capacity to undertake reviews and reassessment, new recruits are now coming into post.

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>Learning Disability Services continued</b>  Work is continuing to move the commitment records to a fully automated process that will provide greater accuracy and provide managers with better management information to support their oversight of changes from month to month. Further attention is required in this area to ensure that progress is made.  Work has already been started to reduce the expenditure on staffing in in-house provider services. Vacant posts and relief posts will be recruited to reducing the need to use agency staffing. A number of protocols are being produced to limit the rate overtime hours are paid at as well as the need for senior management authorisation for the use of agency staffing. Budget surgeries have taken place with budget holders in these services to ensure they are aware of the emerging pressures in their budgets and have plans in place to manage these.					
<b>4) Physical Disabilities incl. Head of Services</b>	<b>13,379</b>	<b>46</b>	<b>0%</b>	<b>-327</b>	<b>-3%</b>
The underspend in Disability Services (Physical Disability, Sensory Loss, HIV and Vulnerable Adult and Autism Services) has decreased by £62k. 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. Service demand across all of Disability Services is being managed through short term planning, increasing people's independence and use of community resources.  At this point, any expectation of any additional savings achievable in the remainder of the year has been removed, leaving the service with an overall forecast underspend of £327k.					
<b>5) Carers Service</b>	<b>2,121</b>	<b>-494</b>	<b>-32%</b>	<b>-625</b>	<b>-29%</b>
Allocations to individual carers remain below expected levels, and as such, the anticipated underspend has increased to £625k. 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.  This area will continue to be monitored closely as the new arrangements embed further.					
<b>6) Director of Older People and Mental Health Services</b>	<b>9,068</b>	<b>-357</b>	<b>-3%</b>	<b>-1,347</b>	<b>-15%</b>
The underspends under this heading are principally the result of: <ul style="list-style-type: none"> <li>• services to respond to new responsibilities for social care needs for prisoners are still being established with the likely underspend this year being £259k.</li> <li>• 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.</li> <li>• release of an accrual made in last year's accounts for a £290k potential dispute on costs of nursing care. We now believe this will be resolved without making use of this provision.</li> <li>• reductions realised on housing related support totaling £300k; this has been shown as a permanent saving in Business Planning</li> <li>• the one off impact of a longstanding deferred payment debt of £150k which has now been collected.</li> </ul>					



Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>7) City &amp; South Locality</b>	<b>18,594</b>	<b>-186</b>	<b>-1%</b>	<b>-394</b>	<b>-2%</b>

A material underspend of -£394k is now expected at the end of the year.

This month savings have been made mainly from residential and nursing placements with a small increase in domiciliary care costs. 8 nursing placements ended releasing £170k and a movement of clients from spot to block beds also released funding.

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.

<b>8) Fenland Locality</b>	<b>8,077</b>	<b>33</b>	<b>1%</b>	<b>136</b>	<b>2%</b>
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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.

This month £78k of savings have been made from 24 ended packages, 26 new packages and 17 package changes.

However pressures exist within the budget due to:

- £100k payment to a transport supplier for costs which were previously unforeseen – we are investigating the commitment and forecasting process in this area
- Previously reported £160k from Ordinary Residents transferred in 2014 from Norfolk
- Pressure from under budgeting for clients with a learning disability who transferred service at 65, prior to the change in procedure, £140k

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.

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>9) Reablement, Occupational Therapy &amp; Assistive Technology</b>	<b>8,090</b>	<b>-416</b>	<b>-8%</b>	<b>-358</b>	<b>-4%</b>

The underspends are expected in this area due to the following, as previously reported:

- 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.

And the following, anticipated on an ongoing basis, through the Business Plan

- 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

<b>10) Integrated Community Equipment Service (ICES)</b>	<b>802</b>	<b>-68</b>	<b>-3%</b>	<b>-400</b>	<b>-50%</b>
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ICES reports a forecast underspend of -£400k; reflecting the intention to charge an additional £400k of equipment spend to the capital budget.

<b>11) Adult Mental Health</b>	<b>7,192</b>	<b>-238</b>	<b>-6%</b>	<b>-100</b>	<b>-1%</b>
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The underlying Adult Mental Health cost of care forecast has improved by £28k since last month, due to adjustments on a number of placements. Spending reductions will continue to be a focus in this area; however with underlying pressures totalling £141k, achieving the forecast underspend remains an optimistic outlook at this stage.

<b>12) Strategic Management - Children's Social Care</b>	<b>2,794</b>	<b>228</b>	<b>11%</b>	<b>400</b>	<b>14%</b>
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The Children's Social Care (CSC) Director budget is forecasting an over spend of £400k.

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.

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.

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>Strategic Management - Children's Social Care continued</b> <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>					
<b>13) Head of Social Work</b>	<b>4,192</b>	<b>403</b>	<b>15%</b>	<b>525</b>	<b>13%</b>
<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>					
<b>14) Children's Social Care Access</b>	<b>4,448</b>	<b>331</b>	<b>11%</b>	<b>400</b>	<b>9%</b>
<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>					
<b>15) Children In Need</b>	<b>3,963</b>	<b>252</b>	<b>10%</b>	<b>400</b>	<b>10%</b>
<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	%
<b>16) Strategic Management – S&amp;C</b>	<b>148</b>	<b>-256</b>	<b>-100%</b>	<b>-252</b>	<b>-171%</b>

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.

<b>17) Looked After Children Placements</b>	<b>16,490</b>	<b>952</b>	<b>10%</b>	<b>1,500</b>	<b>9%</b>
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Client Group	Budgeted Packages	31 Oct 2015 Packages	30 Nov 2015 Packages	Variance from Budget
Residential Disability – Children	2	2	2	-
Child Homes – Secure Accommodation	0	1	1	+1
Child Homes – Educational)	8	12	11	+3
Child Homes – General	16	25	24	+8
Supported Accommodation	15	26	27	+12
Supported living 16+	9	10	11	+2
Fostering & Adoption	261	238	238	-23
<b>TOTAL</b>	<b>311</b>	<b>314</b>	<b>314</b>	<b>+3</b>

Overall Looked After Children (LAC) numbers at the end of November 2015, including placements with in-house foster carers, residential homes and kinship, are 582, 47 more than 1 April 2015 and 11 more than the end of October 2015.

External placement numbers (including 16+ and supported accommodation) at the end of October are 314, no change from October.

The LAC Placements commitment record (including 16+ and supported accommodation) is now forecasting an overspend of £1,929k. 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 £200k. 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 14.30 more residential placements and 24.70 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.

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 £1,828k. 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			
<b>Total</b>	<b>£292k</b>	<b>£410k</b>	<b>£118k</b>

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 £200k 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.

<b>18) SEN Placements</b>	<b>8,469</b>	<b>137</b>	<b>2%</b>	<b>385</b>	<b>5%</b>
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OFSTED Category	1 Apr 2015	31 Oct 2015	30 Nov 2015	Variance from 1 Apr 2015
Autistic Spectrum Disorder (ASD)	98	100	101	+3
Behaviour, Emotional and Social Difficulty (BED)	38	33	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	-
<b>Total</b>	<b>160</b>	<b>152</b>	<b>154</b>	<b>-6</b>

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><b>SEN Placements continued</b></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"> <li>• Actions in the Placements Strategy are aimed at returning children to within County borders and reducing Education Placement costs.</li> <li>• A shared care service enabling parents to continue to keep children at home has recently come on line.</li> <li>• 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.</li> <li>• 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.</li> <li>• Review SEBD provision and look to commission additional specialist provision.</li> <li>• 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.</li> <li>• 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.</li> </ul>					
<b>19) Home to School Transport – Special</b>	<b>7,085</b>	<b>400</b>	<b>11%</b>	<b>625</b>	<b>9%</b>
<p>The forecast for Home to School Transport – Special, taken from the commitment record, is an overspend of £1.0m. 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"> <li>• A reduction in the amount paid to parents approved to use their own transport to get their children to school to from 45p to 40p per mile effective from 1 September 2015</li> <li>• Reviews to reduce the number of single occupancy journeys undertaken and rationalise routes where possible.</li> </ul>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>Home to School Transport - Special continued</b> <ul style="list-style-type: none"> <li>Changes to the SEN post-16 transport policy, introducing contributions from parents / carers to transport costs.</li> <li>Working with Health professionals to agree an alternative to using ambulances for Home to School Transport.</li> </ul> <p>To manage the pressure going forward, the following options are being worked on:</p> <ul style="list-style-type: none"> <li>Cost-benefit analysis on path improvement at Meadowgate school has begun which, if beneficial, will enable the removal of transport. This will be implemented in 2016/17.</li> <li>Retendering of 500 routes 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.</li> <li>Introducing termly reviews of transport with Casework Officers and schools. This is ongoing to ensure current transport arrangements are appropriate and to review all single occupancy routes.</li> <li>Including transport reviews at both the first and second statutory reviews. This is ongoing, reviewing the permanence of social care placements and therefore the appropriateness of a young person's educational centre.</li> <li>Investigating the use of Personal Travel Budgets.</li> </ul>					
<b>20) LAC Transport</b>	<b>671</b>	<b>308</b>	<b>79%</b>	<b>575</b>	<b>86%</b>
<p>The forecast for LAC Transport, taken from the commitment record is +£547k, a reduction of £95k from October, 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"> <li>Investigate providing allowances for in-house foster carers to provide Home to School Transport.</li> <li>Conduct a recruitment campaign to increase the number of volunteer drivers within Cambridgeshire and therefore reduce the average cost per mile for LAC Transport.</li> <li>Review all LAC routes for possibility to combine with existing Mainstream and SEN transport routes.</li> <li>Improved procurement and a target reduction in the number of short notice journeys.</li> <li>Additional challenge is provided by the Statutory Assessment &amp; Resources Team (StART) for all transport requests.</li> </ul> <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	%
<b>21) Central Integrated Youth Support Services</b>	<b>1,170</b>	<b>-113</b>	<b>-17%</b>	<b>-130</b>	<b>-11%</b>
<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>					
<b>22) Strategic Management – Learning</b>	<b>-73</b>	<b>144</b>	<b>526%</b>	<b>192</b>	<b>263%</b>
<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>					
<b>23) Schools Partnership Service</b>	<b>1,369</b>	<b>-29</b>	<b>-5%</b>	<b>-147</b>	<b>-11%</b>
<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>					
<b>24) Children's Innovation and Development Service</b>	<b>166</b>	<b>214</b>	<b>-30%</b>	<b>-12</b>	<b>7%</b>
<p>Within the additional savings identified at the September GPC meeting there is a reduction by £159k of the Education ICT Replacement Reserve. This was previously reported under Schools Partnership Service but there has been a change in line management arrangements for this service.</p> <p>There is a pressure of £147k reported on the Head of Service's income target of £250k from sponsorship from external organisations. Whilst significant sums have been / are being secured from sponsors that will fund a wide range of activities for children and young people, the income to the LA, e.g. for administration has been less than had been modelled.</p>					

Service	Current Budget for 2015/16	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>25) Home to School / College Transport – Mainstream</b>	<b>9,143</b>	<b>358</b>	<b>8%</b>	<b>920</b>	<b>10%</b>
<p>The forecast outturn for Home to School/College Transport – Mainstream is +£920k, no change from last month.</p> <p>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.</p> <p>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 &amp; 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.</p> <p>The forecast variance outturn also takes account of the following, all of which came into effect on 1 September 2015:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• Award of contracts following re-tendering</li> </ul> <p>In addition, new transport arrangements will 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.</p> <p>The following options are being worked on to reduce demand and costs in future years:</p> <ul style="list-style-type: none"> <li>• funding late in-catchment applications on a discretionary basis;</li> <li>• subsidising the cost of bikes for pre and post-16 aged children;</li> <li>• incentives for volunteering / parent car pool schemes;</li> <li>• cost-benefit analysis for limited direct provision, e.g. Council-run minibuses for a small number of high cost routes</li> </ul>					
<b>26) Financing DSG</b>	<b>-23,212</b>	<b>-271</b>	<b>2%</b>	<b>-361</b>	<b>-2%</b>
<p>Within CFA, spend of £23.2m is funded by the ring fenced Dedicated Schools Grant. The Education Placements budget is forecast to overspend this year by £385k, with the 0-19 Organisation &amp; Planning Service forecasting an underspend of £19k and the E&amp;P Locality teams forecasting an underspend of £5k.</p> <p>Vacancy savings are taken across CFA as a result of posts vacant whilst they are being recruited to, and some of these vacant posts are also DSG funded. It is estimated that the DSG pressure of £361k for this financial year will be met by DSG related vacancy savings.</p>					

## APPENDIX 3 – Grant Income Analysis

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

<b>Grant</b>	<b>Awarding Body</b>	<b>Expected Amount £'000</b>
<b>Grants as per Business Plan</b>		
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	597
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
<b>Total Non Baselined Grants 2015/16</b>		<b>30,837</b>

Financing DSG	Education Funding Agency	23,212
<b>Total Grant Funding 2015/16</b>		<b>54,049</b>

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

<b>Directorate</b>	<b>Grant Total £'000</b>
Adult Social Care	3,418
Older People	16,543
Children's Social Care	671
Strategy & Commissioning	111
Enhanced & Preventative Services	9,210
Learning	884
<b>TOTAL</b>	<b>30,837</b>

## APPENDIX 4 – Virements and Budget Reconciliation

	Effective Period	£'000	Notes
<b>Budget as per Business Plan</b>		<b>244,270</b>	
Commissioning Services	May	37	SEND Preparation for Employment Grant
Early Years Service	May	26	Supporting Disadvantaged Children in Early Years Grant
Reablement, Occupational Therapy & Assistive Technology	June & Sept	-64	With the TUPE of 270 staff from the NHS to the County Council on 1 April, a contribution has been made by CFA to LGSS for payroll, payables and other professional services to support this new workforce. These services were previously provided by Serco through the now ended NHS contract.
Across CFA	June	-268	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	27	Allocation of Q1 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
<b>Current Budget 2015/16</b>		<b>244,798</b>	

## APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2015	2015/16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015/16	Balance at 30 Nov 15		
	£'000	£'000	£'000	£'000	
<b><u>General Reserve</u></b>					
CFA carry-forward	0	0	0	-9	Forecast overspend of £9k applied against reserves.
<b>subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-9</b>	
<b><u>Equipment Reserves</u></b>					
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	106	Replacement reserve for IT for Looked After Children. Laptops to be replaced in 2015/16.
<b>subtotal</b>	<b>744</b>	<b>159</b>	<b>903</b>	<b>106</b>	
<b><u>Other Earmarked Funds</u></b>					
<b>Adult Social Care</b>					
Capacity for Reviews	336	0	336	146	Resources to support reviews to achieve savings from reviews of packages for LD and PD service users.
Capacity in Procurement and Contracts	250	-6	244	179	Increase in capacity for contract rationalisation and review etc.
In-house Care Home	15	-8	7	0	£5k to pay for the initial work to develop the proposal ahead of July Report. A further £10k required if committee determines the proposal to be further pursued.
AFM Implementation	10	0	10	0	Cost of short term staff / cover to support transferring all commitment records to Adults Finance Module.
MASH & Adult Safeguarding	7	0	7	7	Officer capacity to support the development of the MASH & safeguarding changes linked to the Care Act.
<b>Older People &amp; Mental Health</b>					
Resilient Together	399	0	399	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 30 Nov 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
<b>Children Social Care</b>					
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	0	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.
<b>Strategy &amp; Commissioning</b>					
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 30 Nov 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
<b>Enhanced &amp; Preventative</b>					
Multi-Systemic Therapy Standard	364	0	364	182	2-year investment in the MST service (£182k in 2015/16 & 2016/17) to support a transition period whilst the service moves to an external model, offering services to CCC and other organisations on a traded basis.
Family Intervention Project Expansion	366	0	366	0	To increase capacity in Family Intervention Project. Additional FIP workers and Deputy Managers are in post. Funding to be used in 2015/16.
Information Advice and Guidance	320	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	0	To continue funding the MST CAN project (previously DoH funded). Funding to be used in 2015/16.
YOT Remand	223	0	223	223	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
All age Lead Professional	40	0	40	0	Trialing an all age locality lead professional - Appoint 5 and see how they get and how the idea works
<b>Learning</b>					
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 30 Nov 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
<b>Cross Service</b>					
SW recruitment and retention	674	-11	663	240	Reserves funding for 2015/16.
Other Reserves (<£50k)	255	-2	253	0	Other small scale reserves.
<b>Subtotal</b>	<b>7,533</b>	<b>-808</b>	<b>6,726</b>	<b>2,990</b>	
<b>TOTAL REVENUE RESERVE</b>	<b>8,277</b>	<b>-649</b>	<b>7,629</b>	<b>3,087</b>	
<b><u>Capital Reserves</u></b>					
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	2,857	5,631	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	3,930	3,930	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.
<b>TOTAL CAPITAL RESERVE</b>	<b>6,272</b>	<b>10,131</b>	<b>16,403</b>	<b>1,778</b>	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.



## APPENDIX 6 – Capital Expenditure and Funding

### 6.1 Capital Expenditure

2015/16						TOTAL SCHEME	
Original 2015/16 Budget as per BP	Scheme	Revised Budget for 2015/16	Actual Spend (Nov)	Forecast Spend - Outturn (Nov)	Forecast Variance - Outturn (Nov)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	<b>Schools</b>						
27,500	Primary Schools - New Communities	15,657	7,015	15,657	0	95,765	900
32,611	Primary Schools - Demographic Pressures	39,690	26,493	36,459	-3,231	125,450	17,676
1,810	Primary Schools – Adaptations	1,882	1,491	1,882	0	6,541	0
16,000	Secondary Schools - New Communities	16,906	8,778	16,407	-500	114,596	-5,245
9,936	Secondary Schools - Demographic Pressures	8,747	2,685	7,865	-883	113,380	-12,070
0	Final Payments	0	-25	0	0	0	0
250	Building Schools for the Future	363	99	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	121	164	0	0	0
3,400	Condition, Maintenance and Suitability	3,400	4,480	4,081	681	47,457	682
300	Site Acquisition and Development	300	14	300	0	1,870	0
500	Temporary Accommodation	500	1,206	1,500	1,000	8,748	0
0	Youth Service	134	7	134	0	0	0
4,307	Children Support Services	4,607	482	2,233	-2,373	10,636	0
4,614	Adult Social Care	4,706	137	4,022	-684	12,952	0
2,500	CFA Wide	2,500	0	370	-2,130	5,000	-2,000
<b>104,854</b>	<b>Total CFA Capital Spending</b>	<b>101,804</b>	<b>52,985</b>	<b>93,684</b>	<b>-8,119</b>	<b>568,938</b>	<b>-57</b>

### Primary School – Demographic Pressures £3,231k 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).

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 (£365k) due to anticipated timescales not being achieved, it is now expected that only design costs will be incurred 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 £883k 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 (£1,500k) 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 (Nov) £'000	Forecast Funding Variance - Outturn (Nov) £'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	35,921	-7,434
27,352	Prudential Borrowing (Repayable)	29,497	29,497	0
<b>104,853</b>	<b>Total Funding</b>	<b>101,803</b>	<b>93,684</b>	<b>-8,118</b>

The overall position of the Capital Plan for November 2015 is a net increase in prudential borrowing of £1,868k




The overall net impact of the movements within the capital plan, results in an expected £8,119k 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.


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

## APPENDIX 7 – Performance at end of October 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	83.0%	96.0%	94.4%	Oct 15		A	At this time of year in learning always drops due to the number of young people who have completed a one year course and do not wish to continue, registering with the locality teams for support looking for employment and or training. However young people leaving year 12 are still covered by the September Guarantee and teams will be actively promoting opportunities in learning. Performance is above that at this time last year when it was 89% and will improve over the coming months as the Annual Activity Survey is completed and new information about young people's current situation is gathered.
% 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. 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	78.8%	75.0%	80.1%	Oct-15		G	158 Primary schools are judged as good or outstanding by Ofsted covering 36983 pupils. One maintained primary school remains in an Ofsted category and has specific actions plans in place to support their improvement. (Source:Watchsted)

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	45.3%	75.0%	48.4%	Oct-15		<b>R</b>	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 48.4% of pupils against the target of 75%. (Source:Watchsted)
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	86.6%	75.0%	86.6%	Oct-15		<b>G</b>	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		<b>G</b>	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	85.3%	85.0%	85.9%	Oct-15		<b>G</b>	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	55.5%	57.0%	55.3%	Oct-15		<b>A</b>	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 routs 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
<b>BCF</b> 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health		646	565	2014-15		G	This provisional score is calculated using 2nd cut submission data from the SALT return. This new method is different to previous years and as such a direct comparison could be misleading. This indicator is measured annually
The number of looked after children per 10,000 children	Childrens Social Care	43.4	32.8 - 38.5	43.4	Oct-15	➡	R	The number of Looked After Children increased by one to 571 during October 2015. The current target has been set with an upper limit equating to 500 LAC by April 2016. The savings required on the LAC placements budget are significant. Within the LAC Placements Strategy there are a number of 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	22.0%	25.0%	20.8%	Oct-15	⬆	G	Performance in re-referrals to children's social care has improved to just below 21% during October and is now above target again.
% CAFs where outcomes were achieved	Enhanced & Preventative	80.0%	80.0%	79.1%	Oct-15	⬇	A	Performance has dipped just below target in October. 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.

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	510	406	504	Sep-15		R	<p>The Cambridgeshire health and social care system is experiencing a monthly average of 2,591 bed-day delays, which is 24% above the current BCF target ceiling of 2,088. In September there were 2,437 bed-day delays, down 116 from the previous month, 349 above the monthly target.</p> <p>Between October '14 and September '15 there were 33,261 bed day delays across the whole of the Cambridgeshire system - representing a 14% 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 &amp; E departments due to insufficient capacity. Many of the patients are elderly who on average have longer lengths of stay in hospital, which in turns impacts on the hospitals ability to ensure sufficient throughput. Daily conference calls are held between CCC and the hospitals to identify patients who can be discharged safely and quickly.</p> <p>Across this period NHS bed-day delays have increased by 32% from 18,012 (Oct 13 - Sep 14) to 23,718 (Oct 14 - Sep 15), while bed-day delays attributed to Adult Social Care have decreased from 9,512 (Oct 13 - Sep 14) to 7,778 (Oct 14 - Sep 15) an improvement of 18%.</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	124	94	126	Sep-15		R	Between April - Sep '15 there were 3,891 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 126 delays per 100,000 of 18+ population. For the same period the national rate was 100.6 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	1.1%	7.5%	1.4%	Oct-15		R	Performance has improved slightly during October. Though performance is very low at the moment, employment information is collected at a client's annual review so numbers are expected to increase in the second half of the year when most reviews are planned.

## APPENDIX 8 – CFA Portfolio at end of October 2015

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Transforming Lives/Care Act Programme:</b> Claire Bruin	<p>Joint governance arrangements have been established for this with effect from July 2015 and there is a programme of six projects 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. .</p> <p>No key issues.</p>	GREEN
<b>Learning Disability Spend:</b> Claire Bruin	<p>The focus of this project is to address the current overspends and a project plan is in place. This plan is being monitored by the Learning Disability Senior Management Team who consider the impact of the changes on the budget. Work is also underway to consider any policy changes that need to be in place to support the delivery of savings from April 2016.</p> <p>Key issue: Monitoring the project plan to ensure that the changes being implemented are resulting in savings.</p>	AMBER
<b>Building Community Resilience Programme:</b> Sarah Ferguson	<p>This programme will respond to the Council's shifting focus from meeting the needs of individuals to supporting communities and families. The strategy has been approved by the General Purposes Committee. Focus is now on developing and delivering the action plans.</p> <p>No key issues.</p>	GREEN
<b>Older People Service Development Programme:</b> Charlotte Black	<p>Delivering service improvements for Older People following staff transfers from Cambridgeshire Community Services. 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
<b>CFA Strategy for 2016-20:</b> Adrian Loades	<p>Delivering a strategy for the next five years that will respond to the savings that need to be made. Significant work has taken place to translate principles in the strategy into a five year Business Plan for CFA Services.</p> <p>No key issues.</p>	GREEN

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Accelerating Achievement:</b> Keith Grimwade / Meredith Teasdale / Sarah Ferguson	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
<b>LAC Placements Strategy:</b> Meredith Teasdale	The draft strategy is now complete and will be 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.	AMBER
<b>Early Help:</b> Sarah Ferguson	Delivering the implementation of a revised Early Help offer in Cambridgeshire. Work is in progress on the second phase of the Early Help review.  No key issues.	GREEN
<b>Together for Families:</b> Sarah Ferguson	In October, three launch events were held across the county in preparation for the formal launch of Think Family Phase 2 which took place on 19 <sup>th</sup> October 2015. To coincide with the launch, new materials and resources have been developed and made available to support professionals from all agencies working with children, young people, adults and families to more easily work in a Think Family way. This included the launch of a new Family CAF.  No key issues.	GREEN