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Children, Families & Adults Service

Finance and Performance Report – July 2014

1. SUMMARY

1.1 Finance

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

1.2 Performance Indicators – June 2014 Data (see section 4)

Monthly Indicators	Red	Amber	Green	Total
June (No. of indicators)	1	2	6	9

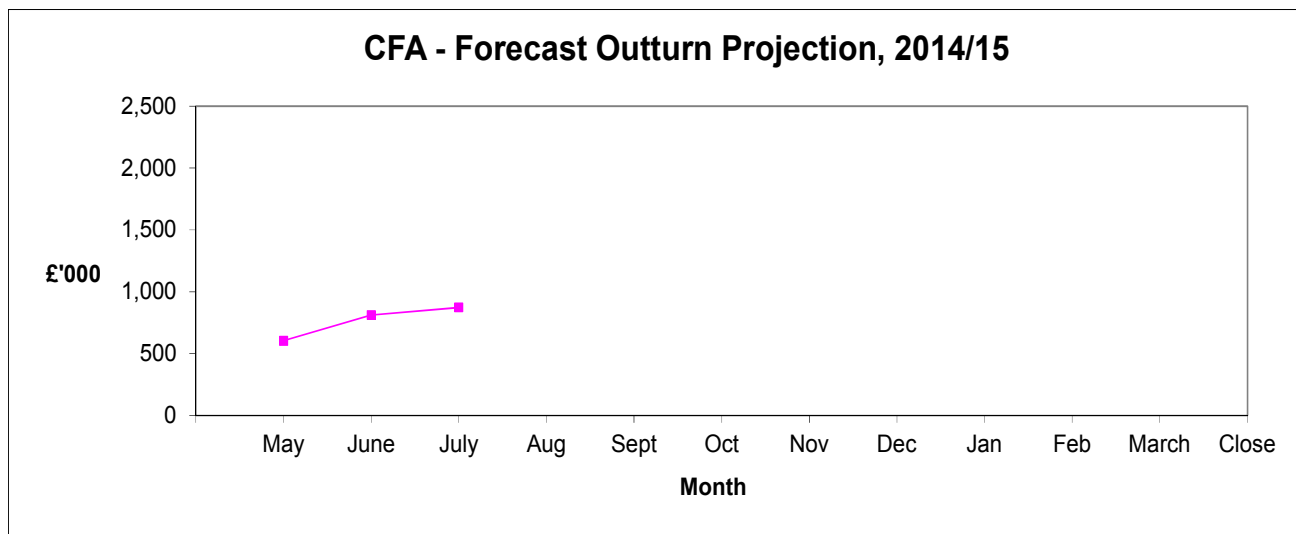
2. INCOME AND EXPENDITURE

2.1 Overall Position

Forecast Variance - Outturn (June) £000	Directorate	Current Budget for 2014/15 £000	Current Variance £000	Current Variance %	Forecast Variance - Outturn (July) £000	Forecast Variance - Outturn (July) %
-276	Adult Social Care	80,206	-164	-0.9%	-307	-0.4%
-1,618	Older People & Adult Mental Health	86,404	-1,012	-3.7%	-1,525	-1.8%
1,397	Children's Social Care	33,818	702	6.5%	1,397	4.1%
500	Strategy & Commissioning	45,442	176	1.1%	500	1.1%
0	Children's Enhanced and Preventative	32,420	-92	-1.0%	0	0.0%
808	Learning	18,518	810	23.5%	808	4.4%
812	Total Expenditure	296,807	420	0.5%	873	0.3%
0	Grant Funding	-43,964	0	0.0%	0	0.0%
812	Total	252,843	420	0.6%	873	0.3%

The service level budgetary control report for July 2014 can be found in [appendix 1](#).

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



2.2 Significant Issues – as reported in June F&PR

Within the June Finance & Performance report (F&PR) the General Purposes Committee was asked to approve transfers from CFA Reserves of £798k to fund the £398k Ordinary Residence pressures within the Learning Disability Pool (LDP) and the estimated £400k pressure in Adult Social Care Practice & Safeguarding relating to the Mental Capacity Act.

The financial forecast assumes these transfers are agreed.

Significant Issues – as reported in July F&PR

At the end of July 2014, CFA is forecasting a year end overspend of £873k.

There has only been a relatively small change in the bottom line position since the June Finance & Performance report. However, the significant issue to note is the risk around the achievement of the Older People's demand management savings. The monthly savings target was met for July although it was not met for previous months. The current forecast for the Older People's Service assumes that the monthly demand management savings target will be achieved for all the remaining months for this financial year. More detail is available in Appendix 1 and Appendix 2.

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

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

2.5 Key Activity Data

The Actual Costs (weekly and annual) for all clients shown below are calculated based on all clients who have received a service, are receiving a service, or we think 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. The Actual Average Weekly Cost of Care and the Annual Cost of Care relates to all clients, not just those in placement at the end of last month.

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

Service Type	BUDGET			ACTUAL (July)			VARIANCE
	Budgeted No. of Placements 2014/15	Budgeted Average Cost of Care (per week)	Annual Budget	Snapshot of No. of Placements at End of July 14	Current Average Cost of Care (per week)	Projected Spend	Net Variance to Budget
Independent Fostering	229	£768.85	£9,155k	237	£793	£9,302k	£146k
Independent Residential	42	£2,600.51	£5,680k	45	£2,714	£6,030k	£350k
Supported Accommodation/Living	33	£424.87	£729k	38	£527	£733k	£4k
In-House Fostering (including placements with relatives or friends)	127	£463.53	£3,061k	122	£473	£3,000k	-61k
In-House Residential	14	£2,196.36	£1,599k	11	£2,795	£1,599k	£0k
Total	445		£20,224k	453		£20,663k	£439k

There are also 11 LAC currently living at home subject to Care Orders and 42 LAC placed for adoption.

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

		BUDGET			ACTUAL (July)			VARIANCE
Service Type		<i>Budgeted No. of Clients 2014/15</i>	<i>Budgeted Average Unit Cost (per week)</i>	<i>Annual Budget</i>	<i>Snapshot of No. of Clients at End of July 14</i>	<i>Current Average Unit Cost (per week)</i>	<i>Projected Spend</i>	<i>Net Variance to Budget</i>
Physical Disability Services	Residential	41	£840.97	£1,793k	43	£757	£1,847k	£54k
	Nursing	23	£751.00	£898k	23	£653	£852k	-£46k
	Community	604	£287.02	£9,015k	607	£259	£8,918k	-£97k
Physical Disability Services Total		668	£337.00	£11,706k	673	£304	£11,617k	-£89k
Learning Disability Services	Residential	295	£1,302.07	£19,974k	289	£1,336	£20,082k	£108k
	Nursing	21	£1,649.23	£1,801k	20	£1,599	£1,663k	-£138k
	Community	1,237	£609.53	£39,207k	1,250	£612	£39,796k	£588k
Learning Disability Service Total		1,553	£755.14	£60,982k	1,559	£759	£61,541k	£558k

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

	BUDGET					ACTUAL (July)					VARIANCE
Service Type	Budgeted No. of clients 2014/15	Budgeted Average Cost (per week)	Gross Annual Budget	Client contributions	Net Annual Budget	Snapshot of No. of Clients at End of July 14	Current Average Cost (per week)	Gross Projected spend	Client contributions	Net Projected spend	Net Variance to Budget
Residential	747	£415.28	£16,137k	-£4,785k	£11,352k	829	£421.64	£16,547k	-£5,903k	£10,644k	-£708k
Nursing	380	£536.02	£10,604k	-£2,888k	£7,716k	419	£558.34	£11,245k	-£2,932k	£8,313k	£597k
Spot Respite	74	£64.01	£246k	-£151k	£95k	130	£61.12	£418k	-£235k	£183k	£87k
Homecare arranged	2,038	£139.82	£14,821k	-£4,053k	£10,767k	2,111	£146.05	£16,033k	-£4,353k	£11,679k	£912k
Direct payments	356	£240.16	£4,447k	-£65k	£4,383k	348	£243.20	£4,530k	-£236k	£4,294k	£-88k
Total	3,596		£46,255k		£34,313k	3,837		£48,772k		£35,113k	£800k

3. BALANCE SHEET

3.1 Reserves

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

3.2 Capital Expenditure and Funding

Expenditure

There have been a number of project cost revisions with a net impact of £175k decrease due to changes to the capital programme since the Business Plan was published. The following changes make up this movement:

Primary Schools – Adaptations

- Increased costs of £60k associated with piling works now required for Hauxton Primary school

Funding

There have also been reductions to the Section 106 expected to be used in 2014-15 due to delays in schemes. This funding will be required in future years.

- £1,297k - Fawcett Primary School reduced costs and rephasing
- £50k - All Saints Primary
- £63k - Hauxton Hall
- £2,500k - Southern Fringe Secondary
- £1,500k - Littleport Secondary and Special

A reduction in the Adult Social Care grant to be used in 2014-15 of £2,666k. This funding will be needed in future years.

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.

One indicator is currently showing as RED:

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

APPENDIX 1 – CFA Service Level Budgetary Control Report

Forecast Variance Outturn (June) £'000	Service		Current Budget for 2014/15 £'000	Expected to end of July £'000	Actual to end of July £'000	Current Variance £'000 %		Forecast Variance Outturn (July) £'000 %	
Adult Social Care Directorate									
0		Strategic Management – ASC	1,936	883	988	105	12%	0	0%
0		Procurement	591	196	206	11	5%	0	0%
-54		ASC Strategy & Transformation	2,365	636	597	-40	-6%	-54	-2%
0	1	ASC Practice & Safeguarding	1,027	65	57	-7	-12%	0	0%
Prevention									
-50		Carers	934	523	429	-94	-18%	-64	-7%
0		Social Fund	748	259	345	86	33%	0	0%
Learning Disability Services									
0		LD Head of Services	1,986	-3,324	-3,482	-158	5%	0	0%
0	2	Ordinary Residence	398	0	0	-0	0%	0	0%
0		City & South Locality	23,536	6,928	6,963	35	1%	0	0%
0		East Cambs & Fenland Locality	18,600	3,822	3,835	13	0%	0	0%
0		Hunts Locality	13,670	2,104	2,111	7	0%	0	0%
Physical Disability Services									
-37		PD Head of Services	1,266	428	326	-101	-24%	-36	-3%
-99	3	Physical Disabilities	12,552	4,420	4,424	4	0%	-111	-1%
-36		Sensory Services	483	161	131	-29	-18%	-42	-9%
0		Carers	94	31	16	-15	-48%	0	0%
0		In House Provider Services	18	1,536	1,556	20	1%	0	0%
-276		Director of Adult Social Care Directorate Total	80,206	18,668	18,505	-164	-1%	-307	0%
Older People & Adult Mental Health Directorate									
-2,175	4	Director of Older People & Adult Mental Health Services	9,642	3,190	3,534	345	11%	-2,060	-21%
90	5	City & South Locality	19,314	6,430	6,641	211	3%	-11	0%
28	5	East Cambs Locality	6,602	2,217	2,108	-109	-5%	-57	-1%
38	5	Fenland Locality	8,664	2,896	2,979	83	3%	-410	-5%
60	5	Hunts Locality	12,959	4,365	4,861	496	11%	556	4%
0	6	Addenbrooke Discharge Planning Team	1,028	342	319	-23	-7%	50	5%
0		Hinchingbrooke Discharge Planning Team	567	184	163	-21	-11%	-11	-2%
200	7	Reablement, Occupational Therapy & Assistive Technology	8,180	2,724	2,707	-17	-1%	400	5%
-60		Integrated Community Equipment Service	2,261	1,085	822	-263	-24%	-60	-3%
Mental Health									
177		Head of Services	4,402	1,506	1,240	-265	-18%	0	0%
0	8	Adult Mental Health	7,249	1,576	643	-933	-59%	-40	-1%
24	5	Older People Mental Health	5,536	768	252	-516	-67%	117	2%
-1,618		Older People & Adult Mental Health Directorate Total	86,404	27,281	26,269	-1,012	-4%	-1,525	-2%

Forecast Variance Outturn (June) £'000	Service		Current Budget for 2014/15 £'000	Expected to end of July £'000	Actual to end of July £'000	Current Variance £'000 %		Forecast Variance Outturn (July) £'000 %	
Children's Social Care Directorate									
697	9	Strategic Management – Children's Social Care	2,456	638	1,219	580	91%	697	28%
0		Head of Social Work	4,405	1,353	1,409	56	4%	0	0%
300	10	Legal Proceedings	1,500	447	407	-40	-9%	300	20%
0		Safeguarding & Standards	936	361	422	61	17%	0	0%
200	11	Children's Social Care Access	3,227	1,075	1,124	48	4%	200	6%
0		Children Looked After	10,193	3,228	3,254	26	1%	0	0%
200	12	Children in Need	5,003	1,699	1,668	-31	-2%	200	4%
0		Disabled Services	6,098	2,000	2,001	1	0%	0	0%
1,397	Children's Social Care Directorate Total		33,818	10,802	11,504	702	6%	1,397	4%
Strategy & Commissioning Directorate									
0		Strategic Management – Strategy & Commissioning	1,159	577	562	-15	-3%	0	0%
0		Information Management & Information Technology	1,128	455	459	5	1%	0	0%
0		Strategy, Performance & Partnerships	1,718	522	501	-21	-4%	0	0%
Commissioning Enhanced Services									
500	13	Looked After Children Placements	17,332	5,092	5,275	183	4%	500	3%
0		Special Educational Needs Placements	8,031	5,029	5,065	36	1%	0	0%
0		Commissioning Services	3,541	970	962	-9	-1%	0	0%
0		Early Years Specialist Support	1,281	327	324	-3	-1%	0	0%
0		Home to School Transport – Special	7,572	2,139	2,177	39	2%	0	0%
Executive Director									
0		Executive Director	869	241	231	-10	-4%	0	0%
0		Central Financing	-130	83	76	-7	-9%	0	0%
0		Teachers' Pensions & Redundancy	2,942	1,093	1,072	-22	-2%	0	0%
500	Strategy & Commissioning Directorate Total		45,442	16,529	16,705	176	1%	500	1%
Children's Enhanced & Preventative Directorate									
0		Strategic Management – Enhanced & Preventative	885	535	546	10	2%	0	0%
0		Children's Centre Strategy	805	208	198	-9	-5%	0	0%
0		Support to Parents	1,947	193	180	-13	-7%	0	0%
0		SEND Specialist Services	5,780	1,776	1,735	-41	-2%	0	0%
0		Safer Communities Partnership	8,967	3,354	3,352	-2	0%	0	0%
Youth Support Services									
0		Youth Offending Service	2,147	66	64	-2	-3%	0	0%
0		Central Integrated Youth Support Services	1,030	215	205	-10	-5%	0	0%
Locality Teams									
0		East Cambs & Fenland Localities	3,720	998	997	-1	0%	0	0%
0		South Cambs & City Localities	4,364	1,185	1,174	-11	-1%	0	0%
0		Huntingdonshire Localities	2,776	762	748	-14	-2%	0	0%
0	Children's Enhanced & Preventative Directorate Total		32,420	9,291	9,198	-92	-1%	0	0%

Forecast Variance Outturn (June) £'000	Service	Current Budget for 2014/15 £'000	Expected to end of July £'000	Actual to end of July £'000	Current Variance £'000 %		Forecast Variance Outturn (July) £'000 %	
Learning Directorate								
0	Strategic Management - Learning	-185	15	165	151	1023%	0	0%
0	Early Years	2,085	708	790	82	12%	0	0%
0	Primary	1,885	417	357	-60	-14%	0	0%
0	Secondary & Special	1,058	370	360	-10	-3%	0	0%
0	Networking & Partnerships	1,637	-1,209	-836	372	-31%	0	0%
0	Integrated Workforce Development Services	1,791	-121	-159	-38	31%	0	0%
0	Catering, Cleaning & Grounds Services	-354	479	534	55	12%	0	0%
Infrastructure								
0	School Organisation & Planning	1,111	151	154	3	2%	0	0%
0	Early Years Infrastructure	396	103	98	-4	-4%	0	0%
0	Buildings & Capital	314	122	114	-8	-7%	0	0%
808	14 Home to School Transport – Mainstream	8,779	2,411	2,679	267	11%	808	9%
808	Learning Directorate Total	18,518	3,446	4,256	810	24%	808	4%
812	Total	296,807	86,018	86,438	420	0%	873	0%
Grant Funding								
0	Financing DSG	-21,563	-7,188	-7,188	0	0%	0	0%
0	Non Baselined Grants	-22,401	-4,155	-4,155	0	0%	0	0%
0	Grant Funding Total	-43,964	-11,342	-11,342	0	0%	0	0%
812	Net Total	252,843	74,675	75,096	420	1%	873	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 2014/15 £'000	Current Variance		Forecast Variance Outturn	
		£'000	%	£'000	%
1) Practice & Safeguarding	1,027	-7	-12%	0	0%
<p>Recent Supreme Court rulings are likely to have significant implications for Local Authority practice in depriving individual liberty under the Mental Capacity Act. As a result of this new case law, a significant increase in the number of best interest and mental health assessments will be required. The earliest indications suggest that the number of requests for best interest assessment has increased six-fold on the previous year.</p> <p>Based on an initial forecast of the numbers of assessments required and associated costs from administrative support and proceedings it is estimated the financial impact on CFA for 2014/15 will be £400k, although this estimate will be closely monitored as it could be higher. It will be challenging for all local authorities to resource appropriately to deliver additional assessments at the same time and it remains uncertain whether the legal position will also be clarified further. There is potential for these costs to recur as the assessment process is undertaken periodically for each individual.</p> <p>Local Authorities are lobbying Central Government to release funding for this pressure under the New Burden agreement. In the meantime it is proposed to ask the General Purposes Committee to approve a transfer from CFA reserves of £400k to fund this pressure and the financial forecast assumes this transfer is agreed.</p>					
2) Ordinary Residence	398	0	0%	0	0%
<p>The Cambridgeshire funding element of the Learning Disability Pool (LDP) is showing an over spend of £398k which is attributable to 8 people living within Cambridgeshire who were previously funded by other Local Authorities. These people meet the definition of being Ordinarily Resident in Cambridgeshire and in accordance with Department of Health guidance is therefore the responsibility of the Council. In 2013/14 CFA received £1.3m of demographic funding to address this potential pressure but because clients were not transferred to the responsibility of CCC in 2013/14 this funding was not required and was identified as a CFA saving in the 2014/15 Business Plan and the risks associated with taking this budget as a saving were made clear. Because responsibility for these 8 clients has transferred to CCC the business plan saving now cannot be fully achieved.</p> <p>The General Purposes Committee is asked to approve a transfer from CFA Reserves of £398k to fund this pressure and the financial forecast assumes this transfer is agreed.</p> <p><u>Actions being taken:</u> This area of expenditure is being closely monitored although there are risks that the number of clients could increase.</p>					
3) Physical Disabilities	12,552	4	0%	-111	-1%

The forecast outturn of £111k underspent is based on the commitment records as at end July 2014 with an assumed reduction for Direct Payment clawbacks. These clawbacks will continue to be monitored throughout the year. The increase in the predicted under spend this month is due to a reduction in committed spend; case closures and the review of ongoing support.

Service	Current Budget for 2014/15 £'000	Current Variance		Forecast Variance Outturn	
		£'000	%	£'000	%
4) Director of Older People & Mental Health	9,642	345	11%	-2,060	-21%
<p>Changes in expected financial position during the final quarter of 2013/14 mean that the Older People & Mental Health directorate began 2014/15 with a one-off over allocation of budget.</p> <p><u>Action being taken:</u> To ensure that budget holders are stretched to achieve planned savings in recurring net expenditure, the additional budget (£2.175m) is held centrally with the Director policy line budget, pending progress against locality savings targets.</p> <p>Adverse changes since last month's forecast are from additional block contract commitments. This is principally from the re-addition of a discharge car contract which has not been discontinued as previously expected.</p>					
5) Older People Mental Health and Locality Teams	53,074	165	1%	195	0%
<p>Responsibility for services to Older People with Mental Health needs has transferred from the Older People's teams to the Mental Health Service. The interface between services is complex, and the full separation of responsibilities and budget is ongoing and not yet fully complete.</p> <p>A management review has identified that a number of clients categorised as receiving a crisis intervention (for which income is not collectable) should be reclassified to service provisions where client contributions are permissible (-£110k). Also, a review of existing packages and commitment records has resulted in a reduction in forecast outturn of £305k. This is partially offset by actual increases in commitment for respite and transport services (+£151k)..</p> <p>Although the service has met its savings target for this month, the improvement is not sufficient to offset the full non-achievement of savings from previous periods. Next month the service will review the financial position and come to a view as to the likelihood of achieving its demand management savings targets across the remaining months of this financial year and reflect this in the forecast outturn position.</p> <p><u>Action being taken:</u> A detailed reconciliation of clients and corresponding budget responsibilities for older People with Mental Health Needs should be completed by the end of August. This will assist line-by-line budget analysis and allow budget holders to clarify where pressures exist.</p> <p>The service continues to target a net 2.7% reduction in the cost of care for the remainder of the year through demand management.</p>					
6) Addenbrooke's Discharge Planning Team	1,028	-23	-7%	50	5%
<p>There is a need to standardise funding responsibilities with the NHS for patients leaving hospital awaiting full continuing healthcare assessments. The £50k overspend on this line reflects a delay in full implementation of revised arrangements.</p> <p><u>Action being taken:</u> Ongoing negotiations suggest that funding responsibilities will be in line with national norms by September.</p>					

Service	Current Budget for 2014/15 £'000	Current Variance		Forecast Variance Outturn	
		£'000	%	£'000	%
7) Reablement, Occupational Therapy & Assistive Technology	8,180	-17	-1%	400	5%
<p>The Council is reviewing double-up home care packages. Through use of equipment, technology and moving & handling techniques the task is to reduce costs whilst improving service user care experience. The target set is to achieve £700k in savings from this project in this financial year; however we currently forecast that a maximum of £300k is achievable in this first year, with the remainder accruing in 2015/16. This leads to a £400k pressure in 2014/15.</p> <p>This is partially offset by a forecast £60k underspend on ICES. The new contract with NRS is already realising efficiencies within the ICES pool. The pool will continue to be monitored closely through the s75 performance meetings and the ICES Commissioning Meeting.</p> <p><u>Action being taken:</u> We are recruiting to the occupational therapist team undertaking this project, so that there is additional capacity to make progress through the caseload.</p> <p>We are ensuring that information is shared within the care system so that the right packages are reviewed at the right time.</p> <p>We are working with specific care providers to ensure that care revisions are implemented once requested.</p>					
8) Adult Mental Health	7,249	-933	-59%	-40	-1%
<p>There are potential new pressures within Adult Mental Health as a result of clients recently presented by other local authorities where this Council is establishing funding duties; and a shortfall in expected savings from the reconfiguration of housing related support that faces Mental Health. These pressures are currently more than offset by anticipated underspends arising from demand management of care packages.</p> <p>The forecast for these budgets remains in the range whereby a small number of (as yet) unforeseen high cost clients could lead to financial volatility.</p> <p><u>Action being taken:</u> Work will progress this month to further quantify the likelihood of financial risk from inbound clients and service reconfiguration savings materialising.</p>					
9) Strategic Management – Children's Social Care	2,456	580	91%	697	28%
<p>The Children's Social Care Director budget is forecasting an over spend of £697k. The directorate has a vacancy savings target of £1.094m which includes an assumption over reducing the use of vacancy staff. Although the directorate is actively managing the staff budgets and use of agency, 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 covered by agency staff (see also notes for Access/Children in Need below), in a planned way until new staff have taken up post.</p> <p><u>Actions being taken:</u></p> <p>We are committed to reducing our agency spend by 50% on 2013/14 figures and have management actions in place which keep spend under continuous review and the reduction in the commitment is built into the forecast.</p>					

Service	Current Budget for 2014/15 £'000	Current Variance		Forecast Variance Outturn	
		£'000	%	£'000	%
10) Legal Proceedings	1,500	-40	-9%	300	20%
<p>The Legal Proceedings budget is forecasting a £300k over spend. This is set against an £668k overspend in 2013/14.</p> <p>The number of Care Proceedings initiated at Children's Allocation Meetings in 2013/14 totalled 122 in the year to March 2014 and a number of them still remain in the system. Whilst court costs remain our biggest expenditure, recent legislation from Central Government means that we can expect a reduction in court issue fees.</p> <p><u>Actions being taken:</u> We are looking at innovative ways of trying to manage this budget by better use of in house knowledge and more direct management of requests for legal advice. Use of expert witnesses, and the associated costs, is also being analysed as we look to develop internal court assessment rather than relying as current on expert witnesses.</p>					
11) Children's Social Care Access	3,227	48	4%	200	6%
<p>The Access budget is forecasting a £200k overspend due to the use of agency staffing. 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. We are making concerted efforts to minimise the dependency on agency and looking at other ways to manage work within the Units despite unprecedented levels of demand. Outside of agency commitments expenditure within the Social Work Units is being managed to budget.</p> <p><u>Actions being taken:</u> Workforce management is reviewed each month at our Improvement Board and we have measures in place to manage the use of agency staff going forward. We are focusing on the recruitment of Consultant Social Workers but good quality agency staff are required in order to manage the work in the interim until appointments can be made.</p>					
12) Children In Need	5,003	-31	-2%	200	4%
<p>The Children in Need budget is forecasting a £200k overspend due to the use of agency staffing. 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. We are making concerted efforts to minimise the dependency on agency and looking at other ways to manage work within the Units despite unprecedented levels of demand. Outside of agency commitments expenditure within the Social Work Units is being managed to budget.</p> <p><u>Actions being taken:</u> Workforce management is reviewed each month at our Improvement Board and we have measures in place to manage the use of agency staff going forward. We are focusing on the recruitment of Consultant Social Workers but good quality agency staff are required in order to manage the work in the interim until appointments can be made.</p>					

Service	Current Budget for 2014/15 £'000	Current Variance		Forecast Variance Outturn	
		£'000	%	£'000	%
13) Looked After Children Placements	17,332	183	4%	500	3%

Overall Looked After Children (LAC) numbers at the end of July 2014, including placements with in-house foster carers and residential homes are 511, up 4 from 1 April 2014 numbers of 507. External LAC placement numbers at the end of July are 284, a rise of 7 from 1 April figures.

Access has been limited for a number of in house foster placements (holidays, ages, mix of needs, on hold etc.) and also for in house residential placements which means that we have been placing more children with external providers, although some costs have been offset by volume discounted placements being realised.

The underlying lack of capacity for in house foster provision has meant we have had to approach independent agencies more frequently to support our children and young people. However, there are 24 people currently being assessed to become in house foster carers and 5 people who are progressing to the assessment stage and this should help address the capacity issue.

The LAC Placements budget is now forecasting an over spend of £500k. This is a reduction of £300k from the position reported at the end of May. Pressure on costs has been seen for some time now but actions have been taken to try to keep spend within budget. External placement numbers exceed those budgeted for and this is likely to continue to be the case for the remainder of the year.

However, preliminary discussions have been held with Health to review contributions to placement costs and a new matrix is being developed to assess the percentage level of contributions. The revised forecast includes an estimate of increased income based on initial analysis of placements with a Health contribution.

Client Group	2014/15 Budgeted Packages	1 Apr 2014 Packages	31 May 2014 Packages	30 June 2014 Packages	31 July 2014 Packages	Variance from Budget
Residential Disability – Children	4	4	4	4	4	-
Child Homes-Secure Accommodation	0	0	0	0	0	-
Child Homes – Educational)	12	13	15	14	13	+1
Child Homes – General	26	27	30	28	28	+2
Parent & Child Assessment)	0	0	0	0	0	-
Supported Accommodation	1	2	2	2	1	-
Supported living 16+	1	1	1	1	1	-
Fostering & Adoption	229	230	222	227	237	+8
TOTAL	273	277	274	276	284	+11

Actions being taken:

The actions in the Placements Strategy have made an impact with overall LAC numbers remaining relatively steady despite child population increasing, although the number of placements increasing over the last few months. For the longer term, service redesign is being influenced significantly by the need to reduce the number of children and young people being looked after.

Service	Current Budget for 2014/15 £'000	Current Variance		Forecast Variance Outturn	
		£'000	%	£'000	%
Looked After Children Placements continued;					
We are monitoring the use of Independent Fostering Agencies (IFAs) and in-house fostering provision through the Fostering Review. It is expected that this work will result in an increased use of in-house provision, and therefore a decreased use of IFAs. Residential figures are being monitored similarly through the Residential Review.					
Improvements are being made in our commitment records, ensuring accurate reconciliations and discounts achieved are reflected throughout the year. The top 50 most expensive placements are reviewed monthly to identify any that can be moved to cheaper placements while continuing to provide for the needs of the child.					
14) Home to School Transport - Mainstream	8,779	267	11%	808	9%
The Mainstream Home to School/College transport budget for 2014/15 is £8.779m. The forecast outturn is spend of £9.587m which would result in an expected overspend of around £808k.					
This outturn figure:					
<ul style="list-style-type: none">• Reflects the new prices for routes which were the subject of a recent e-auction process. The re-tender process only delivered £34k in savings. The assumed level of saving had been in the order of £350k based on experience of re-tendering contracts in 2012/13 and 2013/14.• Takes account of an inflationary uplift of 2.9% on all contracts.• Takes account of a decision to defer proceeding with a proposal to withdraw free transport on the route between Horningsea and Fen Ditton Primary School as a result of the delayed implementation of road safety improvements and with a proposal to withdraw free transport on the route between Babraham and Sawston Village College as a result of a concern raised by the Road Safety Officer, which requires further independent assessment.• Takes account of known commitments and the under spend on the 2013/14 budget of £355k.• Reflects the fact that the under spend achieved in 2013/14 was £345k less than the forecast out turn saving which informed the setting of the 2014/15 budget during business planning.					
<u>Actions being taken:</u>					
A number of actions are being taken to reduce this overspend in-year:					
<ul style="list-style-type: none">• Bringing forward one or more Safer Route Reviews is being considered• A review of post-16 mainstream transport policy is being considered• Work is going ahead with 6th Form Colleges to explore opportunities for sharing costs• Some contracts have been withdrawn and are being re-tendered, although recent experience is that this will yield only small savings• Bus passes are being offered to, and have been accepted by, some Cambridge City parents, instead of taxi rides					

APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £'000
Grants as per Business Plan		
Public Health	DoH	6,953
Better Care Fund	OPMH	10,652
Adoption Reform Grant	DfE	580
Unaccompanied Asylum Seekers	HO – UKBA	200
Troubled Families	DCLG	337
Intensive Evidence Based Programme (Sexualised Behaviour)	DfE	160
YOT Project	YJB	707
Littlehay / Whitemoor Prisons IDTS	IDTS	580
Littlehay / Whitemoor Prisons CARAT	MOJ	1,020
16-18 Bursary Fund	EFA	216
Music Education HUB	Arts Council	604
Non-material grants (+/- £160k)	Various	393
Total Grants 2014/15		22,401

These grants are spread across the CFA directorates as follows:

Directorate	Grant Total £'000
Adult Social Care	404
Older People	10,754
Children's Social Care	850
Strategy & Commissioning	111
Enhanced & Preventative Services	9,042
Learning	1,239
TOTAL	22,401

APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
Budget as per Business Plan	251,616	
Strategy & Commissioning – Strategic Management	429	Healthwatch funding
ASC Practice & Safeguarding	400	Reserves funding relating to the Mental Capacity Act
Ordinary Residence	398	Reserves funding within Learning Disability Pool
Non-material virements (+/- £160k)	0	
Current Budget 2014/15	252,843	

APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2014	2014/15		Forecast Balance at 31 March 2015	Notes
		Movements in 2014/15	Balance at 31 July 14		
	£'000	£'000	£'000	£'000	
<u>General Reserve</u>					
CFA carry-forward	6,760	-8	6,752	5,081	Forecast over spend of £873k offset against reserves, along with request to General Purposes Committee to approve transfers of £400k to Adult Social Care Practice & Safeguarding budget following Mental Capacity Act and £398k for Ordinary Residence.
subtotal	6,760	-8	6,752	5,081	
<u>Equipment Reserves</u>					
ICT Equipment Replacement Reserve	453	0	453	70	Ed ICT plan to replace major infrastructure in 2014/15 and need to build up reserve to £500k across the preceding years
IT for Looked After Children	234	0	234	73	Replacement reserve for IT for Looked After Children. Laptops to be replaced in 2014/15.
subtotal	687	0	687	143	
<u>Other Earmarked Funds</u>					
Disabled Facilities	200	0	200	110	Funding for grants for disabled children for adaptations to family homes.
Commissioning New School for Children with Autism	470	-470	0	0	Provision now established and full to capacity. Loan not used and repaid in 2014/15.
Flexible Shared Care Resource	536	0	536	364	Provision opened May 2014.
Other Reserves (<£50k)	37	-30	7	0	Other small scale reserves.
Adaptions to Respite Carer homes	46	-10	36	26	Committed for adaptations to respite carer homes.
Family Intervention Project Expansion	520	0	520	336	To increase capacity in Family Intervention Project. Additional FIP workers and Deputy Managers were recruited from October 2012. Funding to be used flexibly across 2014/15.
MST Child Abuse & Neglect	375	0	375	307	To increase capacity in Family Intervention Project. Additional FIP workers and Deputy Managers are in post. Funding to be used flexibly across 2014/15 to 2015/16.
Art Collection Restoration Fund / Cambridgeshire Culture	174	0	174	83	Fund to support cultural activities within the county and the maintenance and development of the Art Collection.
Home to School Equalisation	-2	167	165	165	Reserve to even out the number of school days per year.
Building Schools for the Future	603	0	603	493	Funding allocated to cover full programme and associated risks. Projected £110k ICT risk.
YOT Remand	250	0	250	250	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
subtotal	3,209	-343	2,866	2,134	
SUB TOTAL	10,656	-351	10,305	7,358	

Fund Description	Balance at 31 March 2014	2014/15		Forecast Balance at 31 March 2015	Notes
		Movements in 2014/15	Balance at 31 July 14		
	£'000	£'000	£'000	£'000	
Capital Reserves					
Building Schools for the Future	427	0	427	0	Building Schools for Future - c/fwd to be used to spent on ICT capital programme as per Business Planning 14/15 Further receipts anticipated in respect of the targeted basic need and standard basic need but entire funding anticipated to be spent. The Capital Maintenance allocation received in 2014-15 will be spent in full. This is the Universal Infant Free School Meal Grant- anticipate spending by year end At present anticipated spend of £333k from reserves. Current year grant of £1.25m expected to be spent in full.
Basic Need	654	4,918	5,572	0	
Capital Maintenance	0	2,098	2,098	0	
Other Children Capital Reserves	0	1,557	1,557	0	
Other Adult Capital Reserves	3,099	0	3,099	2,766	
subtotal	4,180	8,573	12,753	2,766	
TOTAL	14,836	8,222	23,058	10,124	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

2014/15						TOTAL SCHEME	
Original 2014/15 Budget as per BP £'000	Scheme	Revised Budget for 2014/15 £'000	Actual Spend (July) £'000	Forecast Spend - Outturn (July) £'000	Forecast Variance - Outturn (July) £'000	Total Scheme Revised Budget £'000	Total Scheme Forecast Variance £'000
	Schools						
6,200	Primary Schools - New Communities	5,352	285	3,752	-1,600	79,190	0
30,170	Primary Schools - Demographic Pressures	29,992	2,693	29,873	-119	87,920	-235
1,800	Primary Schools – Adaptations	1,600	31	1,250	-350	5,260	60
14,500	Secondary Schools - New Communities	12,676	4	9,100	-3,576	111,471	0
6,750	Secondary Schools - Demographic Pressures	9,318	1,032	4,418	-4,900	66,350	0
1,773	Schools - Scheme Final Payments	2,026	-363	1,928	-98	105,112	0
323	Building Schools for the Future	323	29	323	0	9,985	0
1,068	Devolved Formula Capital	2,740	60	2,740	0	9,475	0
0	Universal Infant Free School Meals	1,289	339	1,289	0	1,289	0
4,900	Condition, Maintenance and Suitability	4,900	1,391	5,650	750	31,204	0
300	Site Acquisition and Development	300	1	300	0	1,847	0
1,000	Temporary Accommodation	1,000	600	1,300	300	4,964	0
413	Short Breaks (Disabled Children) & Social Care Minor Works	25	29	53	28	770	0
0	Youth Service	223	27	223	0	0	0
3,170	Children Support Services	3,729	142	3,605	-124	9,790	0
4,042	Adult Social Care	4,274	577	1,608	-2,666	4,292	0
76,409	Total CFA Capital Spending	79,767	6,875	67,412	-12,355	528,920	-175

Primary Schools – New Communities £1,600k underspend

This is entirely due to Northstowe as the start on site has been put back to January 2015 from November 2014; the school is now not required to open until late 2015 when the first houses on the development will be ready for occupation. The overall cost of the project will be unchanged.

Primary School Demographic Pressures £119k underspend

Is comprised of the following:

Slippage and accelerated progress £238k overspend

A net overspend of £238k is due to slippage on Isle of Ely Primary £133k, Orchards Primary £207k, All Saints Primary (March) £50k and Swavesey Primary £47k. This is balanced against changes to the expenditure profiles for Kings Hedges Primary £330k,

St Neots (Loves Farm) £71k and Fulbourn Primary School £273k where expenditure previously anticipated as falling in 2015/16 will now be spent in 2014/15.

Revisions in costs net £360k underspend

The overall costs of the expansion at Fawcett Primary have been reduced by £600k due to the MS4 tender being agreed more favourably than originally expected. Cavalry Primary must now include £240k re-roofing works (consequential improvements).

Primary School Adaptations £350k underspend

This underspend is principally due to a delay in return of the tenders for the planned expansion of Hauxton Primary School. The proposed start date on site is now October 2014 in lieu of August with a completion date of June 2015. Some cost increases of c£60k are anticipated now due to piling and on costs, these will be taken account of in 2015/16 business plan. Small slippage on Morley Memorial of £50k, but overall project costs remain unchanged.

Secondary Schools - New Communities £3,576k underspend

Construction works have not begun on the site of the Southern Fringe Secondary yet accounting for £3.5m of the under spend; the project is still due to complete in October 2015, instead of September 2015. The delay is due to contamination testing of imported fill, resulting in environmental pre-commencement planning conditions that have yet to be discharged.

Secondary Schools – Demographic £4,900k underspend

City of Ely College will not be carrying out the works envisaged in the Business Plan this year and so accounts for £1,530k of this underspend. The scope of the scheme has changed following a decision by the Education Funding Agency (EFA) to turn down the school's application for funding for an element of the work. At this stage there is no proposal to change to the level of investment in the school. However, the programme will be reviewed in the 2015/16 business plan.

Littleport Secondary is projecting a £3.3m forecast underspend in 2014/15, primarily due to a delay in acquiring the land the school will be built on. The start on site date has consequently slipped from summer to autumn 2015.

Projected expenditure on North Cambridgeshire Secondary in 2014/15 is anticipated to be slow increasing the overall underspend for the year by £70k.

Swavesey VC scheme has been accelerated and the school has provided details of work. This project is funded significantly by Targeted Basic Need funding. The funding has been advanced to offset the acceleration and therefore has no impact on prudential borrowing.

Condition, Maintenance and Suitability £750k overspend

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

Temporary Accommodation £300k overspend

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

Children's Support Services £124k underspend

The timings of projects related to Early Years basic need placements are now beginning to be known with greater certainty and so costs previously anticipated for 2014/15 will now be incurred in 2015/16. Projects envisaged for later years, will however, be brought forward into 2015/16 in the Business Planning process.

Adult Social Care £2,666k underspend




The ASC capital programme for 2014/15 totals £4.3m, the current forecast underspend is £2.6m. This relates to unallocated grant funding which will be required in 2015-16. Plans are being discussed and developed to ensure the sustainability of future ASC capital investments which will be incorporated in 2015-16 business planning.




Capital Funding



2014/15				
Original 2014/15 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2014/15 £'000	Forecast Spend - Outturn (July) £'000	Forecast Funding Variance - Outturn (July) £'000
15,249	Basic Need	16,592	16,592	0
6,294	Capital maintenance	6,294	6,294	0
1,068	Devolved Formula Capital	2,740	2,740	0
0	Universal Infant Free School meals	1,289	1,289	0
388	Short breaks	0	0	0
4,042	Adult specific Grants	4,274	1,608	-2,666
17,123	S106 contributions	11,885	6,475	-5,410
0	BSF -PFS only	426	373	-53
0	BSF - capital receipts	0	0	0
27,645	Prudential Borrowing	34,067	29,841	-4,226
4,600	Prudential Borrowing (Repayable)	2,200	2,200	0
76,408	Total Funding	79,767	67,412	-12,355

The overall net impact of the movements within the capital plan, results in an expected £12.4m underspend. £5,410k is S106 funding requirements; £2,666k is Adult Social Care Grant. Both of these elements are required for to be carried forward into future years. In year Prudential Borrowing underspend of £4,226k.

APPENDIX 7 – Performance at end of June 2014

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
% year 12 in learning	Enhanced & Preventative	94.0%	95.8%	93.4%	Jun-14		A	We have improved our performance from this time last year when in learning was 93%. However we still have work to do to improve participation for this cohort. The year 12 early leaver survey has been delivered to the majority of year 12s who have dropped out from learning (currently over 200 young people) and the results have been fed back to schools and colleges to help with planning and support for transition. Current year 11s who have been identified as at risk of non-participation have received and continue to receive support to assist with the transition process utilising additional capacity offered via the youth contract.
The proportion pupils attending Cambridgeshire schools judged good or outstanding by Ofsted	Learning	63.1%	75.0%	64.6%	Jun-14		R	The rise in the proportion of pupils attending Cambridgeshire schools judged good or outstanding by Ofsted has been adversely affected by a number of the county's largest secondary academies slipping from 'good' to 'requires improvement'.
1C PART 1 local - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	91.1%	95.0%	89.8%	Jun-14		A	Performance is improving, and is within target tolerance. Performance in June 2013 was 77.2% meaning performance has improved by 12.6% - showing that the personalisation agenda is imbedded within the social care process.
RBT4 - The proportion of new OP users requiring no further service at end of re-ablement phase	Older People & Mental Health	57.0%	55.0%	58.0%	Jun-14		G	Above target

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	151	646	161	Jun-14		G	Admission rates are slowing and are lower than the previous financial year. As of June 2014, there have been 172 new permanent admissions made (113 to residential care, 59 to nursing care). In the same period in the previous financial year there had been 184 new permanent admissions made (100 to residential care and 84 to nursing). This is a demand led measure however, and while efforts will continue to reduce admission rates, this remains an appropriate service for people with high and complex needs.
The number of looked after children per 10,000 children	Children's Social Care	38.1	31.3 to 38.4	38.2	Jun-14		G	The number of Looked After Children has increased to 492 during Jun 14.
% children whose referral to social care occurred within 12 months of a previous referral	Children's Social Care	18.5%	25.0%	19.2%	Jun-14		G	Whilst the number of re-referrals has risen slightly during June, we are still well below our target.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
% CAFs where outcomes were achieved	Enhanced & Preventative	80.4%	80.0%	81.8%	Jun-14		G	The CAF team have been focusing on improving the quality of CAF data over the past six months, and this can be seen reflected in a slight dip in the overall performance indicator since August 2013, though performance has improved slightly since January. The focus has been on the closure of cases that have been open over two years, where there is no longer a need for a CAF, where the CAF has been completed and outcomes are achieved, or where the family have disengaged. This can be seen evidenced in the increase in numbers of cases that have an outcome reason of 'family disengaged' or 'other'. While this has led to a slight fall in performance against the above indicator, data quality has been improved substantially meaning that our picture of outcomes for children that have a CAF and who are taking an active part in the CAF process is more accurate. From 2014/15, a new performance and quality framework will be implemented across the broad range of organisations and professionals that use the CAF process, with a view to providing wider and more useful management information and intelligence on the CAF process.
BCF DTOC2 - Reduced proportion of Delayed Transfers of care from hospital, per 100,000 of population (aged 18+): April - December 2014	Older People & Mental Health	368	438	377	May-14		G	<p>The Cambridgeshire health and social care system is experiencing a monthly average of 1,900 bed-day delays, which is 15% below the current BCF target ceiling of 2,232.</p> <p>As at the end of May 2013 there were 5,569 validated bed-day delays. As of the end of May 2014 there were 3,800 - representing an improvement of 32%.</p> <p>This remains a challenging, whole system measure and is reliant on both health and social care commissioners and providers to work together to meet target. For context, only 26% of validated acute</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
								bed-day delays are attributed to adult social care.