

COMMUNITIES AND PARTNERSHIP COMMITTEE



Date: Tuesday, 17 April 2018

Democratic and Members' Services

Quentin Baker

LGSS Director: Law and Governance

10:00hr

Shire Hall

Castle Hill

Cambridge

CB3 0AP

**Kreis Viersen Room
Shire Hall, Castle Hill, Cambridge, CB3 0AP**

AGENDA

Open to Public and Press

- 1. Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/ccc-conduct-code>
- 2. Petitions and Public Questions**
- 3. Minutes 15th February 2018 - Communities and Partnership Committee** **5 - 14**
DECISIONS
- 4. Cambridgeshire Adult Learning and Skills Service** **15 - 36**
- 5. Communities and Partnership Committee Delivery Plan** **37 - 52**

INFORMATION AND MONITORING

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9.	Oral Updates from Area Champions	
10.	Date of Next Meeting - 31st May 2018	

The Communities and Partnership Committee comprises the following members:

Councillor Steve Criswell (Chairman) Councillor Kevin Cuffley (Vice-Chairman)

Councillor Adela Costello Councillor Lorna Dupre Councillor Lis Every Councillor Lina Joseph Councillor Ian Manning Councillor Elisa Meschini Councillor Simone Taylor and Councillor Steven Tierney

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

Clerk Name: Rob Sanderson

Clerk Telephone: 01223 699181

Clerk Email: rob.sanderson@cambridgeshire.gov.uk

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Council and political Group Leaders which can be accessed via the following link or made available on request: <http://tinyurl.com/ccc-film-record>.

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COMMUNITIES AND PARTNERSHIP COMMITTEE: MINUTES

Date: Thursday, 15th February 2018

Time: 2.00 p.m. to 3.00 p.m.

Present: Councillors: A Costello, S Criswell (Chairman), K Cuffley (Vice-Chairman), L Every, J Gowing (substituting for Cllr Tierney), L Joseph and I Manning

Apologies: Councillors: L Dupre, S Taylor and S Tierney

40. DECLARATIONS OF INTEREST

None.

41. MINUTES 21st DECEMBER 2017

The minutes of the meeting held on 21st December 2017 were agreed as a correct record and signed by the Chairman.

In respect of the action under Minute 33 'Innovate and Cultivate Fund Recommended Applications', the Members of the Committee with secure County Council e-mail addresses had been sent on 13th February confidential details of the unsuccessful applicants from the December Recommendation Panel as previously requested. (Officers were following up whether those without County Council e-mail addresses wished to receive the information in a different format)

Regarding the Adults Skills Report originally scheduled for the current meeting, this had been rescheduled for the April Committee meeting. This was due to the Committee's revised terms of reference, which included formally transferring this work area from Economy and Environment Committee's current remit, requiring to be agreed by both Constitution and Ethics Committee and the next ordinary full Council meeting, with the latter not meeting until March.

42. CAMBRIDGESHIRE COUNTY COUNCIL APPROACH TO CONSULTATION ON THE BUSINESS PLAN

This Committee on the 26th October 2017 agreed the approach on the consultation on the Business Plan proposals for 2018/19. This follow up report summarised the final findings of that consultation exercise.

The consultation involved two stages:

- Stage 1 – focus groups, to take a deep look at issues residents considered important in relation to how the County Council approached business planning.
- Stage 2 – a representative household survey and open web survey on draft business plan proposals and options for council tax.

From the focus groups there was positive feedback regarding measures for prevention over the long term, and for building resilience through the use of measures such as the Innovate and Cultivate Fund. Participants had rejected selling land for revenue generation, preferring retention for income generation. They were also against a Council Tax increase, while highlighting the need for greater communication on where it was spent and why services seemed to be decreasing. The focus groups could not agree on which Business Planning measure should be prioritised.

Regarding the household survey on the question “on average per month, how many hours they spend giving unpaid help to groups, clubs, or organisations in their community” 16% of residents indicated that they provided unpaid help and support; of which almost two fifths (38%) provided on average 5 hours or less per month, with the detail as set out in the report. This was considered likely to be on the low side. Significantly fewer residents in Fenland and East Cambridgeshire were willing to provide unpaid time compared to other districts and fewer residents aged 65-84 were willing / able to provide additional unpaid time compared to other age groups, particularly those in the 25-44 and 55-64 age groups. What was clear was a great deal of volunteering work depended on a few individuals who volunteered up to 60 hours a week.

It was highlighted that those engaged in voluntary work were often more likely to support Council tax rises and valued council provided services, having more awareness of what they involved. Those in the younger age ranges had less contact with Councils and therefore often did not see, or appreciate their benefits. People were very supportive of the NHS and Adult Services, being services they had a better understanding of and recognising the benefits they provided.

In discussion

- With reference to map 1 on page 29 of the agenda, one Member queried the reasons for the lower number of people taking part in the consultation from Fenland (15%) and East Cambridgeshire (13%) compared to other parts of the County (Huntingdonshire 27%, Cambridge 21% and South Cambridgeshire 23%). It was explained that this was by design, as it represented their population share of the County, to ensure a representative sample was sought.
- In respect of future policy challenge, one Member raised ‘Gamification’ (*note: the application of game-design elements and game principles in non-game contexts ... to encourage engagement with a product or service*) as an approach that could help establish methodology, whereby Members could be involved in suggesting ideas for inclusion in computer gaming generation scenarios to help people visualise the impact of different budget proposals. The Committee supported this as an option to help increase community participation and asked that it be further investigated by the lead officer. **Action: Mike Soper.**
- The need to review the length of the Council Tax question and in future, look to providing background comparative information on previous years’ Council Tax details.

It was resolved unanimously:

- a) To note the findings.
- b) To receive a report on the proposed consultation approach for the next Business Plan at either the June or July Committee meeting.

43. INNOVATE AND CULTIVATE FUND RECOMMENDED APPLICATIONS

This report set out both the details of the Innovate and Cultivate Fund created to support projects and ideas to help address the needs of local residents, and the recommendations from the January Innovate and Cultivate Fund (ICF) Recommendation Panel who had reviewed the applications received.

The report reminded the Committee of the following two funding streams:

- **Cultivate:** small grants of £2,000-£10,000 aimed at encouraging local networks where people help themselves and each other. This was a single stage application process, with applications recommended by the Panel to Committee to confirm the recommended award.

- **Innovate:** larger grants of up to £50,000, for larger projects that demonstrated an innovative approach within one of the seven key priorities for Cambridgeshire. This was a two-stage application process and those recommended by the Panel at the end of the second stage were placed before the Committee to confirm the recommended award.

A total of eight completed applications for the Cultivate Fund had been received in the current round, along with five second stage applications for the Innovate Fund. Each application had been considered in full by the Recommendation Panel on 30th January 2018 with reference to the agreed criteria. A summary of each of the recommended Cultivate Fund applications was detailed in Appendix One to the report.

In discussion one of the Panel Members noted that there was no reference in the report to those applications not being recommended for approval, making the point that a member of the public would be unclear to what the process was for unsuccessful applications. It was clarified orally that the administrators of the Fund, Cambridgeshire Community Foundation, always wrote to unsuccessful applicants with the outcomes of the application review and an explanation of where they did not meet the qualifying criteria. The lead officer agreed that future reports would make reference to the process for notifying unsuccessful applicants. **Action: Elaine Matthews**

It was resolved unanimously to:

confirm agreement to fund through the Innovate and Cultivate Fund the following:

Four applications from the Cultivate Fund:

- Godmanchester Town Council: Godmanchester Timebank - £5,426
- South Cambridgeshire District Council: Through the Door project - £10,000
- Stretham Youth Club: 3159 Young At Heart - £4290

- The Cambridgeshire Police Shrievally Trust: Supporting Vulnerable Families & Children - £10,000

Four applications from the Innovate Fund

- Age UK Cambridgeshire & Peterborough: Friendship Clubs - £32,740
- Care Network Cambridgeshire: Connected Communities £49,475
- Cambridgeshire Deaf Association: Volunteer Manager £50,000
- The Resilience Group (Blue Smile, CFMS & Relate Cambridge): Stronger Families – Building Resilience £31,055

44. COMMUNITY RESILIENCE STRATEGY

This report provided the Committee with an update on Cambridgeshire County Council's Community Resilience Strategy, 'Stronger Together (2015 – 2017)' that had created a framework for building community resilience within which decisions and actions could be taken across the whole of the Council. It supported a fundamental shift of emphasis - from a focus on need and service provision, to a focus on mobilising the energies and strengths within communities with an emphasis on behaviour change and making people think differently.

A report on delivery against the framework was received by Committee in July 2017 and the current report updated and summarised the significant achievements during the lifetime of the Strategy against the following six key areas.

- People helping people.
- Communication
- Council Members
- Our workforce
- Community spaces
- Partnerships.

Building community capacity was now a shared goal across the public sector. In addition to often delivering better outcomes, it was also an underpinning driver to manage demand into more costly services. While many public sector and voluntary organisations were already supporting community based work, more could be undertaken through aligning planning and resources at a local and Countywide level. The Cambridgeshire and Peterborough Senior Officers Communities Network had already created a forum where this activity could be understood and shared across partners, and where activity could be commissioned and delivered to best meet need.

It was highlighted that discussions at the Communities Network, had indicated a willingness to develop a new, joint Cambridgeshire and Peterborough Community Resilience Strategy with the opportunity to involve other public sector partners, and could help provide one voice for the public sector. This was to be discussed at the next meeting of the Communities Network and subject to the proposal being supported across the wider Partnership, the Committee was asked to support the development of a revised, joint Community Strategy for Cambridgeshire and Peterborough.

With reference to the achievements under paragraph 2.2 titled 'Communication', Councillor Manning asked to be given more details of activities undertaken through the Communities Highways Volunteering Scheme, of which an example provided at the meeting was volunteers undertaking civic pride activities such as cleaning road signs which could not be a priority for the Council at a time of stretched resources. **Action: Elaine Matthews to follow up outside of the meeting.**

Having discussed the report contents,

It was resolved unanimously to:

- a) Note the achievements of the existing Community Resilience Strategy.
- b) Support the development of a revised and shared Strategy between Cambridgeshire and Peterborough.

45. WHITE RIBBON CAMPAIGN (WRC)

This report provided the Committee with an update on progress in seeking White Ribbon Accreditation for Cambridgeshire County Council, the mission statement being to end male violence against women and girls, men and boys. To wear a White Ribbon was to pledge never to commit, excuse or remain silent about male violence. The message to men being to practice tolerance, respect and kindness, and to stand up against male violence, bullying and sexism in all forms. The ethos of the campaign being that men need to join women and women's organisations in taking action to end the problem of men's violence against women and girls (and other men and boys).

In seeking to gain accreditation by the autumn, the Council was committing to implement the White Ribbon action plan (included as an appendix to the report which was a national template adapted to Cambridgeshire's identified priorities). This was to be overseen by the White Ribbon Implementation Group chaired by Cllr Kevin Cuffley the County Council's Community Safety Champion. The intention was for a further update on progress on the Plan to be brought back to Committee in September prior to its accreditation submission.

It was highlighted that at the time of the report preparation the White Ribbon Implementation Group had:

- Appointed a senior officer responsible for leading activities and liaising with WRC UK
- Agreed the role the Member Ambassadors against Domestic Abuse and Sexual Violence (DASV) would play on behalf of the Local Authority
- Set up system to monitor progress of action plan and report back to WRC
- Implemented a revised domestic abuse policy for staff.

The focus for the next six months would be:

- Recruiting and training four Ambassadors
- developing the role of Community Champions to ensure they were able to increase awareness and understand what was available for those suffering from domestic abuse and sexual violence.
- To embedding the Domestic Abuse Policy within the Human Resource Team and ensuring managers were aware of the Policy.

In discussion on the Action Plan issues raised included:

- page 83 – reading “Ensure the local authority commissions education programmes about domestic abuse that are directed towards boys within PHSE curriculum” two members challenged why this only specified boys, as it was also important to ensure that education programmes should highlight to girls what should be considered appropriate conduct, to ensure that they were able to manage relationships and were not pressured into undertaking activities against their will, or behave in a certain way to be accepted or to be popular.
- Page 84 Ambassadors and advocates – clarification was sought regarding whether these were staff ambassadors or member ambassadors. In response it was explained that the proposal was to look for four ambassadors from outside the Council in high profile public positions to be role models. As a result recruitment was being sought from areas as the entertainment / sport sectors, to ensure they had wide appeal.
- Page 85 – Communication Strategy – One Member suggested that there was no information shown regarding working with partners / providers on commissioning safe refuges for women. In response, attention was drawn to page 82 under the title ‘Domestic Abuse Strategy’ reading “Ensure there is a commissioning strategy in place that provides adequate housing and community support services for women and children experiencing / fleeing domestic violence”. It was agreed that the wording of this could be made more explicit. **ACTION:**
Sarah Ferguson
- Page 86 under 6. Additional Actions reading ‘Work towards setting a zero limit on sex encounter venues (Lap dancing)’ - there was a request for clarification of what this meant and whether it was enforceable in law, as well as how it would be enforceable where such clubs were already in place. The explanation was that the intention would be to work with district partners to look at adopting policies that made it clear that establishments such as strip clubs and lap dancing clubs were not welcome in the County, with the assumption that they would not be approved, or if this was not permissible under legislation, that they should be restricted to one area. The Vice Chairman further explained the reasoning being that such clubs led to sexual exploitation, which was a form of abuse and in some cases was shown to lead on to prostitution. The aim was to

seek better regulation on licencing to ensure policies were in place to safeguard employees and to ensure they were not being forced into activities against their will. **It was agreed that the section should be reworded for clarity. Sarah Ferguson**

- Regarding the above, one Member suggested that the best way to safeguard employees was for a strict code of conduct, so that customers were made fully aware of what constituted inappropriate conduct. If there had been something similar in place at the Presidents Club, the unsavoury episodes reported recently in the press would not have happened, as those undertaking inappropriate behaviour would have been ejected by security. His view was that the Council should also look to reviewing some of the top shelf magazines available in shops which was easier to access and some of which contained very worrying content.
- Councillor Manning in thanking officers for refreshing the HR Policy requested that he was provided with details **Action: Adrian Chapman / Sarah Ferguson**
- One Member made the point to ensure that the action plan was not excluding the transgender community.

It was resolved unanimously:

- a) To provide Member support to the White Ribbon Campaign.
- b) To make clarification changes to the Action Plan as suggested at the meeting.

46. COMMUNITIES AND PARTNERSHIP WORKSHOP AND TRAINING PLAN

Having commented,

It was resolved

To agree the training plan and forthcoming workshops with the following changes:

15th March workshop – delete ‘Targeted Youth’ and have a new opening half hour slot ‘Draft Delivery Plan for Committee’ presenter - Adrian Chapman

The above changes would allow a longer slot for libraries – title to be changed to ‘New Vision for Libraries’ the session to expand on the vision agreed at Highways and Community Infrastructure Committee on Tuesday with Area Champions and the Committee to be invited to consider how the vision could be supported and to help identify local partners to help facilitate it and support the priority areas within the Committee’s remit.

April afternoon workshop - The invite to be extended to all Members of the Council.

47. COMMITTEE AGENDA PLAN

It was highlighted that going forward the Plan would be further populated, especially following consideration of the Draft Delivery Plan for the Committee report due to be considered at the March workshop and April Committee meeting.

It was resolved:

- a) To formally approve that the 15th March reserve Committee date be cancelled as a public committee meeting to be replaced by a Member training workshop.
- b) To note the published Committee Agenda Plan with the following additions orally reported at the meeting:
 - 17th April – add 'Draft Delivery Plan for the Committee Work Programme' Report lead Adrian Chapman
 - 27th September – add 'White Ribbon Accreditation Decision Report' – Report lead Sarah Ferguson

Note: the Revised Community Resilience Strategy report currently included for the April Committee meeting was likely to need to move to a later meeting slot.

48. ORAL UPDATES FROM AREA CHAMPIONS

The Committee noted brief oral updates provided by the following Councillors:

Councillor Every

Who briefly outlined work being undertaken with other Councillors and on projects including:

- the restructuring of the Community Safety Partnership,
- the Youth Strategy Board
- the Skills Agenda.

Councillor Every also highlighted that she had recently been made aware of an exciting new voluntary group seeking to encourage and support additional volunteers, the details of which she would be sharing with officers outside of the meeting.

Councillor Joseph

Indicated that she had attended a number of meetings with partners to help push forward the Committee's change agenda.

Councillor Costello

Indicated that she had attended a considerable number of meetings to learn about what was already established and to discuss opportunities for the future. She was currently working with various partners to introduce an innovative project initiated in South East Cambridge to provide toiletries for both young males and females. She was also undertaking various activities to help publicise the Committee's Vision.

49. DATE OF NEXT MEETING – 10 A.M. 17th APRIL 2018

Having now agreed to cancel the formal March Committee meeting and to hold a member workshop in its place, it was clarified that the above April meeting would be the next formal Committee meeting open to the public, rather than the 31ST May Committee meeting, as incorrectly stated on the agenda. *(Note: The latter meeting was also still currently scheduled to take place)*

Chairman
17th April 2018

CAMBRIDGESHIRE ADULT LEARNING AND SKILLS SERVICE

To: **Communities and Partnerships Committee**

Meeting Date: **17 April 2018**

From: **Adrian Chapman, Service Director Communities and Safety**
Pat Carrington, Assistant Director Skills and Employment

Electoral division(s): **All**

Forward Plan ref: **N/A** *Key decision:* **No**

Purpose: This report serves to describe the landscape within which the Cambridgeshire County Council Adult Learning and Skills Service operates, and to establish its function within an interim skills strategy for Peterborough and Cambridgeshire.

Recommendation: The Committee is asked to:

- a) Review and comment on the report.
- b) To consider and approve the adoption of the Skills Blueprint attached as Appendix 1 as an interim skills strategy for Cambridgeshire.
- c) To consider and approve further work to be carried out by officers to explore alternative delivery arrangements for the Adult Learning and Skills Service, and to receive a report on this work at the July 2018 Committee meeting

<i>Officer contact:</i>	<i>Member contacts:</i>
Name: Adrian Chapman Post: Service Director: Communities and Safety Email: Adrian.Chapman@cambridgeshire.gov.uk Tel: 07920 160441 or 01733 863887	Names: Councillor Criswell Post: Chairman Email: Steve.criswell@cambridgeshire.gov.uk Tel: 01223 706398

1.	BACKGROUND
1.1	The Communities and Partnerships Committee is now responsible for the Cambridgeshire Adult Learning and Skills Service (CALSS) following recent changes agreed at Full Council. Adult learning and skills provision plays a significant part in supporting communities and individuals to thrive and succeed, and helps address some of the challenges our communities face including, for example, isolation and deprivation. This report serves to describe the landscape within which CALSS operates, and to establish its function within an interim skills strategy for Peterborough and Cambridgeshire.
1.2	The service is managed operationally within the Communities and Safety service directorate, and is led by the shared Service Director and shared Assistant Director. The equivalent service in Peterborough is operated at arms-length from the Council, and this has enabled it to attract significant new inward investment for additional delivery of services, and to diversify and, in some cases, commercialise, to achieve longer-term sustainability. This report seeks to introduce that concept for Cambridgeshire and asks for agreement from the Committee to formally explore a similar model to be discussed and agreed in detail at a subsequent Committee meeting.
1.3	Adult and Community Education covers a wide range of learning targeted as a vehicle that promotes social mobility and of benefit to individuals and society as a whole including better health and well-being, increased employability and social engagement (University and College Union, 2016, Aggett & Neild, 2014).
1.4	It has a reputation for delivering a strong return on investment, with a Department for Business Innovation and Skills research paper showing a £10 return to the economy for every £1 of Government investment for learning below level 2, and Fujiwara, 2012, states £1,160 of benefits for an adult engaged in part-time learning using the HM Treasury green book methodology.
2.	MAIN ISSUES
2.1	The work delivered by CALSS cuts across all priorities of Cambridgeshire County Council and those of the Communities and Partnerships Committee, by helping to develop individuals, improve their skills, raise potential and aspirations and by having a direct impact on their social and economic wellbeing. The service offered by CALSS is to deliver learning opportunities that support local need and help improve the social and economic wellbeing of local residents and communities, working with families, young people and adults with a particular emphasis on the disadvantaged and vulnerable. CALSS plays a key role in post 16 education and supporting vulnerable groups in the county. The service is grant funded to work with key groups and has had a recent successful Ofsted inspection of the service.
2.2	CALSS is largely self-sustaining currently with an annual turnover of c.£2.9m. It requires limited support from within the council and this is typically in the form of back office services. Line management of the service has, until relatively recently, been by the Assistant Director for Economy, Transport and Environment. The recent senior management changes have resulted in the service now being managed from the Communities and Safety service directorate. The Assistant Director for Skills and Employment also has the same role in Peterborough and is the Principal of Peterborough City Council's Adult Education College, City College Peterborough (CCP).

2.3	Adult Education is operating in a very complex world and government funding in this area has decreased in real terms by over 40% in recent years. In order to ensure that we are able to continue to support local adult residents to improve their skills and therefore improve their work, career and pay prospects, alongside their health and wellbeing, there is a need to be more innovative and agile in our approach.
2.4	<p>For Adult and Community Learning provision nationally, the Adult Education Budget (AEB) includes Community Learning, the purpose of which is to develop the skills, confidence, motivation and resilience of adults of different ages and backgrounds in order to:</p> <ul style="list-style-type: none"> • improve their health and well-being, including mental health and/or • progress towards formal learning or employment, and/or • develop stronger communities <p>The AEB funds the statutory entitlement for all adults with low-level maths and English to have access to free maths and English classes (and from 2020 this will include Digital) and those up to the age of 24, free first full level 2. There are no plans for big changes in the 2018-19 adult education budget process and rules because reforms are scheduled for 2019 with the devolution of money and power to the Mayoral Combined Authorities (MCAs).</p>
2.5	The Learning and Skills provision across Cambridgeshire is no less complex. A majority of the activity is found in the further education colleges and via our own CALSS provision, although there are also a changeable number of private training providers.
2.6	The current offer in the colleges
2.6.1	The colleges in Cambridgeshire offer a broad range of provision. The two sixth-form colleges, which are based in Cambridge City, offer A-levels across the Cambridge City and wider Cambridgeshire areas, along with the College of West Anglia which delivers small numbers of A-levels. Hills Road Sixth Form College offers only A-levels and delivers the largest number of these of all the colleges in the area.
2.6.2	The general further education colleges and Long Road Sixth Form College offer a range of technical provision for young people and adults including a focus on level 3 and above in science, manufacturing and engineering, agri-tech and information technology and computer science. The general further education colleges offer some provision at level 4+, with the largest offer being delivered by Cambridgeshire Regional College.
2.6.3	All general further education colleges offer apprenticeships in the majority of sectors areas, with the largest being business, administration and law, retail and commercial enterprises, engineering and manufacturing technologies, and health, public services and care.
2.7	Cambridgeshire County Council's Adult Learning and Skills Service
2.7.1	The Cambridgeshire County Council Service is offered across the whole of Cambridgeshire and now with some joint working with Peterborough City College (particularly relating to health and care via the Health and Care Sector Work Academy referred to later in this report). The objects of the service are: to advance

	education; to advance health; to relieve unemployment; to relieve poverty; to promote social inclusion; and to support social mobility.
2.7.2	<p>The work undertaken by CALSS is largely funded by the Education and Skills Funding Agency (ESFA). This funding is received either as a grant for adult education activity (c.£2.3m) or in our capacity as a subcontractor (e.g. as in the National Careers Service contract of c.£0.3m). A number of projects are also funded from European Social Funds as described later in the paper. Work undertaken falls in to the following categories:</p> <ul style="list-style-type: none"> • Community Learning – provision offering a range of non-accredited learning mainly sub-contracted to a range of statutory and non-statutory providers. This includes the ‘traditional’ adult education offer – e.g. languages, dance, craft etc. – and is targeted at those who would most benefit from adult learning. We also have a range of courses at full cost that are part of the universal offer and provide income to the sub-contractors. • Adult skills – accredited learning directly delivered in Learning Centres and partner locations. The curriculum includes functional skills, English, maths and IT, English language (ESOL), ICT from entry level to level 2, and work skills (team working, job hunting, CV writing, interview skills etc.) We also offer Traineeships and have a plan for future apprenticeships. • Careers Advice & Guidance – CALSS is a National Careers Service contract holder offering information, advice and guidance services across the County. • Family Learning – learning aimed at helping parents develop their own skills so that they can better support their children. • Adults with Learning Difficulties & Disabilities – aimed at engaging and supporting adults into learning and helping them to progress to independence and employment. • Cambridgeshire Adult Learning Fund – funding for first-step learning that engages those farthest from learning and with the greatest need. This is mostly commissioned from voluntary sector providers
2.8	<p>Where is the service provided from?</p> <p>It is vital that the service operates locally and is accessible to as many people as possible. At present the service operates from:</p> <ul style="list-style-type: none"> • Five Learning Centres in libraries – Cambridge Central, Ely, Huntingdon, March and Wisbech • Partner locations – Children’s Centres, Community Access points, outreach locations • Academies, Community Colleges and FE Colleges • DWP Flexible Support Fund – Work Clubs aimed at unemployed people offering job hunting skills, CV writing and work experience placements currently in Whittlesey, March, Manea, Wisbech, Wimblington, Oxmoor Huntingdon, Ramsey, Littleport and Ely)
2.9	Value for money
2.9.1	<p>The Service’s income provides learning opportunities to approximately 10,000 Cambridgeshire residents per annum, many of whom come from disadvantaged backgrounds, and is providing excellent overall success rates. The impact of the Cambridgeshire Adult learning and Skills Service on the five priorities of Cambridgeshire County Council is extensive.</p>

2.9.2	Adult Learning & Skills supports four district based Community Learning and Skills (CLAS) Partnerships. There is a partnership in each district council area, with Cambridge City and South Cambridgeshire coming together to form a group as many of the local partners work across the two districts. The CLAS Partnerships are made up of local organisations working within each district who have a stake in adult learning and skills, either as a provider or on the demand side. The partnerships' vision is to enhance life opportunities in the district by offering learning experiences that develop new interests and skills that can lead to increased health and wellbeing, skills development and employment.
2.9.3	<p>The local partnership meetings look at the aims listed below and how partners of the CLAS Partnerships operate in a way that will ensure local activity is managed to address these:</p> <ul style="list-style-type: none"> • To focus public funding on people who are disadvantaged and least likely to participate, including in rural areas and people on low incomes with low skills • To collect fee income from people who can afford to pay and use where possible to extend provision to those who cannot • To promote social renewal by bringing local communities together to experience the joy of learning and the pride that comes with achievement • To widen participation and transform peoples' destinies by supporting progression relevant to personal circumstances • To maximise the impact of community learning on the social and economic well-being of individuals, families and communities
2.10	CALSS Self-Assessment
2.10.1	<p>CALSS is regulated by Ofsted, and as part of this regime, the service is required to prepare and submit an annual self-assessment. The self-assessment reviews the previous academic year's performance against Ofsted's Common Inspection Framework criteria:</p> <ul style="list-style-type: none"> • Outcomes for learners • Quality of teaching, learning and assessment • Effectiveness of leadership and management <p>The self-assessment review is moderated by colleagues, peers and partners before being submitted.</p>
2.10.2	<p>The most recent CALSS review demonstrated the following:</p> <ul style="list-style-type: none"> • 96% overall retention rate • 94% overall success rate • 26% increase in learners taking qualifications • Improvements in Family Learning English, maths and languages retention and success rates – retention increasing from 89% to 97%, and success increasing from 86% to 96% <p>A summary of the key findings under each criteria is shown below.</p>
2.10.3	<p>Outcomes for Learners:</p> <p>Strengths –</p> <ul style="list-style-type: none"> • Outstanding retention rates overall • Good GCSE achievement rates • Good progression routes <p>Areas for Improvement –</p> <ul style="list-style-type: none"> • Increasing the number of male learners • Investigating success rates in particular areas

2.10.4	Quality of Teaching, Learning and Assessment: Strengths – <ul style="list-style-type: none"> • 96% of learners said that teaching was ‘good’ • Careers advice and information is well integrated • 90% of learners who completed feedback stated they would recommend our service Areas for Improvement – <ul style="list-style-type: none"> • Tracking learner progression and destinations
2.10.5	Effectiveness of Leadership and Management: Strengths – <ul style="list-style-type: none"> • Partnerships are very effective • Good subcontracting arrangements • Strategic planning aligns closely with the council's priorities and also key partners such as DWP Areas for Improvement – <ul style="list-style-type: none"> • Strengthen relationships with a wider range of employers • Continue to ensure greater alignment with other CCC teams
2.11	Health and Care Sector Work Academy
2.11.1	The Cambridgeshire and Peterborough Health and Care Sector Work Academy is a pilot supported by the Combined Authority, which will seek to address the skills shortage in the Health and Care sector by stimulating progression and improving career prospects for those in receipt of in- and out-of-work benefits. This programme will: <ul style="list-style-type: none"> • Support individuals to have career and social mobility • Deliver a skilled workforce and help to meet the recruitment needs of the health and care sector • Be delivered through a single intervention that is in two parts - training people from outside and within the health and care sector simultaneously: <ul style="list-style-type: none"> ○ Outside the sector it will train those that are trapped in low paid jobs with no career or pay prospects ○ Inside the sector it will give training for progression • Offer a robust and clear career pathways for all
2.11.2	The Innovation Pilot will attract £5.2m funding from the Department of Work and Pensions, but it will also benefit from drawing down an additional c.£2m from other funding (e.g. the Apprenticeship Levy). The programme will run for 3 years and will: <ul style="list-style-type: none"> • seek to remove barriers by providing wrap around career guidance / post-employment support and have a bursary for childcare and travel costs • seek to influence employer practice around recruitment and staff development to help improve retention of staff • deliver an individualised tailored programme that will be co-designed with employers for sector specific training • deliver on the basic skills agenda and give work experience visits
2.12	Skills Blueprint
2.12.1	The Combined Authority will secure adult skills funding and decision-making powers from 2019 as previously mentioned. As part of its new role, the Combined Authority is committed to developing a new skills strategy for Cambridgeshire and Peterborough

	against which services and provision will be developed in line with the overall social and economic growth strategies for the area.
2.12.2	However, this new Skills Strategy will take some time to develop, and it is essential that the adult skills sector have a strategic framework to operate within in the interim. Over the past few months, the council and other strategic partners have worked closely with the Combined Authority to produce a draft Skills Blueprint that is attached at appendix 1 .
2.12.3	The Blueprint acts as a precursor to a more robust and comprehensive strategy, and sets out a vision for employment and skills which is to improve and grow our local skills base to support a successful, globally competitive economy grounded in high-skilled and better-paid jobs, increased productivity, and growing strong, sustainable communities. These principles align well to the proposed delivery plan priorities for the Committee.
2.12.4	The Blueprint goes on to describe the ways in which this vision will be realised, and that to do so will require a more ambitious and targeted skills approach.
2.12.5	The Committee is asked to consider the draft Blueprint and to approve its adoption as an interim skills strategy, pending the development of the more comprehensive strategy with the Combined Authority. Other key partners will also need to agree and approve the Blueprint, and this will be progressed in coming weeks.
2.13	Future Service Design
2.13.1	As previously described, the equivalent adult skills service in Peterborough operates at arms-length from Peterborough City Council. This has enabled the service to diversify and expand its offer, resulting in less reliance on short-term grant funding and enabling the service to develop long-term financial sustainability. This approach has increased the turnover of the service four-fold. This model has been operating formally in Peterborough since December 2014, with a 3-year review cycle.
2.13.2	It is proposed that the potential to replicate this model within CALSS is now explored in order that communities and residents can benefit from more significant investment, a broader range of provision, and a richer and more diverse offer.
2.13.3	This work would involve exploring different structural models that will support a new way of working. This is a complex area of work and will need to be carefully and rigorously undertaken in order to identify and deal with financial, legal, HR and other implications, and to mitigate any known or potential risks. It is helpful however that Peterborough's equivalent service already operates differently from Cambridgeshire's, as there is significant learning in place that can be shared. It is proposed that this work is overseen via the Shared and Integrated Services Programme, which Members will be aware of.
2.13.4	The direct benefits to the council of any proposed new structure need to be identified, and are likely to include some back-office financial savings, greater assurance of the continued delivery of the adult skills service to local residents, and access to new funding.

3.	ALIGNMENT WITH CORPORATE PRIORITIES
3.1	Developing the local economy for the benefit of all
	The provision of professional, relevant and accessible adult skills training is vital to the economic growth and sustainability of our population.
3.2	Helping people live healthy and independent lives
	Adult skills and learning can improve the career and social prospects of our residents, reducing reliance on welfare benefits, improving social and career mobility, and enabling people to self-help more effectively.
3.3	Supporting and protecting vulnerable people
	Adult skills and learning can improve the ability for people to live more independently and to increase their economic and social position, addressing for example issues associated with poverty, deprivation and poor health.
4.	SIGNIFICANT IMPLICATIONS
4.1	Resource Implications
	There are no significant implications within this category.
4.2	Procurement/Contractual/Council Contract Procedure Rules Implications
	There are no significant implications within this category.
4.3	Statutory, Legal and Risk Implications
	There are no significant implications within this category.
4.4	Equality and Diversity Implications
	The work carried out by the service is often with the county's most vulnerable residents and as such makes a positive contribution to issues of equality and accessibility.
4.5	Engagement and Communications Implications
	CALSS already operates a partnership model with communities and community groups and this will continue to evolve and develop.
4.6	Localism and Local Member Involvement
	The heart of CALSS is in its local engagement and place-based delivery.
4.7	Public Health Implications
	Public health are a partner of the Adult Learning and Skills Service.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Yes Name of Procurement Officer : Gus de Silva
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Satinder Sahota
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Christine Birchall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Val Thomas

Source Documents	Location
None	N/A



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

A BLUEPRINT FOR EMPLOYMENT AND SKILLS

Draft
Version 2



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

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VISION

Our vision is to improve and grow our local skills' base to support a successful, globally competitive economy grounded in high-skilled and better-paid jobs, increased productivity, and growing strong, sustainable communities.

To help realise this vision, a more ambitious and targeted skills approach is required where we have:

Higher skills, better jobs

- Targeted incentives to upskill
- Skills are seen as the driver in helping to reduce poverty and promote social inclusion
- Encouraging the development of integrated career pathways to actively support retention in the local area

Skills for the next generation of businesses

- An employer-led approach matching skills to meet business needs
- Future-proofing our local employer base to ensure that skills keep up with innovation

Building capacity in our key sectors

- Creation of a strong, responsive provider base that targets skills' gaps
- Understanding and targeting skills shortages in our key sectors
- Using pilot projects and targeted initiatives to grow capacity and stimulate the local labour market

Real choices for young people

- Shaping the role of schools, colleges and universities to guide young people's career paths
- Ensuring that young people are work-ready and helping to match them with local opportunities

STRATEGIC INTENT

To develop within the Cambridgeshire and Peterborough Combined Authority a holistic, yet targeted, approach to skills that will help address local need, reduce the skills gap, grow the economy, increase productivity, improve well-being and create strong, supportive and inclusive communities.

This approach will consist of three core strands:

- Employment and labour market mobility,
- Education, skills and lifelong learning (including apprenticeships),
- Social inclusion and helping to combat poverty (including community learning).



BACKGROUND & EVIDENCE BASE

Socio-demographics

Cambridgeshire and Peterborough Combined Authority consists of two Local Authorities, Cambridgeshire County Council (a two-tier council with 5 District Councils) and Peterborough City Council (a Unitary Authority). The area has two Cities, Cambridge and Peterborough, and a large expanse of rural area with towns and villages. Across the Combined Authority area, the population is growing and forecast to grow at a significant rate. In Cambridgeshire, there is a forecast population growth of 22% of 15-19 year-olds and 9.5% of 20-64 year-olds by 2031. Peterborough was the second fastest growing city in the UK in 2015 and has seen an 18% rise in those of working age (25+) in the last 5 years with a forecast growth by 2031 of 23.5% of 15-19 year olds and 6.9% of 20-64 year (*Office for National Statistics (ONS) Mid-year Estimates 2016*).

Across the Combined Authority area there is low unemployment, but within the area there are also significant pockets of deprivation. More generally many residents are working in low-skilled and low paid jobs. According to ONS estimates (2015) in Cambridgeshire, unemployment varies from 3.7% in Fenland to 2.4% in South Cambridgeshire and in Peterborough it is 4.3%. In 2015, Cambridgeshire had 16 Lower Super Output Areas (LSOA) in the 20% most deprived nationally (compared to 9 in 2010) (*Cambridgeshire County Council, 2015*). In Peterborough, 34% of people live in the most deprived 20% of areas in England, significantly higher than the national average (18 Wards in Peterborough are in the top 10% most deprived in England (*Dept for Communities and Local Government 2015*)).

AIMS

Employment and labour market mobility

To develop the skills of local people to meet local demand by taking a sectorial approach prioritising the areas considered to be significant to the Combined Authority area. Working closely with employers and key stakeholders, to develop the right provision, at the right time, in the right place.

Education, skills and lifelong learning

To ensure a seamless and coherent approach to education and skills linking with schools, colleges and employers and ensuring there is strong Information, Advice and Guidance (IAG), with clear routes to higher level education, apprenticeships, supported internships, traineeships and career pathways for those that chose to remain local.

Social inclusion and helping to combat poverty

To offer the opportunity to every resident to improve their Basic Skills (maths, English and digital) and support to their first full level 2 qualification, with locally-targeted intervention for



those furthest away from work or learning, to support them to become more active, democratic citizens, helping them to move out of poverty and increasing social inclusion.

OBJECTIVES

Employment and labour market mobility

- To take an evidence-informed sector-based approach to address area-wide needs considered to be significant to the Combined Authority area, as shown below:
 - Advanced manufacturing / engineering;
 - Logistics;
 - Information and Communication Technology;
 - Construction;
 - Food manufacturing;
 - Health (and care);
 - Financial services.

Source: As identified from the Cambridgeshire Skills Strategy, Peterborough Skills Strategy and the LEP's Skills Conclusion.

- To engage with local employers to develop programmes that fulfil current and future skills-needs, developing career pathways as appropriate.
- To work with the skills provider base to ensure the offer aligns to need.
- To deliver more high skills' technical pathways, including STEM (Science, Technology, Engineering and Maths).

Education, skills and lifelong learning

- To embed and ensure seamless integration of skills and learning themes across all appropriate Combined Authority strategies and initiatives.
- To promote and increase apprenticeships, supported internships and traineeships, linking to career pathways as appropriate.
- To develop an area-wide Higher Education offer, including the development of the University of Peterborough.
- To develop further the lifelong learning offer to support people so they can upskill and reskill across their working lives.
- To build on the recommendations of the Area Review of Post-16 provision.
- To ensure robust, impartial and effective careers Information, Advice and Guidance (IAG).
- To work with schools to ensure their curricula appropriately aligns to local skills' needs and career pathways.

Social inclusion and helping to combat poverty

- To develop further high-quality Basic Skills (English, maths, digital) and English as a Second or Other Language (ESOL) provision contextualised to meet local needs and expertise.



- To build a sustained achievement of education, employment and training for vulnerable young people including those looked after, with special educational needs and disabilities, and disaffected from mainstream education and training.
- To support the building of shared community values, learning and cohesion.
- To identify and deliver cross-area targeted interventions to meet need and upskill local residents.

CHALLENGES

Skills are vital for our future both in terms of economic growth and wellbeing but also for us to grow our social capital. UKCES analysis (2015) of projected growth for the proportion of the workforce in the Eastern region shows a significant change in the need for higher-level qualifications: table 1 below shows there will be a strong increase in demand for people with higher-level qualifications, including those with post-graduate qualifications; and, correspondingly, those with no or low-level qualifications will find it increasingly difficult to find employment.

Qualification level	Percentage share		Forecast % change
	2012 actual	2022 projection	
QCF 7-8 (post-grad) Masters and Doctorial level	9.1	14.6	+60.4%
QCF 4-6 University degree level	27.6	33.1	+ 19.9%
QCF 3 A Level	19.9	17.6.	- 11.6%
QCF 2 A-C GCSE level	22.1	19.9	- 10.0%
QCF 1 D-F GCSE level	15.2	11.3	-25.7%
No qualification	6.1	3.5	-42.6%

Table 1 – Projected qualification demand for Eastern Region (UKCES 2015)

*Source: Old Hall Associates Ltd Report to
Peterborough Skills Partnership Group (July 2015)*



In addition to this, there is a need to bring in new opportunities and to help and support individuals to make life improvements, whatever people's circumstances by promoting social renewal. This will impact on the social and economic well-being of individuals, families and communities, especially for people who are disadvantaged and least likely to participate, often people on low incomes with low skills. These opportunities should widen participation and transform people's destinies by supporting progression relevant to personal circumstances.

Key sectors, themes and routes.

One of the initial challenges will be the identification of the Combined Authority's aspirations for its future-growth sectors and skills development, recognising and preparing for the sectors of the future. This will need to be developed by taking into account the current skills needs, those needed in the medium term (5-10 years), and those required for the identified future growth sectors.

Currently, there are some clearly identified current key sectors that need to be addressed across the Combined Authority area alongside some core themes, which will support our vision of a successful, globally-competitive economy grounded in high-skilled and better-paid jobs, increased productivity, and growing strong, sustainable communities. Some of these mirror those already identified in the Government's Green paper "Building our Industrial Strategy" and the Department of Business, Innovation and Skills' "Post-16 Skills Plan". These key sectors and core themes can then be developed and refined further into clearly defined routes and pathways.

Key sectors that address area-wide needs considered to be significant to the Combined Authority area are:

- Advanced manufacturing / engineering
- Logistics
- Information and Communication Technology.
- Construction
- Food manufacturing
- Health (and care)
- Financial services

Source: As identified from the Cambridgeshire Skills Strategy, Peterborough Skills Strategy and the LEP's Skills Conclusion.

Core themes also to be addressed through the skills agenda are:

1. Basic maths*
2. Basic English*
3. Digital*
4. First full level 2 qualification*
5. Employability
6. Leadership and Management

*Statutory entitlement



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In order to fully maximise and develop these skills, there needs to be clearly-defined pathways that ensure easy access and smooth transition. These can be defined as below:

For Employment and labour market mobility

- Career pathways (sector based)
- Employability pathways
- Technical pathways (including STEM)

For Education, skills and lifelong learning

- University pathways
- Apprenticeship (including higher), Traineeships and Internship pathways
- Lifelong learning pathways for reskilling or upskilling

For Social inclusion and helping to combat poverty

- Basic Skills pathway
- ESOL pathway
- First full level 2 pathway
- Health and Wellbeing pathway

GOVERNANCE ARRANGEMENTS

The Employment and Skills Board

In order to deliver the strategy multi agency partnership working will be imperative. The Combined Authority Employment and Skills Board will be the driving force behind the strong partnership work needed to achieve the vision. The Board will reflect the commitment of a wide range of strategic partners as evidenced by the membership, which will be continually reviewed.

Suggested membership of representatives from:

- Employer representation
- Economic regeneration
- Local Authorities skills
- Department of Work and Pensions (DWP)
- Communities
- Education / Training Providers

Membership to be advised by skills work stream.

Function of the Combined Authority Employment and Skills Board:

- To advise the Mayor and the Combined Authority on commissioning / deployment of employment and skills budget, and other appropriate funds;
- To be held accountable for oversight and delivery of the Combined Authority Skills' Strategy.
- To oversee any additional projects, funding and strategic opportunities available in the area.



The Board can convene any necessary sub groups and / or task-and-finish groups, but remains accountable for them.

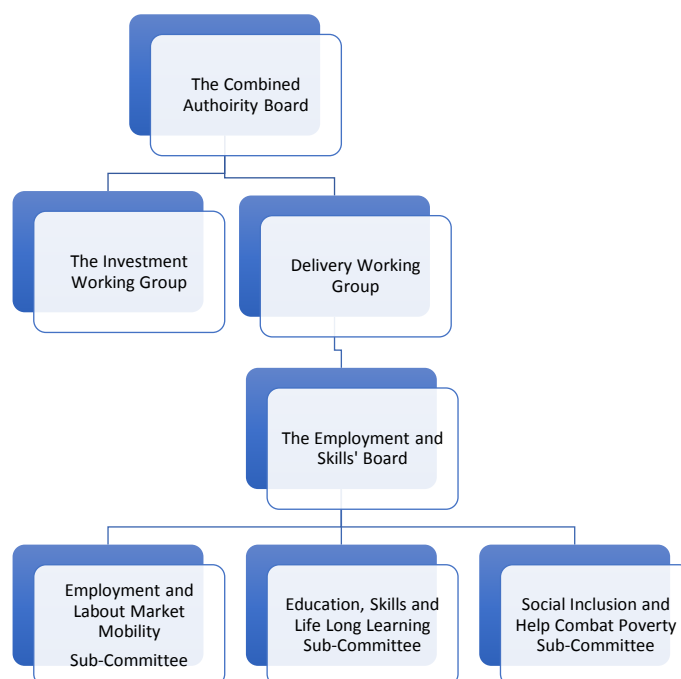


Diagram 1 – Governance structure diagram

The Controls

This strategy and subsequent delivery plan will be approved and monitored as described below:

- a. *The Mayor and Combined Authority*
The strategy to be approved by Combined Authority Board.
- b. *The Investment Working Group.*
The strategy to be approved
- c. *The Delivery Working Group.*
To oversee delivery
- d. *The Employment and Skills Board*
To review and update, at each meeting, the action plan.
To hold any sub-committees to account.



Links to supporting strategies and documents

1. Skills' strategy action plan (to be produced)
2. Local template for skills development and actions that is contextualised to each district in the form of an objective, to meet area wide and local needs through local specialist opportunities (to be produced)
3. Government Building our Industrial Strategy: Green Paper (Link)
4. Department of business, Innovation and Skills: Post-16 skills plan and independent report on technical education (link)

RISK MANAGEMENT

Risk Management

Key: H= High M= Medium L= Low

Risk	Impact	Level	Mitigation
Negative impact from Brexit	H	M	<ul style="list-style-type: none"> Undertake a review of options
Funding not sufficient to deliver skills requirement	H	H	<ul style="list-style-type: none"> Include other skills funding ask in future devolution deals.
Data not accessible or easy to interpret to inform strategy and need.	H	M	<ul style="list-style-type: none"> CA now have the funding agency's 'data cube'. Economic data source to be identified.
Not enough 'good' or 'excellent' providers.	H	L	<ul style="list-style-type: none"> Ensure robust and informed commissioning strategy. Develop strong links with OFSTED.
Not meeting the funders' "Readiness conditions".	H	L	<ul style="list-style-type: none"> Ensure full understanding of the requirement

Table 2 – Risk Assessment and Mitigation planning

Measuring Success

Success to be measured as below and reported into the governance structure described in the next section:

- Reduced skills' gap
- Increased average earnings
- Increased numbers undertaking apprenticeships, traineeships and supported internships
- Improve residents' skill sets
- Quality and impact assessment of careers Information, Advice and Guidance across the area.



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APPENDIX A - PRIORITY REGISTER

In order to keep the document live and updated, this annex is a priority register for specific aspects that have been identified.

Aspect	Sponsor	Date added
Teacher Training	Cllr Holdich OBE	April 2017

COMMUNITIES AND PARTNERSHIPS COMMITTEE DELIVERY PLAN

To: **Communities & Partnerships Committee**

Meeting Date: **17 April 2018**

From: **Adrian Chapman, Service Director: Communities and Safety**

Electoral division(s): **All**

Forward Plan ref: **N/A** *Key decision:* **No**

Purpose: **To provide Members with a proposed delivery plan for the Committee to ensure it achieves the best outcomes for our communities.**

Recommendation: **The Committee are asked to consider and approve:**

(a) the proposed delivery plan and

(b) proposed agenda forward plan.

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Adrian Chapman	Names:	Councillor Criswell
Post:	Service Director: Communities and Safety	Post:	Chairman
Email:	Adrian.Chapman@cambridgeshire.gov.uk	Email:	Steve.criswell@cambridgeshire.gov.uk
Tel:	07920 160441	Tel:	01223 706398

1. BACKGROUND

- 1.1 The Communities & Partnership Committee held its first meeting in July 2017. Between then and today the Committee has held a series of both formal Committee meetings and development workshops, to establish itself as an ambitious, cross-cutting Committee capable of effecting positive change with and for Communities, as well as supporting the Council to deliver the right services within the context of the demand and financial challenges we face.
- 1.2 This report describes the culmination of the Committee meetings and development workshops in the format of a proposed delivery plan for the next two years.

2. MAIN CONTEXT

- 2.1 The Communities and Partnerships Committee is a new Committee established in the current municipal year. It was created in recognition of the importance of the role of effective, meaningful partnership working, and of the value that can be generated through effective and relevant community engagement activity.
- 2.2 Although the Committee has a number of service responsibilities (for example, for community safety and adult skills), one of its key areas of focus is to support all other service committees to deliver their own outcomes in the context of a challenged public sector economy. For example, in adult social care, demand for services is forecast to continue to grow, resulting in significant increases in costs. The Communities and Partnerships Committee can support the Adults Committee to better meet this demand, but also mitigate and reduce it through supporting the development of community-led services that may prevent service users from needing more expensive care packages.
- 2.3 The Committee aims to become the centre of excellence for the Council for all matters associated with community resilience and engagement activity, and for supporting and enabling partnerships to be as effective as possible. Its aim is to be the funnel through which engagement with many of our key partners can be facilitated on behalf of the organisation, for example, collaboration with the Combined Authority or with the District Councils.
- 2.4 As part of its formative development, the Chairman, Vice Chairman and lead Director met with their equivalents of the other people-focussed service committees to discuss and agree areas where support may be helpful or necessary (for example, helping to reduce the number of children looked after or to increase the number of carers).
- 2.5 The Committee is also leading the work of the Area Champions, whose role is to share and promote opportunities, initiatives and workstreams that could have a positive impact on an area. Monthly development meetings have been taking place with the Area Champions, providing an opportunity to discuss and develop their roles, and to agree and support their priorities.

- 2.6 As previously mentioned, the Committee has also held a series of development workshops for Members, to help develop their knowledge and understanding of the key themes, and to help inform the development of their priorities.
- 2.7 Summarised below is the list of development workshops organised since July 2017:

Date	Description
16 May 2017	Corporate Induction
16 June 2017	Councillors as Community Connectors
20 June 2017	Devolution & Partnership Working
30 June 2017	Local Government Finance
28 Sept 2017	Workshop focused around defining the work of the Communities & Partnerships Committee (<i>held in Wisbech</i>)
26 October 2017	Workshop focused on Business Plan Consultation
21 Nov 2017	Local Government Finance
30 Nov 2017	Training Seminar: <ul style="list-style-type: none"> • Combined Authority • Budget Focus Group Feedback • Finance Deep Dive • Community Safety Self-Assessment
24 January 2018	Workshop focused on Adult Skills
15 March 2018	Workshop focused on: <ul style="list-style-type: none"> • Libraries • Draft Delivery Plan

- 2.8 This combination of formal Committee meetings, Committee development workshops, meeting the other service committees, and the discussions with the Area Champions has led to the identification of four core priority themes that it is proposed the Committee focuses on to ensure it has maximum impact on the most pressing priorities for the Council.
- 2.9 The four priority themes are as follows:

2.9.1 PRIORITY 1: BUILDING AND SUSTAINING COMMUNITY RESILIENCE

We will know if we are achieving this priority because:

- Communities across Cambridgeshire will be proud, confident and self-reliant as far

- as possible
- Communities will possess a sense of place and belonging, and will help themselves and each other
- Communities will play a clear and evidenced role in managing and reducing demand for more costly services
- Services delivered with and for communities will achieve better outcomes and/or reduce costs
- Capacity within communities will be harnessed and targeted towards the county's most challenging needs

2.9.2 PRIORITY 2: TACKLING DEPRIVATION

We will know if we are achieving this priority because:

- We will have a collective understanding across the public sector of the causes and effects of deprivation across Cambridgeshire, and how it impacts on the Council, our partners and within our communities
- There will be new and innovative approaches to mitigating the consequences of deprivation
- The gap between the most deprived and least deprived communities will be closed to an agreed level
- The significant effects of deprivation, including those affecting health, employment and crime, will be mitigated

2.9.3 PRIORITY 3: ECONOMY AND SKILLS

We will know if we are achieving this priority because:

- We will have an ambitious, relevant and aspirational adult skills offer in close partnership with the Combined Authority, that provides opportunity for raising attainment, aspiration and earnings potential and reduces reliance on welfare benefits
- Academic and vocational adult learning outcomes will be improved
- There will be increased external investment into the Council's adult skills service, expanding our offer to more communities and employers
- There will be increased business start-ups

2.9.4 PRIORITY 4: PARTNERSHIP WORKING

We will know if we are achieving this priority because:

- We will have powerful, meaningful and relevant partnerships, both for agreeing strategy and policy and for delivering services in new and innovative ways
- Partnerships will focus on shared outcomes rather than organisational or individual issues
- Partnerships will create systems and ways of working that manage and reduce demand
- Partnerships will pool resource, capacity, ideas and intelligence to achieve the best outcomes for our communities

- 2.10 Many of the outcomes described above will be achieved in the medium to long term, but the Committee is rightly keen to make a difference across its priority themes as quickly as possible. To achieve this, the proposed Delivery Plan **at appendix 1** has been developed to focus the work of the Committee over the next two years. The delivery plan will be iterative in that it will need to change and adapt as actions are taken forward to respond to influences, opportunities and challenges that cannot yet be foreseen.
- 2.11 The proposed delivery plan sets out the actions beneath each priority theme, the officer responsible for leading its delivery, the date from which that action will commence and the date when we expect it to be completed (or, in the case of actions with a May 2020 end date, the point at which progress will be reviewed), the resources required to achieve the action, the key risks and outputs associated with the action, and the route via which the decision required for each action will be made.
- 2.12 Attached at appendix 2 is the resultant forward agenda plan for the Committee based on the actions contained within the proposed delivery plan. In order to maintain appropriate pace and to make a difference across the priority themes as swiftly and sustainably as possible, it is vital that the Committee considers progress at frequent intervals and makes the appropriate decisions required to maintain momentum. The proposed forward plan comprises both formal Committee meetings (where a formal review of progress or a formal decision is required) and development workshops (where a discussion with officers is required to help steer progress towards delivering against actions).
- 2.13 As with the proposed delivery plan, the forward plan needs to be considered as an iterative document and may need to change throughout the year.
- 2.14 If the proposed delivery plan is approved, more detailed officer-led action plans will be developed where necessary, alongside a performance framework that will be reported back to Committee throughout the year to ensure progress is on track and to help identify and unblock any issues.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

The proposed delivery plan for the Committee is centred on supporting the resilience, wellbeing and economic capacity of communities across Cambridgeshire. There are a number of specific actions relating to this ambition (for example, those relating to adult skills), as well as a number of actions that support this ambition indirectly (for example, those which enable volunteering opportunities).

3.2 Helping people live healthy and independent lives

The Committee's ambition is to create resilient, self-reliant communities with a strong sense of place and belonging. The delivery plan supports this ambition, through both direct and indirect actions.

3.3 Supporting and protecting vulnerable people

The Committee's role in supporting other service committees to manage and reduce demand for their services is vital, both from a cost effectiveness perspective but also to ensure that the most vulnerable and at-risk residents can access the right services as swiftly as possible. The Committee is also focused on developing alternatives to statutory services where possible and appropriate, including those for vulnerable residents.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

It is anticipated that the majority of actions contained within the Delivery Plan can be delivered via existing resources.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for this priority.

4.3 Statutory, Legal and Risk Implications

There are no significant implications for this priority.

4.4 Equality and Diversity Implications

There are no significant implications for this priority.

4.5 Engagement and Communications Implications

Engaging with our communities is a fundamental role of this Committee, and the Delivery Plan's focus is on how to achieve that with resultant meaningful outcomes.

4.6 Localism and Local Member Involvement

The Delivery Plan is built on the principles of Localism, and the role of local Members and the role of the Area Champions will be vital in its successful delivery.

4.7 Public Health Implications

There are no significant implications for this priority.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Yes Name of Procurement Officer: Gus De Silva
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: : Satinder Sahota
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Christine Birchall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Val Thomas

SOURCE DOCUMENTS

Source Documents	Location
<i>None</i>	

COMMUNITIES AND PARTNERSHIPS COMMITTEE

Delivery Plan

PRIORITY 1: COMMUNITY RESILIENCE								
<ul style="list-style-type: none">Resilient communities across Cambridgeshire that are proud, confident, and self-reliant as far as possible.Communities that possess a sense of place and belonging, and who help themselves and each other.Communities playing a clear and evidenced role in managing and reducing demand for more costly services.Services delivered with and for communities that achieve better outcomes and/or reduce costs.Capacity within communities that is harnessed and targeted towards the county's most challenging needs.								
REF.	ACTION DESCRIPTION	LEAD OFFICER	FIRST MILESTONE DATE	ACTION CONTINUES UNTIL	RESOURCES REQUIRED / ENGAGEMENT FROM PARTNERS (staff, tech, etc.)	KEY RISKS	OUTPUTS	DECISION MAKING ROUTE
1.1	Oversee the development and delivery of communications messages that make it clear why the Council is investing in community resilience work, including what the benefits are / what will be different for our residents, communities and partners	Sarah Ferguson	April 2018	May 2020	Communications Transformation Team (Citizen Participation) Strengthening Communities	Negative publicity Officer capacity and engagement	Comms plan developed Schedule of comms messages across platforms developed Self-service communication channel for staff, community groups and member	Via action 1.4
1.2	Agree and maintain a clear relationship between the Committee and the Senior Officer Communities Network, to ensure the outcomes are directly associated with positively impacting on our communities and residents	Adrian Chapman	April 2018	May 2020	All CCC services District Councils Public sector partners Voluntary sector partners	Stakeholder may become disengaged	Direct dialogue maintained between Committee and Network Evidence of Network supporting Committee objectives	Via action 1.4
1.3	Identify and confirm statutory and non-statutory services, and/or services which could be in-scope for being delivered differently, especially where they might deliver better outcomes and/or deliver at a lower cost	Elaine Matthews	June 2018	Refreshed annually	Strengthening Communities Service LGSS Legal Transformation Team CCC Services		Menu of options to consider for alternative delivery models including parish councils and community associations	Via action 1.4
1.4	Develop, agree and deliver a new Cambridgeshire and Peterborough Community Resilience Strategy which drives the approach to working with and alongside communities and residents to achieve the best possible outcomes, building on the experience of national and local projects including the Neighbourhood Cares pilots	Elaine Matthews	July 2018	Reviewed annually	All CCC/PCC services District councils Senior Officers Community Network	Multiple governance layers may slow process or alter direction Engagement and buy in from all partner organisations	Strategy developed, adopted and delivered	Countywide Communities Network Public Service Board Communities and Partnerships Committee
1.5	Develop, agree and deliver a delivery plan focussed on the outcomes for each Committee demonstrating the practical ways the C&P Committee will support them, particularly in relation to vulnerable or at risk people, or those who may become so	Adrian Chapman	June 2018	Refreshed annually	All CCC services		Delivery plans developed, adopted and delivered	Communities and Partnerships Committee CCC Service Committees
1.6	Develop and agree a protocol with the Combined Authority to ensure the interface between the CA and communities is effective, ensuring that the work of the CA and the wider public sector is relevant to our residents and is communicated effectively	Adrian Chapman	May-18	Reviewed annually	Combined Authority Senior Officer Community Network	Unable to reach consensus agreement between all parties	Protocol developed and agreed between partners Evidence of collaboration on delivery of relevant projects	Communities and Partnerships Committee Combined Authority
1.7	Oversee the work to develop shared services with Peterborough, which seeks to reduce back office costs and ensure that our services meet the needs of our most vulnerable residents	Adrian Chapman	April 2018	May 2020	Peterborough City Council		Successful shared services models	Shared and Integrated Services Board Communities and Partnerships Committee General Purposes Committee PCC Cabinet
1.8	Develop, agree and oversee delivery of an action plan that enables communities to support vulnerable groups, especially where such an approach is likely to achieve better outcomes or reach vulnerable people who may not ordinarily access services including people with learning or other disabilities and mental health conditions	Sarah Ferguson	May 2018	May 2020	All CCC services District councils Potential funding requirements	Funding for community groups Community fatigue/lack of engagement Actions are not targeted at the right group and therefore, have limited impact	Identification of best practice Action plan produced, agreed and delivered	Via action 1.4
1.9	Develop, agree and oversee delivery of an action plan that trains and supports local area champions to support vulnerable people, especially where such an approach is likely to achieve better outcomes or reach vulnerable people who may not ordinarily access services including people with learning or other disabilities and mental health conditions	Sarah Ferguson	May 2018	May 2020	All CCC services District councils Potential funding requirements	Vulnerable people can hard to reach/or define Member capacity, skills and knowledge	Action plan produced, agreed and delivered	Via action 1.4
1.10	Develop, agree and oversee delivery of community-based behaviour change programmes that help reduce demand for public services, in turn improving outcomes and wellbeing for our residents	Sarah Ferguson	November 2018	May 2020	Public Health All other CCC services District councils Potential funding requirements	Actions are not targeted in the right geographic/demographic area Lack of community engagement, particularly in diverse communities One size fits all approach Funding	Review of existing Needs Assessments to identify opportunities for community based programmes Establish community and partner stakeholder group to identify key actions Develop, agree and deliver action plan	Via action 1.4 In close co-operation with Service Committees
1.11	Develop and implement an information and advice guide for communities in different languages, targeted towards reducing demand for public services, in turn improving outcomes and wellbeing for our residents	Elaine Matthews	September 2018	Refreshed quarterly	Digital investment All CCC services	Messages do not reach the right groups Lack of literacy could present a barrier for some individuals Insufficient engagement with voluntary/faith sector organisations	Commission VCS organisation to develop messages in a multimedia platform Review Social Media project being delivered through Controlling Migration Fund, and look for opportunities to expand	Via action 1.4
1.12	Develop and oversee programmes that encourage and enable community transport schemes, including informal car sharing, in order to reduce isolation and loneliness, improve social connectivity for our residents, and improve the health and wellbeing of our communities	Paul Nelson	October 2018	May 2020	Potential funding requirements Strengthening communities	Safeguarding policies and procedures need to be considered Public liability implications Poor communication strategy	Transport scheme piloted Develop incentives and rewards for participants based upon Time Credit/Time Bank model	Via action 1.4
1.13	Oversee and implement the process to review and reduce the bureaucracy associated with volunteering and community participation, in order to increase the numbers of people able and willing to volunteer to both improve and enhance their own wellbeing and that of those they might volunteer to support	Elaine Matthews	May 2018	May 2020	Legal services Transformation Services Culture and Community Services	Lack of willingness from council services to change procedures	Delivery of a simplified, safe process for enabling volunteering	Via action 1.4
1.14	Develop and implement interventions with communities of interest, targeting protected characteristic groups, to ensure that all of our communities are able to reach the information, advice or service they need quickly and easily	Elaine Matthews	December 2018	May 2020	All CCC services District councils Potential funding requirements	Interventions are not sufficiently targeted - one size fits all approach Community fatigue	Action plan produced, agreed and delivered	Via action 1.4
1.15	In collaboration with partners, identify where anti-social behaviour impacts most on people and communities, and develop a coordinated community based response	Elaine Matthews	July 2018	March 2019	District Councils Countywide Community Safety Board	Requirement for support from key agencies Need for robust community-based response Funding to deliver agreed interventions	Clear and agreed understanding of the scale and location of the problem Community resilience strategy reflects priorities in relation to community safety Action plan produced, agreed and delivered	Countywide Community Safety Board Countywide Communities Network Communities and Partnerships Committee
1.16	Secure Cambridgeshire County Council accreditation to the White Ribbon Campaign, and develop a clear two year work programme to sustain awareness and action to end male violence against women and girls	Julia Cullum	November 2018	May 2020	All CCC services, notably Communications Team and HR Members Partners	Failure to reach the required national standard	Two year programme of activity agreed by Committee	White Ribbon Project Board Communities and Partnerships Committee

1.17	Develop funding options with partners for the continuation of outreach provision for victims of domestic abuse and sexual violence, beyond March 2019, in order to ensure victims are able to receive the support they need	Sarah Ferguson	July 2018	March 2019	DASV Partnership CCC Transformation and Finance teams	Failure to identify or attract additional investment	Commissioning priorities and options developed with partners	DASV Countywide Board Communities and Partnerships Committee
1.18	Ensure the County Council's commitment in the delivery of the Violence Against Women and Girls Strategy for Cambridgeshire and Peterborough is delivered, to ensure victims receive the support they need, that the behaviour of perpetrators is changed, and that the council is demonstrating systems leadership across the county	Sarah Ferguson	Reviewed yearly	May 2020	DASV Partnership	Failure to deliver to agreed or expected levels	Annual performance report identifies progress, gaps and risks	DASV Countywide Board Communities and Partnerships Committee

PRIORITY 2: TACKLING DEPRIVATION

- A collective understanding across the public sector of the causes and effects of deprivation across Cambridgeshire, and how it impacts on the council, our partners and within our communities.
- New and innovative approaches to mitigating the consequences of deprivation
- The gap between the most deprived and least deprived communities is closed to an agreed level.
- The significant effects of deprivation, including those affecting health, employment and crime, are mitigated.

REF.	ACTION DESCRIPTION	LEAD OFFICER	FIRST MILESTONE DATE	ACTION CONTINUES UNTIL	RESOURCES REQUIRED / ENGAGEMENT FROM PARTNERS (staff, tech, etc.)	KEY RISKS	OUTPUTS	DECISION MAKING ROUTE
2.1	Map out existing work to tackle poverty, identifying resultant duplication and/or gaps, to ensure the best possible projects, programmes and services are implemented to support those people most in need	Ian Phillips	June 2018	Refreshed biannually	All CCC services District councils	Lack of engagement from services	Clear and comprehensive map of existing activity	Countywide Communities Network
2.2	Identify models of good practice from elsewhere , and test their relevance to Cambridgeshire, to maximise the impact of our interventions and to ensure they are introduced as quickly as possible	Ian Phillips	June 2018	Refreshed biannually	N/A		Shortlist of agreed models to pilot in Cambridgeshire	Via action 2.6
2.3	Oversee the development and delivery of short to medium term localised interventions that address identified gaps, in order to implement projects and services that best meet the very local need of affected households and communities	Ian Phillips	October 2018	May 2020	All CCC services District councils Potential funding requirements	Funding and capacity to deliver Limited impact	Report produced detailing mapping work and opportunities for further investment/engagement of services	Via action 2.6
2.4	Commission and deliver a needs assessment with a focus on poverty, so that the council and our partners develop a shared, deep and wide view about the extent of poverty and the ways it impacts on our residents	Ian Phillips	December 2018	Refreshed annually	Public Health All CCC services	Capacity of service to provide	Evidenced needs assessment produced to assist with commissioning and project development	Via action 2.6
2.5	Oversee the mapping of key datasets (e.g. children looked after, children in need, delayed transfers of care etc.) to better understand the impacts of poverty on key service user groups and locations, and to measure the impact of our work	Ian Phillips	December 2018	Refreshed quarterly	Public Health All CCC services		Data methodology and mechanism created to ensure we can measure our impacts	Via action 2.6
2.6	Develop and oversee delivery of a new countywide Tackling Poverty Strategy, including long term targeted actions that are informed by the needs assessment and mapping work, with a specific focus on ensuring delivery of actions that deliver rapid but lasting change	Ian Phillips	December 2018	May 2020	All CCC services District councils Public sector partners Voluntary sector partners Potential funding requirements	Funding and capacity to deliver Challenging to make headline impact on poverty, due to external factors e.g. economy	Delivery Plan developed, agreed and delivered Longer term reduction in poverty	County Communities Network Communities and Partnerships Committee
2.7	Develop and deliver targeted interventions to support homeless households and rough sleepers, in close partnership with our colleagues in the district councils, the wider statutory sector and the civil society sector	Sarah Ferguson	June 2018	May 2020	All CCC services District councils	Hard to reach/engage demographic Funding Complex and challenging client needs	Delivery Plan developed, agreed and delivered	County Communities Network Countywide Housing Board Communities and Partnerships Committee

PRIORITY 3: ECONOMY AND SKILLS

- An ambitious, relevant and aspirational adult skills offer in close partnership with the Combined Authority, that provides opportunity for raising attainment, aspiration and earnings potential and reduces reliance on welfare benefits.
- Improved academic and vocational adult learning outcomes.
- Increased external investment into the county's adult skills service, expanding our offer to more communities and employers.
- Increased business start-ups.

REF.	ACTION DESCRIPTION	LEAD OFFICER	FIRST MILESTONE DATE	ACTION CONTINUES UNTIL	RESOURCES REQUIRED / ENGAGEMENT FROM PARTNERS (staff, tech, etc.)	KEY RISKS	OUTPUTS	DECISION MAKING ROUTE
3.1	Support the Area Champions to innovatively recruit c.35 reablement workers to meet the needs of our most vulnerable residents, to improve the career prospects of people seeking work, and to reduce demand for costly and sometimes less appropriate social care interventions	Elaine Matthews	June 2018	September 2018	Adult Services HR & Business Transformation Potential funding requirements Communication team	Funding Lack of skilled workers Lack of Champion capacity & knowledge Comms messages not reaching communities	Comms plan developed Engagement of Community and Faith partners to promote and identify reablement workers from diverse backgrounds	Communities and Partnerships Committee (review of Area Champions)
3.2	Support the Area Champions to increase the recruitment of and support for foster parents and carers, to meet the needs of our most vulnerable children and young people and their families, and to reduce demand for costly and sometimes less appropriate placements	Elaine Matthews	July 2018	May 2020	Children's Services Adult Services	Lack of Champion capacity Lack of incentive for foster carers to engage	Comms plan developed Engagement of voluntary and faith sector partners to promote fostering within diverse communities Identify initiatives to recognise foster carers	Communities and Partnerships Committee (review of Area Champions)
3.3	Support the Area Champions to deliver specific actions that support the skills development and employment of people with learning and other disabilities and people with mental health conditions	Elaine Matthews	July 2018	May 2020	Adult Services	Lack of engagement by employers Lack of Area Champion capacity	Action plan developed, agreed and delivered	Communities and Partnerships Committee (review of Area Champions)
3.4	Develop and oversee delivery of specific actions that identify existing skills within migrant populations, and connects those more effectively with better paid jobs	Jawaid Khan	June 2018	May 2020	All CCC services	Lack of formal qualifications/non-transferable qualifications Lack of English language	Develop effective links with community and faith organisations Develop stakeholder group Map skill shortages in the county Develop, agree and deliver skills strategy	Countywide Skills Board Communities and Partnerships Committee
3.5	Support the Area Champions to develop actions that enable more applicants to apply for high priority jobs (e. g. carers, social workers, ICT etc.), in order to support skills and employment shortages in key employment categories and to improve the prosperity and wellbeing of our residents	Elaine Matthews	July 2018	May 2020	All CCC services	Lack of skilled workers Lack of incentive/reward for applicants to apply Lack of area champion capacity	Develop, agree and deliver skills Strategy	Communities and Partnerships Committee (review of Area Champions)
3.6	Develop a shared understanding of the whole adult skills landscape – CCC/PCC/Combined Authority/other providers - in order to maximise the opportunities for our residents, communities and businesses to develop, grow and flourish	Pat Carrington	November 2018	April 2019	Combined Authority	Limited existing intelligence/data/ Data sharing agreements not in place	Visibility and understanding of the components of the adult skills landscape	Countywide Skills Board Communities and Partnerships Committee
3.7	Oversee the adoption and delivery of the Skills Blueprint as the interim skills strategy for Cambridgeshire and Peterborough in order to embed the delivery of adult skills in a strategic context and position us well for future skills development opportunities	Pat Carrington	April 2018	May 2020	Peterborough City Council Combined Authority		Interim skills strategy in place enabling focussed delivery and collaborative working	Communities and Partnerships Committee
3.8	Consider and agree the delivery model for the CCC adult skills service in order to ensure it is able to maximise inward investment and is best placed to meet the needs of our residents	Pat Carrington	April 2018	August 2018	Legal services HR & Business Transformation	Once agreed for implementation the time it could takes to transition of services for ICT/ HR and Finance	Options paper developed and agreed	Communities and Partnerships Committee
3.9	Commission and oversee completion of a needs assessment of skills gaps and needs, drilling down to a neighbourhood level, to ensure we are meeting the evidenced needs of our residents and employers	Pat Carrington	November 2018	April 2019	Potential funding requirements Strengthening Communities	Lack of service capacity to develop	Comprehensive knowledge developed about the adult skills needs of our population	Via action 3.6
3.10	Attract inward investment into the CCC adult skills service to diversify and increase its offer to best meet the needs of our residents and employers	Pat Carrington	September 2018	May 2020	Business Transformation Financial Services		Strategy developed to identify funding opportunities	Communities and Partnerships Committee

3.11	Oversee the development of a longer term single system-wide skills strategy and delivery plan to firmly embed the important provision of skills in the economic and social strategies for the county	Pat Carrington	April 2019	Refreshed annually	Peterborough City Council Combined Authority	Partners not engaging through resource issues, CA implementation of the skills budget not yet identified.	Comprehensive, single, system-wide adult skills strategy developed	Countywide Skills Board Communities and Partnerships Committee
PRIORITY 4: PARTNERSHIP WORKING								
<ul style="list-style-type: none">· Powerful, meaningful and relevant partnerships, both for agreeing strategy and policy and for delivering services in new and innovative ways.· Partnerships that focus on shared outcomes rather than organisational or individual issues.· Partnerships that create systems and ways of working that manage and reduce demand.· Partnerships that pool resource, capacity, ideas and intelligence to achieve the best outcomes for our communities.								
REF.	ACTION DESCRIPTION	LEAD OFFICER	FIRST MILESTONE DATE	ACTION CONTINUES UNTIL	RESOURCES REQUIRED / ENGAGEMENT FROM PARTNERS (staff, tech, etc.)	KEY RISKS	OUTPUTS	DECISION MAKING ROUTE
4.1	Lead the process to redefine the partnership governance landscape, to ensure it is fit for purpose, avoids duplication, prevents key issues from being missed, and maximises the effectiveness of investment in time and resource from partners. This process should serve to ensure partnerships are delivering positive and meaningful change and improvement to our communities and residents	Adrian Chapman	September 2018	Reviewed biannually	Business Transformation All CCC services District councils Peterborough City Council Public sector partners Voluntary sector partners	Lack of agreement between partners	MOUs drafted Shared use by staff of the public estate Opportunities for pooling resources pursued	Public Service Board Communities and Partnerships Committee
4.2	Work with district councils and public sector partners to develop and deliver place-based forums that ensure partnership working is effective at a local level - for example, taking countywide decisions, policies and interventions and applying them in a more local setting	Sarah Ferguson	September 2018	May 2020	Business Transformation All CCC services District councils Peterborough City Council Public sector partners Voluntary sector partners	Lack of community engagement/interest	Programme of forums developed and held	Public Service Board Communities and Partnerships Committee
4.3	Define, agree and implement the support needed in communities to enable them to participate in partnerships, to reduce the top down model and to ensure partnership discussions are relevant, meaningful and are meeting the needs of our residents	Sarah Ferguson	June 2018	May 2020	All CCC services Transformation team	Funding Clarity of role and ability to influence Need to engage a broad range of voluntary sector representation	Identify alternative access channels for the public to engage e.g. social media, live broadcasting etc.	Via action 1.4
4.4	Lead the process to establish a single system-wide partnership plan and set of principles, that sets out the behaviours, roles and responsibilities of all partners, in order to sustain the work described above	Adrian Chapman	September 2018	Refreshed annually	Business Transformation All CCC services District councils Peterborough City Council Public sector partners Voluntary sector partners Clinical Commissioning Group	Lack of collective agreement between partners	Plan developed, agreed and delivered	Via action 4.1
4.5	Develop, agree and oversee delivery of an action plan for Area Champions that supports all of the objectives above	Elaine Matthews	May 2018	Refreshed annually	Area Champions	Area Champion capacity	Production of a delivery plan	Via action 4.1 Public Service Board Communities and Partnerships Committee CCC Service Committees
4.6	Develop and agree, working closely with all Council services and our partners, proposals for discussion with the Combined Authority for future Devolution deals that are built on the experience of other actions contained in this delivery plan and that meet the evidenced needs of our residents	Adrian Chapman	May 2018	May 2020	All CCC services	Lack of support for proposals by the Combined Authority	Further Devo dels submitted	Public Service Board Communities and Partnerships Committee
4.7	As a result of the work of the Committee, oversee the delivery of increased external funding for community-related interventions	Adrian Chapman	May 2018	May 2020	All CCC services Business Transformation		Funding bids developed and submitted	Via action 1.4

Appendix 2

Communities and Partnerships Committee

DRAFT Agenda Plan 2018/19

N.B. Area Champions oral update, training and workshop plan, and agenda plan will be agenda items on every Committee meeting agenda

April 2018 – COMMITTEE

1. Committee Delivery Plan, and agenda forward plan - DECISION
2. Adult Skills - DECISION
3. Budget monitoring – MONITORING AND DECISION

April 2018 – WORKSHOP

1. *Domestic Abuse and Sexual Violence*

May 2018 – COMMITTEE

1. Domestic Abuse and Sexual Violence performance and service delivery – MONITORING AND DECISION
2. Community Resilience Strategy principles - DECISION
3. Integrated Communities Strategy Green Paper – MONITORING AND DECISION
4. Proposals for community response to vulnerable groups / the work of the CCC service committees - DECISION
5. Shared work programme with the Combined Authority - DECISION
6. Shared and Integrated Services programme – overview and forward plan – MONITORING AND DECISION
7. Budget monitoring – MONITORING AND DECISION

June 2018 – WORKSHOP

1. *Business planning – public consultation discussion*
2. *Shaping the Community Resilience Strategy*
3. *Review of deprivation – focus on tackling poverty*

July 2018 – COMMITTEE

1. Community Resilience Strategy - DECISION
2. Review of Tackling Poverty strategy, and proposals for new Strategy - DECISION
3. Wisbech 2020 review and CCC's role – MONITORING AND DECISION
4. Adult Skills – proposals for new delivery arrangements - DECISION
5. Risk management – MONITORING AND DECISION
6. Innovate and Cultivate Fund - DECISION
7. Budget monitoring – MONITORING AND DECISION

August 2018 – WORKSHOP

1. *Partnership landscape and relationship with the Combined Authority*
2. *ASB and community safety*
3. *Adult skills*
4. *Community cohesion*

Appendix 2

September 2018 – COMMITTEE

1. White Ribbon Accreditation - DECISION
2. Review of role of Area Champions – MONITORING AND DECISION
3. Review of impact of the Committee on the work of service committees – MONITORING AND DECISION
4. Review of the Support Cambridgeshire programme – MONITORING AND DECISION
5. Draft Business Planning proposals (focus on demand management) - DECISION
6. Budget monitoring – MONITORING AND DECISION

October 2018 – COMMITTEE

1. Draft Business Planning proposals (focus on demand management) - DECISION
2. Partnership landscape - DECISION
3. Review of Shared and Integrated Services programme – MONITORING AND DECISION
4. Initial proposals for addressing ASB - DECISION
5. CCC role to tackle homelessness - DECISION

November 2018 – COMMITTEE

1. Community Cohesion - DECISION
2. Local Council Development Plan – progress – MONITORING AND DECISION
3. Review of Behaviour change programmes (demand management) – MONITORING AND DECISION
4. Tackling Poverty Needs Assessment - DECISION
5. Budget monitoring – MONITORING AND DECISION
6. Draft Business Planning proposals (focus on demand management) – MONITORING AND DECISION

December 2018 – COMMITTEE

1. Tackling Poverty Strategy - DECISION
2. Adult Skills Needs Assessment - DECISION
3. Integrated Communities Strategy – MONITORING AND DECISION
4. Draft Business Planning proposals (focus on demand management) - DECISION
5. Adult skills – MONITORING AND DECISION

January 2019 – COMMITTEE

1. Review of Community Resilience strategy delivery – MONITORING AND DECISION
2. Budget monitoring – MONITORING AND DECISION

February 2019 – WORKSHOP

1. *Relationship with the Combined Authority*
2. *Domestic Abuse and Sexual Violence – review of CCC's role and funding proposals*

March 2019 – COMMITTEE

1. Budget monitoring – MONITORING AND DECISION
2. Final proposals for addressing ASB - DECISION
3. Domestic Abuse and Sexual Violence – review of CCC's role in delivering the Strategy, and outreach funding proposals - DECISION
4. Adult Skills – MONITORING AND DECISION

Appendix 2

April 2019 – WORKSHOP

1. *White Ribbon Campaign – review of delivery*
2. *Review of Adult Skills service*
3. *Skills strategy and delivery plan*

May 2019 – COMMITTEE

1. Review of Adult Skills service - DECISION
2. Skills strategy and delivery plan - DECISION
3. Review of Shared and Integrated Services programme – MONITORING AND DECISION
4. Review of Tackling Poverty Strategy delivery – MONITORING AND DECISION
5. White Ribbon Campaign – review of delivery – MONITORING AND DECISION
6. Budget monitoring – MONITORING AND DECISION

FINANCE AND PERFORMANCE REPORT – APRIL 2018

To: Communities and Partnership Committee

Meeting Date: 17th April 2018

From: Executive Director: People and Communities
Chief Finance Officer

Electoral division(s): All

Forward Plan ref: Not applicable **Key decision:** No

Purpose: To provide the Committee with the February 2018 Finance and Performance report for People And Communities Services (P&C),

The report is presented to provide the Committee with the opportunity to comment on the financial and performance position as at the end of February 2018.

Recommendation: The Committee is asked to review and comment on the report

<i>Officer contact:</i>	
Name:	Martin Wade
Post:	Strategic Finance Business Partner
Email:	martin.wade@cambridgeshire.gov.uk
Tel:	01223 699733

1.0 BACKGROUND

- 1.1 A Finance & Performance Report for People and Communities (P&C), is produced monthly and the most recent available report is presented to the Committee when it meets.
- 1.2 The report is presented to provide the Committee with the opportunity to comment on the financial and performance position of the services for which the Committee has responsibility.
- 1.3 This report is for the whole of the P&C Service, and as such, not all of the budgets contained within it are the responsibility of this Committee. Members are requested to restrict their attention to the proposed budget lines for which this Committee is responsible for. These are detailed below;

Forecast Variance Outturn (Jan) £'000	Service	Current Budget 2017/18 £'000	Actual to end of Feb £'000	Current Variance £'000	Forecast Variance Outturn (February) £'000
-27	Strategic management – Communities & Safety	57	190	67	-40
-107	Youth Offending Service	1,618	1,058	-228	-122
-10	Central Integrated Youth Support Services	448	-210	14	-10
0	Safer Communities Partnership	1,589	1,380	-68	0
0	Strengthening Communities	484	416	-7	0
0	Adult Learning & Skills	2,786	2,155	-8	0
0	Learning Centres	0	-3	-3	0
-144	Total	6,983	4,986	-233	-172

1.4 Financial Context

The major savings agenda continues with £99.2m of savings required across the Council between 2017 and 2022.

The required savings for P&C in the 2017/18 financial year total £20,658k, of which £0k is directly attributable to C&P.

2.0 MAIN ISSUES IN THE FEBRUARY 2018 P&C FINANCE & PERFORMANCE REPORT

- 2.1 The February 2018 Finance and Performance report is attached at Appendix 1. The overall forecast outturn for People and Communities at the end of February is £6,586k. Within Communities and Partnership (C&P) the revised forecast is an under spend of £172k, an increase of £28k from January, and an increase of £70k since the December report which was last presented to committee.

2.2 Revenue

The table below identifies the key area of underspend within C&P;

Youth Offending Service	The Youth Offending Service are forecasting an under spend of £122k, an increase of £15k from January. Based on low incidents of secure remand for young offenders in recent years, the YOS remand equalisation earmarked reserve has been reduced, creating a non-recurrent under spend of £90k this year. An under spend of £15k is also expected against the permanent remand budget. The remaining £17k under spend is across a number of non-pay budgets, including staff training.
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2.3 Performance

Of the twenty-three P&C service performance indicators eleven are shown as green, five as amber and seven are red.

Of the Communities and Partnerships Performance Indicators both are currently green. These are;

- The number of people in the most deprived wards completing courses to improve their chances of employment or progression in work
- The number of people starting as apprentices

2.4 P&C Portfolio

The major change programmes and projects underway across P&C are detailed in Appendix 8 of the report – The Building Community Resilience programme within C&P which is currently assessed as green.

3.0 2017-18 SAVINGS TRACKER

- 3.1 As previously reported the “tracker” report – a tool for summarising delivery of savings – will be made available for Members on a quarterly basis.

4.0 ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

- 4.1.1 There are no significant implications for this priority.

4.2 Helping people live healthy and independent lives

- 4.2.1 There are no significant implications for this priority

4.3 Supporting and protecting vulnerable people

1.
4.3.1 There are no significant implications for this priority

5.0 SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

5.1.1 This report sets out details of the overall financial position of the C&P Services.

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

5.2.1 There are no significant implications within this category.

5.3 Statutory, Risk and Legal Implications

5.3.1 There are no significant implications within this category.

5.4 Equality and Diversity Implications

5.4.1 There are no significant implications within this category.

5.5 Engagement and Consultation Implications

5.5.1 There are no significant implications within this category.

5.6 Localism and Local Member Involvement

5.6.1 There are no significant implications within this category.

5.7 Public Health Implications

5.7.1 There are no significant implications within this category.

Source Documents	Location
As well as presentation of the F&PR to the Committee when it meets, the report is made available online each month.	https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&-performance-reports/

From: Martin Wade and Stephen Howarth
 Tel.: 01223 699733 / 714770
 Date: 8th March 2018

People & Communities (P&C) Service

Finance and Performance Report – February 2018

1. SUMMARY

1.1 Finance

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

1.2. Performance and Portfolio Indicators – Jan 2018 Data (see sections 4&5)

Monthly Indicators	Red	Amber	Green	Total
Jan Performance (No. of indicators)	7	5	11	23
Jan Portfolio (No. of indicators)	0	2	4	6

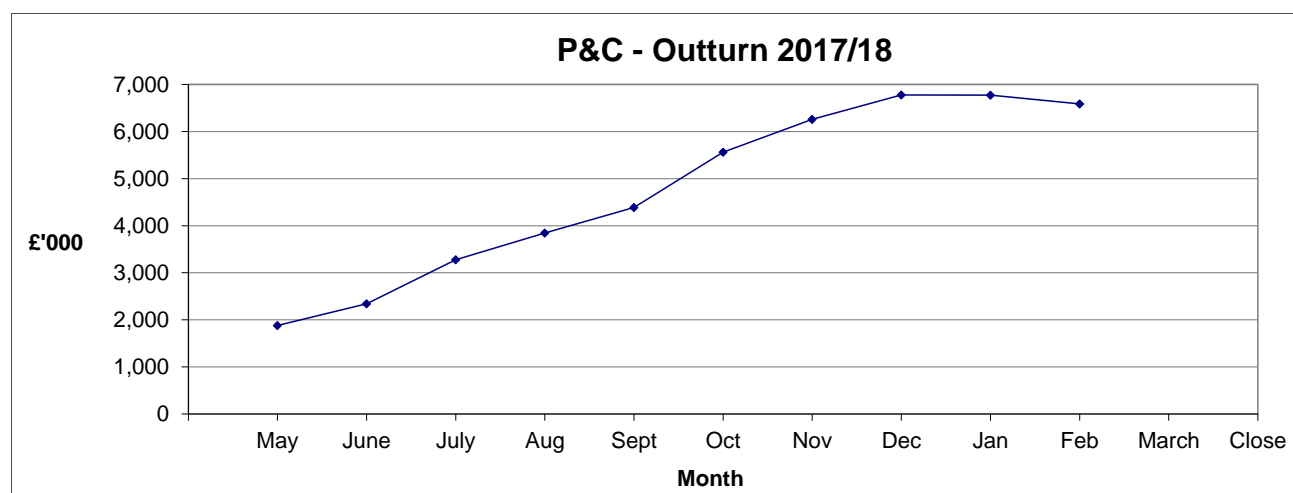
2. INCOME AND EXPENDITURE

2.1 Overall Position

Forecast Variance Outturn (Jan) £000	Directorate	Original Budget 2017/18 £000	Current Budget 2017/18 £000	Current Variance £000	Forecast Variance Outturn (Feb) £000	Forecast Variance - Outturn (Feb) %
442	Adults & Safeguarding	134,164	133,087	-10	252	0.2%
829	Commissioning	42,596	46,983	558	768	1.6%
-144	Communities & Safety	5,037	6,983	5,218	-172	-2.5%
7,767	Children & Safeguarding	103,755	105,287	7,842	8,262	7.9%
-227	Education	19,040	20,031	-248	-209	-1.0%
-96	Executive Director	494	-107	-8	-215	200.5%
8,571	Total Expenditure	305,086	312,263	13,353	8,687	2.8%
-1,797	Grant Funding	-39,991	-72,696	-1,926	-2,101	2.9%

6,774	Total	265,095	239,567	5,976	6,586	2.8%
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The service level finance & performance report for February 2018 can be found in [appendix 1](#). Further analysis of the forecast position can be found in [appendix 2](#).



2.2 Significant Issues

At the end of February 2018 P&C is forecasting to be £6,586k over budget at year-end.

As well as making savings through transformation, the service faces significant demand pressures, particularly in children's services related to the rising number of looked after children, a national trend, and in Learning Disability services. Similarly, as demand increases on the NHS and the acute sector in particular, combined with improved performance in reducing delayed transfers of care from hospital, so have spending levels on Older Adults.

In many cases, planned transformation and demand management strategies are in progress and will deliver the significant savings required although to a delayed timescale. Financial mitigations continue to be identified each month across the directorate: there is a major *one-off* grant deployment reported against Strategic Management - Adults.

The decrease in forecast since last month is -£189k. Significant changes are detailed below:

- In Adults and Safeguarding, the forecast position on the Strategic Management – Adults lines has improved by £336k as a result of a revised projection of vacancy savings in Adults Services. This is due to higher than expected vacancy levels managed that have been managed increasingly through existing resource rather than through agency workers.
- In Adults and Safeguarding, the year-end forecast on the Learning Disability Partnership (LDP) has increased by £498k. Overall this is due to higher than expected demand pressures throughout the year and lower levels of savings than required. The change from last month is due to increased care costs above the level expected. Whilst it is late in the financial year, a number of packages with large costs have been agreed as a result of breakdown in care arrangements and urgently changing need. Where these are permanent packages there will be an impact on spend in the LDP in 2018/19 which will be built into budgets.

- In Adults and Safeguarding, Older People's services have seen a reduction in the forecast pressure of £543k since last month. The reduced pressure is the result of continuing reductions in the overall number of people receiving care following increases in the number of deaths and hospital discharges. There is an expectation of additional cost from the additional activity to transfer people out of hospital, but the impact of that in this financial year is expected to be lower than previously forecast due to the number of people being discharged to other NHS funded care arrangements.
- In Adults and Safeguarding, the forecast for the Physical Disabilities service has worsened by £200k. Whilst this brings the service to a balanced position, the change is due to reduced expectation of health funding for service-users. A large amount of additional health-funding was built into the service's budget this year, and whilst a significant portion has been achieved, ongoing challenge from the NHS has resulted in a prudent adjustment to expectations around funding still to be agreed, though work is ongoing to ensure that appropriate health funding arrangements are in place.
- Looked After Children Placements
- In Children and Safeguarding, the forecast for LAC Placements budget has worsened by £300k. The increase is due to a combination of factors including an increase in average placement costs, one new high cost placement, one high cost placement where the length of stay has exceeded the planned time, and an increase in 16/17 costs that were reserved for at year end, which have subsequently been invoiced for at a higher amount than expected.
- In Children and Safeguarding, the forecast for Special Educational Needs (SEN) Placements budget has worsened by £352k. The majority of this increase relates to one new high cost placement. The remainder is due to a further increase in placements being approved at panel.
- The Executive Director budget has improved by £119k as pressures have been offset through the identification of savings identified against uncommitted expenditure in 2017/18.
- In Grant Funding, the required Financing Dedicated Schools Grant (DSG) contribution is now £2,101k, an increase of £304k since last month. This is due to increases in the High Needs forecast pressure, specifically in respect of SEN placements.

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

Service Type	BUDGET				ACTUAL (Feb)				VARIANCE		
	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Feb 18	Yearly Average	Actual Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost diff +/-
Residential - disability	1	£143k	52	2,743.20	2	1.23	£168k	2,777.75	0.23	£26k	34.55
Residential - secure accommodation	0	£k	52	0.00	0	0.08	£30k	6,755.00	0.08	£30k	6,755.00
Residential schools	16	£1,160k	52	1,408.53	17	15.87	£1,893k	2,627.67	-0.13	£734k	1,219.14
Residential homes	22	£3,018k	52	2,656.43	37	34.39	£5,770k	3,323.03	12.39	£2,752k	666.60
Independent Fostering	263	£10,304k	52	784.53	264	261.84	£10,976k	830.63	-1.16	£672k	46.10
Supported Accommodation	15	£1,244k	52	1,247.14	27	24.69	£1,825k	1,455.79	9.69	£581k	208.65
16+	25	£608k	52	467.73	8	7.57	£90k	219.29	-17.43	-£518k	-248.44
Growth/Replacement	-	£868k	-	-	-	-	£141k	-	-	-£727k	-
Pressure funded within directorate	-	£k	-	-	-	-	£k	-	-	£k	-
TOTAL	342	£17,344k			355	345.67	£20,893k		3.67	£3,549K	
In-house fostering - Basic	212	£2,053k	56	172.89	195	180.99	£1,853k	182.13	-31.01	-£200k	9.24
In-house fostering - Skills	212	£1,884k	52	170.94	195	180.61	£1,665k	178.81	-31.39	-£219k	7.87
Kinship - Basic	40	£439k	56	195.84	38	41.03	£411k	190.03	1.03	-£28k	-5.81
Kinship - Skills	11	£39k	52	68.78	11	11.00	£39k	68.78	0	£k	0.00
In-house residential	5	£556k	52	2,138.07	4	3.38	£503k	2,861.53	-1.62	-£53k	723.47
Growth*	0	-£297k	-	0.00	0	0.00	£k	0.00	-	£297k	-
TOTAL	257	£4,674k			237	225.40	£4,471k		-31.6	-£202k	
Adoption	376	£3,236k	52	165.51	418	406.22	£3,500k	163.06	30.22	£264k	-2.45
Concurrent Adoption	5	£91k	52	350.00	5	3.20	£58k	350.00	-1.8	-£33k	0.00
TOTAL	381	£3,327k			423	409.42	£3,559k		30.22	£232k	
OVERALL TOTAL	980	£25,345k			1015	980.49	£28,923k		2.29	£3,578k	

NOTE: In house Fostering and Kinship basic payments fund 56 weeks as carers receive two additional weeks payment during the Summer holidays, one additional week payment at Christmas and a birthday payment.

*Represented potential growth of in-house foster placements to be managed against the LAC Placements budget but unlikely to now occur.

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

Ofsted Code	BUDGET			ACTUAL (Feb 18)				VARIANCE			
	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Feb 18	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)	98	£6,165k	£63k	102	99.16	£6,783k	£68k	4	1.16	£617k	£6k
Hearing Impairment (HI)	3	£100k	£33k	2	2.00	£74k	£37k	-1	-1.00	-£26k	£4k
Moderate Learning Difficulty (MLD)	3	£109k	£36k	7	5.26	£114k	£22k	4	2.26	£5k	-£15k
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	-£75k	£k
Physical Disability (PD)	1	£19k	£19k	5	3.40	£66k	£19k	4	2.40	£47k	£k
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	-£41k	£k
Social Emotional and Mental Health (SEMH)	35	£1,490k	£43k	41	41.55	£2,017k	£49k	6	6.55	£526k	£6k
Speech, Language and Communication Needs (SLCN)	3	£163k	£54k	2	2.00	£90k	£45k	-1	-1.00	-£74k	-£10k
Severe Learning Difficulty (SLD)	2	£180k	£90k	2	2.00	£337k	£169k	0	0.00	£157k	£78k
Specific Learning Difficulty (SPLD)	8	£164k	£20k	7	5.65	£236k	£42k	-1	-2.35	£72k	£21k
Visual Impairment (VI)	2	£64k	£32k	2	2.00	£57k	£29k	0	0.00	-£7k	-£4k
Recoupment	-	-	-	-	-	£k	-	-	-	£k	-
TOTAL	157	£8,573k	£55k	170	163.02	£9,774k	£60k	13	6.02	£1,202k	£5k

In the following key activity data for Adults & Safeguarding, 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 average cost

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

2.5.3 Key activity data to end of February for **Adult Disability and Learning Disability** Services is shown below:

		BUDGET			ACTUAL (Jan 18)				Forecast		
Service Type		Budgeted No. of Service Users 2017/18	Budgeted Average Unit Cost (per week) £	Annual Budget £000	No. of Service Users at End of Feb 18	DoT	Current Average Unit Cost (per week) £	DoT	Forecast Actual £000	DoT	Forecast Variance £000
Adult Disability Services	Residential	31	£1,121k	£1,807k	29	↔	£1,000	↓	£1,620k	↓	-£187k
	Nursing	20	£928k	£965k	19	↓	£1,001	↓	£1,210k	↓	£245k
	Community	669	£292k	£10,149k	645	↑	£335	↑	£10,426k	↑	£277k
Total expenditure		720		£12,921k	692				£13,256k		£335k
Income				-£1,646k					-£1,668k	↑	-£22k
Further savings assumed within forecast										↓	-£358k
Net Total				£11,275k							-£45k
Learning Disability Services	Residential	313	£1,381	£22,569k	308	↔	£1,368	↔	£22,439k	↑	-£130k
	Nursing	8	£2,133	£889k	7	↔	£1,842	↔	£751k	↓	-£138k
	Community	1,272	£616	£40,626k	1,283	↓	£649	↔	£44,914k	↑	£4,288k
Learning Disability Service Total		1,593		£64,084k	1,598				£68,104k		£4,020k
Income				-£2,825k					-£3,326k	↓	-£501k
Further savings assumed within forecast as shown in Appendix 1										↓	-£194k
Net Total											£3,325k

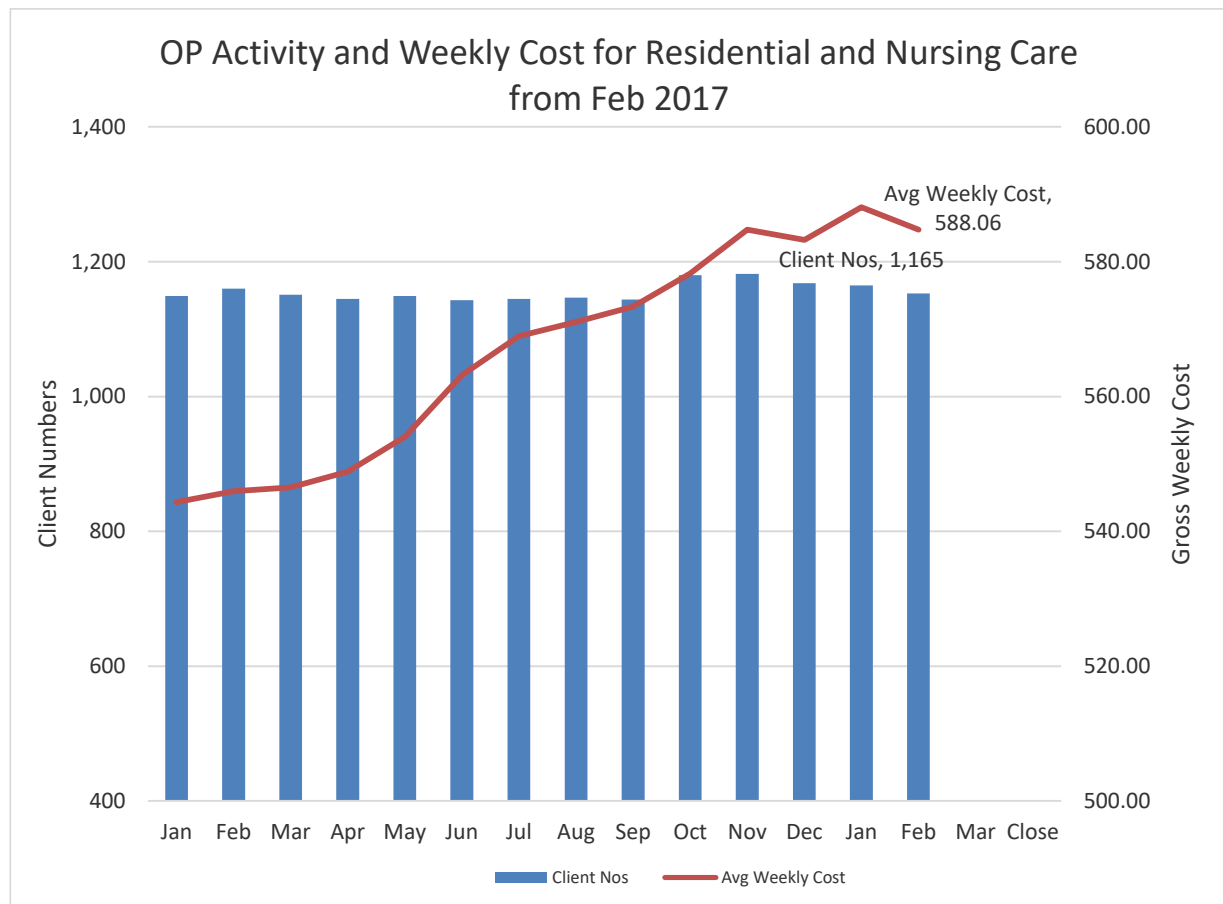
2.5.4 Key activity data to end of February for **Adult Mental Health** Services is shown below:

		BUDGET			ACTUAL (Feb)				FORECAST		
Service Type		Budgeted No. of Clients 2017/18	Budgeted Average Unit Cost (per week) £'s	Annual Budget £000's	Snapshot of No. of Clients at End of Feb 18	DoT	Current Average Unit Cost (per week) £'s	DoT	Forecast Spend £000's	DoT	Variance £000's
Adult Mental Health	Community based support	24	£72	£90k	18	↑	£147	↓	£133k	↑	£43k
	Home & Community support	154	£88	£709k	178	↓	£88	↑	£836k	↓	£127k
	Nursing Placement	13	£803	£544k	16	↔	£630	↔	£563k	↔	£19k
	Residential Placement	65	£736	£2,493k	66	↓	£677	↑	£2,528k	↓	£35k
	Supported Accommodation	133	£119	£828k	136	↑	£147	↓	£714k	↑	-£114k
	Direct Payments	20	£235	£245k	13	↔	£247	↔	£178k	↓	-£67k
	Income			-£368k					-£462k		-£94k
Adult Mental Health Total		409		£4,541k	427				£4,490k		-£51k
Further savings assumed within forecast as shown in Appendix 1											-£103k

Direction of travel compares the current month to the previous month.

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

OP Total	BUDGET			ACTUAL (Feb 18)				Forecast		
Service Type	Expected No. of Service Users 2017/18	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	D o T	Current Average Cost (per week) £	D o T	Forecast Actual £000	D o T	Forecast Variance £000
Residential	447	£483	£11,593k	452	↑	£506	↓	£12,757k	↑	£1,164k
Residential Dementia	347	£536	£9,984k	369	↓	£550	↓	£10,986k	↑	£1,003k
Nursing	301	£715	£11,694k	274	↓	£722	↓	£11,190k	↓	-£503k
Nursing Dementia	55	£753	£2,253k	58	↑	£776	↓	£2,156k	↔	-£97k
Respite			£1,303k					£1,336k	↓	£34k
Community based										
~ Direct payments	248	£173	£2,239k	227	↑	£272	↔	£2,836k	↑	£597k
~ Day Care			£941k					£860k	↓	-£81k
~ Other Care			£4,976k					£4,657k	↑	-£319k
~ Homecare arranged	1,608	per hour £15.70	£13,265k	1,308	↓	per hour £16.08	↓	£13,470k	↓	£205k
Total Expenditure	3,006		£58,247k	2,688				£60,248k		£2,001k
Residential Income			-£8,306k					-£9,117k	↓	-£811k
Community Income			-£8,099k					-£8,408k	↑	-£309k
Health Income			-£9k					-£21k	↓	-£11k
Total Income			-£16,415k					-£17,545k		-£1,131k
Further Savings Assumed Within Forecast as shown within Appendix 1										£k



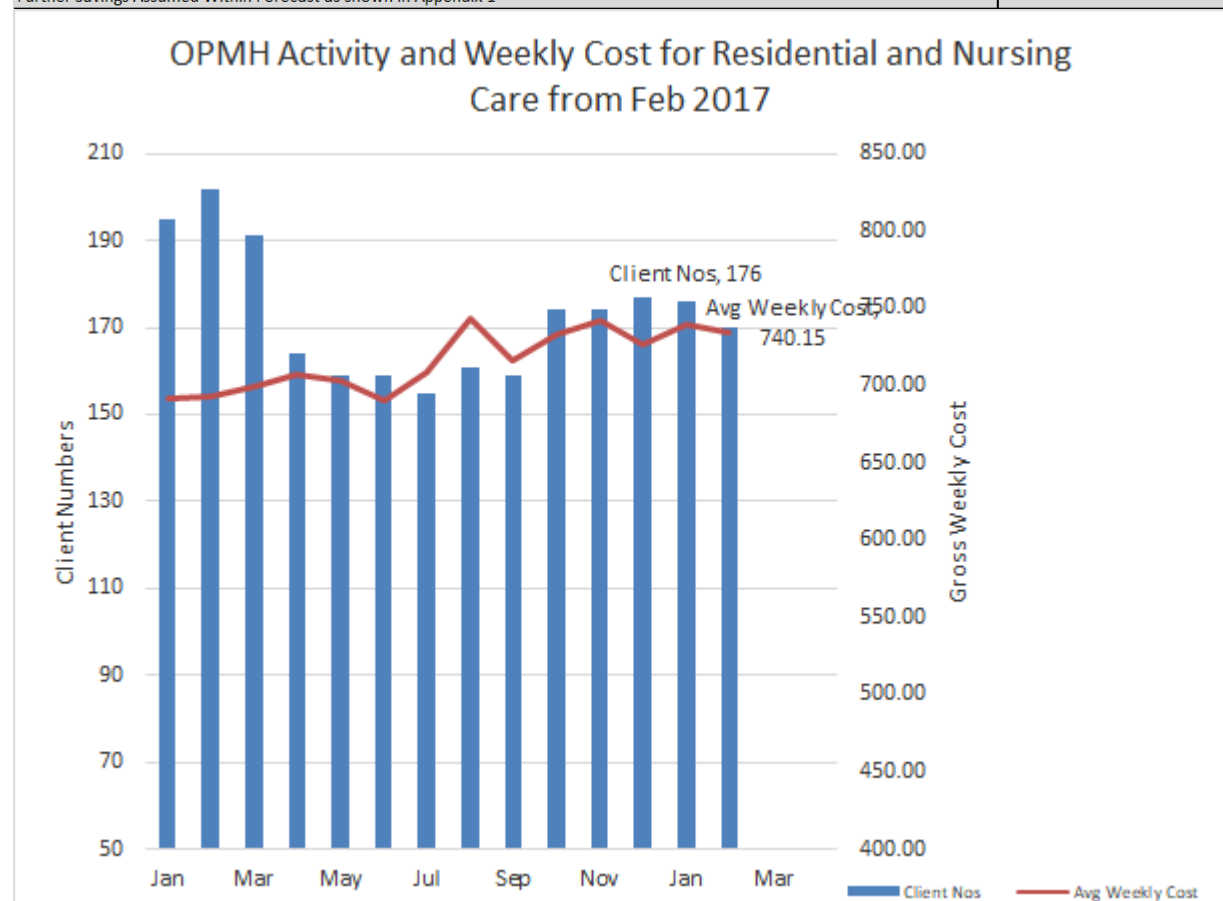
2.5.6 Key activity data to the end of February for **Older People Mental Health (OPMH)** Services is shown below:

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

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.

OPMH Total	BUDGET			ACTUAL (Feb 18)				Forecast		
Service Type	Expected No. of Service Users 2017/18	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	D o T	Current Average Cost (per week) £	D o T	Forecast Actual £000	D o T	Forecast Variance £000
Residential	14	£663	£503k	25	↑	£594	↓	£669k	↑	£165k
Residential Dementia	28	£533	£802k	23	↓	£588	↓	£975k	↓	£173k
Nursing	16	£740	£610k	23	↓	£693	↑	£766k	↑	£156k
Nursing Dementia	90	£747	£3,526k	99	↓	£813	↑	£4,426k	↑	£901k
Respite			£10k					£9k	↑	-£1k
Community based										
~ Direct payments	16	£207	£165k	12	↓	£510	↑	£231k	↑	£67k
~ Day Care			£3k					£12k	↓	£9k
~ Other Care			£38k					£44k	↓	£6k
~ Homecare arranged	45	per hour £15.95	£546k	49	↓	per hour £16.54	↑	£622k	↓	£76k
Total Expenditure	209		£6,204k	231				£7,755k		£1,551k
Residential Income			-£862k					-£913k	↑	-£51k
Community Income			-£244k					-£388k	↑	-£144k
Health Income			£k					£k	↔	£k
Total Income			-£1,106k					-£1,301k		-£195k
Further Savings Assumed Within Forecast as shown in Appendix 1										-£631k



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

2017/18 In Year Pressures/Slippage

As at the end of February 2018 the capital programme is forecasting an accelerated outturn of £10,305k. The level of slippage has not exceeded the Capital Variation budget expectation of £10,305k. Movements in February totaled £1,064k, the significant changes in February are detailed below;

- Fulbourn Primary School; £400k accelerated spend as works continue to progressing ahead of original contractor programme.
- Wyton New School; £300k accelerated spend as progress is ahead of original forecast.
- Bottisham Village College; £200k slippage as indicated by contractors most recent forecast.
- Cambridge Additional Places; £160k slippage due to continued delays incurred around kitchen refurbishment works due to design and installation issues in connection with existing roof.
- Condition & Maintenance; £371k overspend is due to higher than expected costs (£200k) for kitchen ventilation works required to meet health and safety standards and projects requiring urgent attention to ensure school remained operational. The remaining £171k is due to urgent works to maintain schools condition.
- Temporary Accommodation; £590k overspend it has been necessary to provide additional mobiles at Spring Common Special School which had required substantial investment (£513k) to make the accommodation suitable.

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.

The performance measures included in this report are the set agreed by Committees for 2016/17. Following discussion with General Purposes Committee earlier in the current (2017/18) financial year, a revised set of measures are being developed with service leads. These will be reported once available. Following a request from CYP Committee measures in appendix 7 are now ordered by Directorate. The latest available benchmarking information has also been provided in the performance table.

Seven indicators are currently showing as RED:

• Number of children with a Child Protection (CP) Plan per 10,000 children

During January, we saw the numbers of children with a Child Protection plan decrease from 513 to 502.

The introduction of an Escalation Policy for all children subject to a Child Protection Plan was introduced in June. Child Protection Conference Chairs raise alerts to ensure there is clear planning for children subject to a Child Protection Plan. This has seen a decrease in the numbers of children subject to a Child Protection Plan.

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

The number of Looked After Children decreased by one child from 703 in December to 702 in January. This figure includes 63 UASC, 9% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.

Actions being taken include:

A weekly Threshold to Resources Panel (TARP), chaired by the Assistant Director for Children's Services to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. Decisions and Children's Plans are monitored via a tracker which also takes into account the children's care plan-discussed in the Permanency Monitoring Group.

A monthly Permanency Monitoring Group (PMG) considers all children who are looked after, paying attention to their care plan, ensuring reunification is considered and if this is not possible a timely plan is made for permanence via Special Guardianship Order, Adoption or Long Term Fostering.

TARP links with the monthly High Cost Placements meeting, which as of January 2018 started to be chaired by the Assistant Director for Children's Services. The panel ensures that required placements meet the child or young person's needs and are cost effective and joint funded with partners where appropriate.

At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.

- **FSM/Non-FSM attainment gap % achieving the national standard in Reading, Writing & Maths at KS2**

Final KS2 2017 results data was published 25th January 2018. It shows that the gap in the performance of KS2 pupils eligible for FSM and those not eligible for FSM has widened by a further 9 percentage points since 2016.

The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential.

- **FSM/non-FSM attainment gap % achieving 5+A*-C at GCSE including Maths and English**

All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

The 2016 data shows that there is a significant gap in the performance of pupils eligible for FSM in the KS4 tests. Cambridgeshire's gap is currently wider than seen nationally. 2017 data is expected to be released imminently.

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

Performance remains low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams – and there are currently 40 service users identified as being in employment yet to be reviewed in the current year. (N.B. This indicator is subject to a cumulative effect as clients are reviewed within the period.)

- **BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) – YTD**

As of the end of December 2017, 24,749 bed-day delays had been reported in the Cambridgeshire system, a reduction of around 10% in comparison with performance at the same point in the previous financial year. Additionally 3,124 bed-day delays were reported in December 2017 compared to 3,386 in December 2016, a decrease of just under 8%. The monthly average rate of DTOC delays per 100,000 of the 18+ population was 531, 11% lower than the December 2016 rate of 597.

A general lack of capacity in domiciliary and residential care is the prevailing cause of DTOCs in Cambridgeshire. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community. We continue to work in collaboration with health colleagues to build on this work.

- **Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) – YTD**

In December 2017 there were 975 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 1,122 delays – a reduction of 13%. The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.

Delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's remain the key drivers of ASC bed-day delays.

5. P&C PORTFOLIO

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

The programmes and projects within the P&C portfolio are currently being reviewed to align with the business planning proposals.

APPENDIX 1 – P&C Service Level Budgetary Control Report

Forecast Variance Outturn (Jan) £'000		Service	Current Budget for 2017/18 £'000	Expected to end of Feb £'000	Actual to end of Feb £'000	Current Variance		Forecast Variance Outturn (Feb)	
						£'000	%	£'000	%
Adults & Safeguarding Directorate									
-4,067	1	Strategic Management - Adults	-9,720	-12,834	-17,188	-4,354	34%	-4,403	-45%
62		Principal Social Worker, Practice and Safeguarding	1,372	1,308	1,241	-67	-5%	82	6%
-130	2	Autism and Adult Support	835	664	535	-128	-19%	-130	-16%
-122	3	Carers	706	646	571	-75	-12%	-103	-15%
Learning Disability Services									
-35	4	LD Head of Service	5,625	4,453	4,422	-30	-1%	-20	0%
666	4	LD - City, South and East Localities	33,562	30,786	31,673	887	3%	999	3%
1,843	4	LD - Hunts & Fenland Localities	27,148	23,566	25,402	1,837	8%	1,903	7%
0	4	LD - Young Adults	4,258	3,399	3,460	61	2%	56	1%
443	4	In House Provider Services	5,519	4,999	5,500	501	10%	477	9%
0		NHS Contribution to Pooled Budget	-17,113	-17,113	-17,113	0	0%	0	0%
Older People and Physical Disability Services									
907	5	OP - City & South Locality	19,068	17,771	18,181	410	2%	467	2%
-17	5	OP - East Cambs Locality	6,024	5,570	5,537	-32	-1%	-19	0%
324	5	OP - Fenland Locality	9,001	7,828	8,108	279	4%	291	3%
217	5	OP - Hunts Locality	12,459	10,939	11,060	121	1%	149	1%
0		Discharge Planning Teams	2,189	2,012	1,944	-68	-3%	0	0%
51		Shorter Term Support and Maximising Independence	7,131	6,380	6,433	53	1%	51	1%
-139		Physical Disabilities	11,818	11,099	11,128	29	0%	61	1%
Mental Health									
-105	6	Mental Health Central	1,363	1,289	1,264	-24	-2%	-180	-13%
-197	7	Adult Mental Health Localities	6,008	5,481	5,197	-284	-5%	-154	-3%
743	7	Older People Mental Health	5,836	5,063	5,938	874	17%	725	12%
442		Adult & Safeguarding Directorate Total	133,087	113,305	113,295	-10	0%	252	0%
Commissioning Directorate									
-154	8	Strategic Management – Commissioning	2,658	2,103	1,827	-276	-13%	-252	-9%
-61		Access to Resource & Quality	1,014	783	757	-26	-3%	-61	-6%
-28		Local Assistance Scheme	321	321	292	-29	-9%	-28	-9%
Adults Commissioning									
145	9	Central Commissioning - Adults	26,700	29,548	29,815	267	1%	160	1%
-30		Integrated Community Equipment Service	711	2,299	2,275	-25	-1%	-30	-4%
59		Mental Health Voluntary Organisations	3,934	3,721	3,696	-24	-1%	41	1%
Childrens Commissioning									
-21		Commissioning Services	2,510	2,190	2,144	-46	-2%	-51	-2%
420	10	Home to School Transport – Special	8,008	6,301	6,691	390	6%	490	6%
500	11	LAC Transport	1,126	1,039	1,366	326	31%	500	44%
829		Commissioning Directorate Total	46,983	48,305	48,863	558	1%	768	2%

Forecast Variance Outturn (Jan) £'000	Service	Current Budget for 2017/18 £'000	Expected to end of Feb £'000	Actual to end of Feb £'000	Current Variance		Forecast Variance Outturn (Feb)	
					£'000	%	£'000	%

Communities & Safety Directorate

-27	Strategic Management - Communities & Safety	57	123	190	67	54%	-40	-70%
-107	¹² Youth Offending Service	1,618	1,285	1,058	-228	-18%	-122	-8%
-10	Central Integrated Youth Support Services	448	-224	-210	14	-6%	-10	-2%
0	Safer Communities Partnership	1,589	1,448	1,380	-68	-5%	0	0%
0	Strengthening Communities	484	423	416	-7	-2%	0	0%
0	Adult Learning & Skills	2,786	2,163	2,155	-8	0%	0	0%
0	Learning Centres	0	0	-3	-3	0%	0	0%
-144	Communities & Safety Directorate Total	6,983	5,218	4,986	-233	-4%	-172	-2%

Children & Safeguarding Directorate

822	¹³ Strategic Management – Children & Safeguarding	3,589	4,630	5,377	747	16%	822	23%
91	Partnerships and Quality Assurance	1,892	1,645	1,729	84	5%	91	5%
557	¹⁴ Children in Care	13,032	12,808	13,332	524	4%	515	4%
-98	Integrated Front Door	2,788	2,620	2,531	-89	-3%	-82	-3%
0	Children's Centre Strategy	317	479	475	-4	-1%	0	0%
0	Support to Parents	2,973	1,338	1,327	-11	-1%	-25	-1%
3,249	¹⁵ Looked After Children Placements	17,344	13,720	17,282	3,563	26%	3,549	20%
576	¹⁶ Adoption Allowances	1,170	881	1,366	484	55%	585	50%
686	¹⁷ Legal Proceedings	4,776	4,538	5,111	573	13%	686	14%
<u>SEND Specialist Services (0-25 years)</u>								
72	SEND Specialist Services	7,429	7,070	7,286	215	3%	98	1%
168	Children's Disability Service	6,527	6,699	6,753	54	1%	86	1%
200	¹⁸ High Needs Top Up Funding	13,573	13,332	13,542	211	2%	200	1%
850	¹⁹ Special Educational Needs Placements	8,973	8,294	9,534	1,241	15%	1,202	13%
88	Early Years Specialist Support	965	494	514	19	4%	53	5%
636	²⁰ Out of School Tuition	1,119	731	1,273	542	74%	636	57%
<u>District Delivery Service</u>								
47	Safeguarding Hunts and Fenland	4,913	4,447	4,457	9	0%	21	0%
-90	Safeguarding East & South Cambs and Cambridge	4,403	3,761	3,712	-50	-1%	-84	-2%
-29	Early Help District Delivery Service – North	4,443	4,265	4,108	-156	-4%	-32	-1%
-58	Early Help District Delivery Service – South	5,060	4,313	4,199	-114	-3%	-58	-1%
7,767	Children & Safeguarding Directorate Total	105,287	96,067	103,909	7,842	8%	8,262	8%

Forecast Variance Outturn (Jan) £'000	Service	Current Budget for 2017/18 £'000	Expected to end of Feb £'000	Actual to end of Feb £'000	Current Variance		Forecast Variance Outturn (Feb)	
					£'000	%	£'000	%
Education Directorate								
-30	Strategic Management - Education	652	216	242	25	12%	0	0%
-20	Early Years' Service	1,414	1,252	1,120	-131	-10%	-30	-2%
0	Schools Curriculum Service	58	-38	-51	-14	36%	4	7%
10	Schools Intervention Service	1,077	929	1,004	75	8%	90	8%
-52	Schools Partnership Service	806	671	728	57	8%	-94	-12%
8	Children's' Innovation & Development Service	185	166	74	-91	-55%	10	5%
-75	²¹ Teachers' Pensions & Redundancy	2,936	2,487	2,414	-73	-3%	-125	-4%
Infrastructure								
0	0-19 Organisation & Planning	3,683	2,591	2,563	-28	-1%	4	0%
0	Early Years Policy, Funding & Operations	90	82	73	-9	-11%	0	0%
-68	Education Capital	160	842	824	-18	-2%	-68	-43%
0	Home to School/College Transport – Mainstream	8,972	7,290	7,247	-43	-1%	0	0%
-227	Education Directorate Total	20,031	16,489	16,240	-248	-2%	-209	-1%
Executive Director								
119	Executive Director	416	609	609	-0	0%	0	0%
-215	²² Central Financing	-523	-884	-891	-8	1%	-215	-41%
-96	Executive Director Total	-107	-275	-283	-8	3%	-215	200%
8,571	Total	312,263	279,109	287,010	7,901	3%	8,181	3%
Grant Funding								
-1,797	²³ Financing DSG	-40,018	-34,757	-36,683	-1,926	6%	-2,101	-5%
0	Non Baselined Grants	-32,679	-26,384	-26,384	0	0%	0	0%
-1,797	Grant Funding Total	-72,696	-61,141	-63,067	-1,926	3%	-2,101	3%
6,774	Net Total	239,567	217,967	223,943	5,976	3%	6,586	3%

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	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
1) Strategic Management – Adults	-9,720	-17,188	-4,403	-45%
<p>An underspend of £4,403k is forecast for Strategic Management – Adults, which is an increase of £336k from the previous month. The forecast improvement is due to further over-delivery of vacancy savings across Adults and Safeguarding.</p> <p>As previously reported, the forecast underspend is due primarily to assumptions around the ability to re-prioritise grant funded activity, in response to Adults Services pressures as these emerge, this relates particularly to an increased performance in delayed transfers of care (DTC), bringing with it an increased need for the delivery of complex packages of care for older people.</p> <p>In addition, efficiencies have been made within Adults transport services.</p>				
2) Autism & Adult Support	835	664	-130	-16%
<p>The Autism and Adult Support Team is forecast to be -£130k underspent at the end of the year, unchanged from the previous month. The underspend is due to lower than expected service-user needs, and efficiencies that have been made in existing care packages as a result of shorter-term interventions being put in place in line with the Transforming Lives approach.</p>				
3) Carers	706	646	-103	-15%
<p>The Carers service is expected to be -£103k underspent at the end of the year. The underspend is due to lower levels of direct payments to carers than was expected at the start of the year. Uptake of direct payments has increased since last year, and good progress was made in the first half of the year.</p>				
4) LD – Overall LDP Position	58,997	50,089	3,415	6%
<p>At the end of February, the Learning Disability Partnership is forecasting to be £3,415k over budget at year-end, which is an increase of £499k from the previous month.</p> <p>Demand pressures are higher than expected, despite positive work that has reduced the overall number of people in high-cost out-of-area in-patient placements. New package costs and increases in the costs of existing packages were higher than expected in the final months of 2016/17 and have continued to be high in 2017/18 due to increased needs being identified at reassessment that we have a statutory duty to meet.</p> <p>Following a review of savings delivery for the first three quarters of the year, Business Plan savings are now expected to under-deliver by approximately £1,604k (unchanged from January), reflecting both further slippage on planned work and a lower level of delivery per case than anticipated. This is partially due to the need to devote energy to fee uplift negotiations with providers, which is expected to deliver reduced costs, offsetting the lower savings, as well as staff retention, and out of area CCGs not engaging as we would expect contributing to delays in reaching savings. It is expected that the majority of the work not undertaken this year will be done in 2018/19 instead, delivering some of the planned savings in that year. Overall, £3.2m of savings have been delivered so far this year.</p> <p>The predicted pressure has been partially mitigated by a number of actions:</p> <ul style="list-style-type: none"> • The dedicated reassessment and brokerage capacity funded by the Transformation Fund is continuing to explore additional workstreams to deliver further savings, and is providing key expertise in negotiating with providers to avoid increases in costs and to rationalise existing arrangements. 				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
LD – Overall LDP Position continued; <ul style="list-style-type: none"> Using this expertise to share learning with existing social work teams in a different way of working to deliver efficiencies as part of business as usual work, and bringing forward the recruitment of additional brokerage capacity. Bringing forward work to look at high-cost out-of-county placements and review whether cheaper, more effective, and in-county placements can be found. Requests from providers regarding National Living Wage pressures and other uplifts are being actively managed and scrutinised – it is expected that the budget for uplifts will underspend by around £100k as a result. Reviewing the utilisation of staff to reduce reliance on agency staff and overtime working in the in-house provider services. Reviewing the level of direct payments clawed-back due to under-use and factoring in some over-recovery against the predicted level. <p>In House Providers Services continues to have a pressure resulting mainly from the level of slippage on staff costs as a result of vacancies not being as high as expected. The provider units have managed with reducing budgets for several years, with a reduction of 6.4% in 2017/18. Staffing levels are being reviewed by the units in order to ensure staff members are being used as efficiently as possible, but a minimum level of staffing is required in units to ensure safe service delivery and to meet the regulatory standards of the Care Quality Commission.</p>				
5) Older People's Services	46,552	42,108	888	2%
<p>A pressure of £882k is forecast for year-end across Older People's Locality teams, which is an improvement of £524k on the position reported last month. The cost of care is forecast to be £2.1m in excess of budget, while income from client contributions has mitigated this position somewhat, with a £1.1m overachievement of income forecast. Further mitigation is found through an underspend of £88k on block beds.</p> <p>The improvement in the forecast outturn largely reflects a further reduction in the number of service users receiving care from the Council over the last couple of months; there has been an increase in the number of placements ending due to deaths and hospital admissions. An allowance was previously made in the forecast for an expected increase in the number of hospital discharges, and for service users transferring to social care from health beds as part of the '4 Qs process', which determines whether a service user has health or social care needs. However, the increase has not materialised this month and the effect for March is likely to be less significant, thus the allowance has been reduced. Additionally there has been a £122k improvement in the income forecast.</p> <p>The preventative measures of adult early help services have been successful in reducing the number of service users with low care needs and we continue to see a reduction in the overall number of people requiring financial support from the Council. However, we are still seeing an increase in commitments on the residential and nursing budgets, as the service users who do come to us requiring care have a higher level of need. This, together with the increasing cost of care packages is putting pressure on the budget. Senior managers have reviewed and tightened the process for ensuring that all care home placements are necessary and are confident that all placements are appropriate.</p> <p>The block underspend is due to a lower rate of activation of block placements than anticipated, as lower cost spot placements can still be found in some localities.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
6) Mental Health Central	1,363	1,289	-180	-13%
Mental Health Central is forecasting an underspend of £180k, an improvement of £75k from last month's position. The change in forecast is due to an expected underspend on the current year's Section 75 contract. This is in addition to the previously reported efficiency on the Section 75 contract value, which has been updated in line with the restructure of Mental Health Services undertaken during 2016/17.				
7) Mental Health Services	11,844	10,545	572	5%
<p>Mental Health Services are forecasting to be £572k over budget across Adult Mental Health and Older People Mental Health.</p> <p>Increases in care commitments in the last quarter of 2016/17 resulted in a £360k pressure on the budget at the start of the year. Demand pressures have continued into the current year; Quality and Assurance panel is well established and CPFT continue to scrutinize packages before funding is approved, but savings delivery to date has been significantly impacted.</p> <p>It is expected that pace of savings delivery will increase through securing appropriate funding for service users with health needs, and further mitigation is expected from writing-back a short-term provision that is no longer required.</p> <p>Longer term mitigating actions include:</p> <ul style="list-style-type: none"> stepping up strategies for move on; working with the new provider of supported accommodation to increase thresholds thereby reducing the use of more expensive residential care in adult mental health. 				
8) Strategic Management - Commissioning	2,658	2,103	-252	-9%
<p>Strategic Management Commissioning is expected to be £252k underspent at the end of 2017/18.</p> <p>The Grants to Voluntary Organisations budget is forecasting an underspend of £195k, which is due to the Home Start/Community Resilience Grant where the re-commissioning of this service ceased in 16/17 (£168k), and £27k has been identified in relation to an underspend in Small Grants in 2017/18. This has therefore reduced the 2017/18 committed expenditure. This underspend is partially offset by interim management costs that were incurred pending the outcome of the new Commissioning Directorate consultation.</p>				
9) Central Commissioning – Adults	26,700	29,548	160	1%
Central Commissioning – Adults is forecasting a pressure of £160k mainly due to lower than expected income from the NHS for Funded Nursing Care. This is a flat daily rate paid to the Council by the NHS for in-county nursing placements. While the overall number of nursing placements has increased in year, they are proportionately more out-of-county, resulting in lower than expected FNC.				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
10) Home to School Transport –Special	8,008	6,301	490	6%
<p>The Home to School Transport – Special Budget is forecasting to be £490k over budget at year-end. This is due to a higher than expected number of transport applications from children attending special schools, with an increase of 8% in the number of Cambridgeshire pupils attending Special Schools in the Autumn Term of Academic Year 17/18 compared to Autumn Term 16/17.</p> <p>While savings have been made through successful routes tenders, savings activities around Independent Travel Training and Personal Transport Budgets (PTB) have not been achieved.</p> <p>Mitigating actions being taken include:</p> <ul style="list-style-type: none"> • A detailed review of children and young people currently travelling in high-cost single occupancy taxis to assess whether more cost-effective options are available • A strictly time limited review of the PTB scheme looking at the current criteria, decision-making, reporting and monitoring processes and how these can be improved to deliver the planned savings. • A working group has been established to relaunch the plan to roll out independent travel training with the first group of children and young people being able to travel independently from September 2018 <p>Due to the length of existing contracts and the structure of the academic year it is unlikely that the current pressure will be reduced within 2017/18, however these actions will ensure that the pressure is reduced in financial year 2018/19.</p>				
11) LAC Transport	1,126	1,039	500	44%
<p>The LAC Transport budget is forecasting to be £500k over budget at year-end. The overall increase in Looked after Children has meant that more children are requiring Home to School Transport. Many of these children are placed out of county and/or at a significant distance away from their schools leading to high transport costs.</p> <p>An initial meeting has been held with the Head of Countywide and Looked After Children Services to discuss the LAC Transport pressure and it has been agreed that activities to mitigate the pressure will include:</p> <ul style="list-style-type: none"> • Case-by-case reviews of the most expensive cohorts of Looked After Children transport to identify savings reductions, particularly targeting reductions in high-cost single occupancy taxi journeys and encouraging more children to walk shorter journeys. • Route reviews to identify opportunities for shared vehicles, routes and providers, including across different client groups e.g. mainstream, SEND, or Adult transport, reducing any duplication and opportunities for better use of volunteer drivers. • Further activity to ensure the Council's policies around transport provision are implemented fully across the board, with joined-up decisions across social care and transport. <p>Due to the length of existing contracts and the structure of the academic year it is highly unlikely that the current pressure will be reduced within 2017/18, however these actions will ensure that the pressure is reduced in financial year 2018/19.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
12) Youth Offending Service	1,618	1,285	-122	-8%
<p>The Youth Offending Service are forecasting an under spend of £122k, an increase of £15k from January. Based on low incidents of secure remand for young offenders in recent years, the YOS remand equalisation earmarked reserve has been reduced, creating a non-recurrent under spend of £90k this year. An underspend of £15k is also expected against the permanent remand budget. The remaining £17k under spend is across a number of non-pay budgets, including staff training.</p>				
13) Strategic Management – Children & Safeguarding	3,589	5,377	822	23%
<p>The Children and Safeguarding Director budget is forecasting an £822k over spend.</p> <p>The Children's Change Programme (CCP) is on course to deliver savings of £669k in 2017/18 to be achieved by integrating children's social work and children's early help services in to a district-based delivery model. However, historical unfunded pressures of £886k still remain. These consist of £706k around the use of agency staffing and unfunded posts of £180k. The Business Support service pressure of £245k is now being managed in year and managed out entirely by 2018/19. Agency need has been reduced based on a 15% usage expectation in 2017/18 but use of agency staff remains necessary to manage current caseloads. All local authorities have agency social workers, many with a much higher % and therefore a budget to accommodate this need is necessary.</p> <p>A further cost of £336k is due to the service not being awarded an expected grant from the DFE, anticipation of this grant had been built in as an income stream and this has now resulted in a shortfall in the required staffing budget.</p> <p>The service is estimated to exceed its vacancy saving target by £400k.</p> <p><u>Actions being taken:</u></p> <p>A business support review is underway to ensure we use that resource in the most effective manner in the new structure. All the budget pressures continue to be monitored and reviewed at the workforce work stream project meetings, by Senior Management Team and at the P&C Delivery Board with any residual pressures being managed as part of the 2018/19 Business Planning round.</p>				
14) Children in Care	13,032	12,808	515	4%
<p>The Children in Care policy line is forecasting to be £515k over budget at year-end, a reduction of £42k since last month.</p> <p>The 14- 25 Team 4 is forecasting to be £142k over budget. This is a decrease of £40k since last month due to the receipt of additional funding from DCLG to build authorities' resilience and capacity for ongoing support of this cohort. This offsets a rise in forecast due to delays in the Home Office making decisions about care leavers' adult asylum status, resulting in the UASC team needing to fund accommodation and expenses for young people pending them being able to work or claim benefits.</p> <p>Whilst the additional funding is welcomed the underlying overspend is due to a forecast shortfall between the grant received from the Home Office for former looked after unaccompanied asylum seeking young people who are now over 18 and the costs incurred in supporting them. The local authority has a duty to support this cohort of young people as care leavers. Pending young people being granted an asylum seeking status as young adults, they are not able to claim benefits or obtain housing and require support from the local authority until the Home Office has made a decision.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<p>Children In Care continued;</p> <p>Cambridgeshire has seen an increase in the size of this cohort in this financial year as a number of looked after children (including those newly arrived in Cambridgeshire this year) have turned 18.</p> <p>The Supervised Contact team is forecasting to be £275k over budget. This is due to the use of additional relief staff and external agencies to cover the current 204 Supervised Contact Cases which equate to approximately 140 supervised contact sessions a week.</p> <p>Actions being taken: The local authority continues to liaise closely with the Home Office to advocate that decisions for individual young people are expedited in a timely way.</p> <p>In Supervised Contact we have implemented a systemic review of all supervised contact taking place across the service to ensure better use of staff time and costs. Despite this, resources remain stretched and the service is exploring other avenues to better manage the current caseloads.</p>				
15) Looked After Children Placements	17,344	17,282	3,549	20%
<p>A pressure of £3.5m is being forecast, which is an increase of £0.3m from what was reported in January. The increase is due to a combination of factors including: an increase in average placement costs; one new high cost placement where discussions are still underway to agree the funding split (for now a best estimate has been assumed within the forecast position whilst a resolution is sought over the coming weeks); one high cost placement where the length of stay has exceeded the planned time and so the commitment has increased whilst discussions continue to agree a way forward; and an increase in 16/17 costs that were reserved for at year end, which have subsequently been invoiced for at a higher amount than expected.</p> <p>It is positive that the overall numbers of looked after children have increased only slowly throughout the year. This demonstrates that demand management activity is having positive impact on numbers of looked after children and numbers of external placements.</p> <p>Overall LAC numbers at the end of February 2018, including placements with in-house foster carers, residential homes and kinship, are 697, 6 less than January 2018. This includes 62 unaccompanied asylum seeking children (UASC).</p> <p>External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of February are 355, which is the same level as reported at the end of January. However the composition of placement types and costs indicates that a small but significant number of children are in receipt of very intensive and costly packages of support which has increased since last month. The Access to Resources team and working with providers to ensure that support and cost matches need for all children.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%

Looked After Children Placements continued;

External Placements Client Group	Budgeted Packages	31 Jan 2017 Packages	31 Feb 2018 Packages	Variance from Budget
Residential Disability – Children	1	2	2	+1
Child Homes – Secure Accommodation	0	1	0	0
Child Homes – Educational	16	18	17	+1
Child Homes – General	22	37	37	+15
Independent Fostering	263	260	264	+1
Supported Accommodation	15	28	27	+12
Supported Living 16+	25	9	8	-17
TOTAL	342	358	355	+13

'Budgeted Packages' are the expected number of placements by Mar-18, once the work associated to the saving proposals has been undertaken and has made an impact.

Actions being taken to address the forecast pressure include:

- Weekly panel that all requests for placements have to go to and review of high-cost placements on a regular basis. Access to Resources and operational managers to ensure that the plans for children remain focussed and those resources are offering the best value for money. This is chaired by the Assistant Director.
- Purchase placements reviews – scrutiny by placement officers and service/district managers to review emergency placements, changes of placements and return home from care planning to ensure that children are in the right placement for the right amount of time. This has resulted in timely and planned endings of high cost placements where appropriate.
- All new admissions to care have to be agreed at Assistant Director or Service Director level.
- Development of a 'No Wrong Door' model to bring together the residential home, specialist fostering placements, supported lodgings and supported accommodation, with outreach services under one management arrangement. This will enable rapid de-escalation of crisis situations in families preventing admissions to care, and delivery of an all-inclusive team of support for young people with the most complex needs, improving outcomes for young people and preventing use of expensive externally-commissioned services.
- A new Head of Service, with expertise in children's services commissioning, has been re-deployed from elsewhere in the P&C directorate to lead the Access to Resources function.
- A new Access to Resources Manager has been engaged to add specific capacity to ensure the right placement at the right cost is secured in all cases.

Longer Term Actions:

A business case that seeks investment to ultimately deliver reductions in overall numbers of children in care and increase the proportion of those remaining in care who are placed with in-house fostering households was approved by General Purposes Committee in December. This includes an independent evaluation that commenced in January 2018 to establish whether the progress of children through the care system and spending too long in care is a factor in the numbers of children in care being higher than statistical neighbours. The evaluation will report in March 2018 to enable us to take action to fundamentally change processes from that point.

The business case also enables investment in the in-house fostering service to address the placement mix; in Cambridgeshire, 60% of children placed with general foster carers are placed with IFA foster carers. This would more ordinarily be expected to be between 30 and 40%.

	Current Budget for 2017/18	Actual	Forecast Variance Outturn Service	
	£'000	£'000	£'000	%
16) Adoption	4,406	4,574	585	13%
<p>The Allowances budget is forecasting to be £585k over budget at year-end.</p> <p>Our contract with Coram Cambridgeshire Adoption (CCA) provides for 39 adoptive placements pa. In 2017/18 we are forecasting an additional requirement of 20 adoptive placements. There is a need to purchase inter agency placements (£353k) to manage this additional requirement and ensure our children receive the best possible outcomes.</p> <p>The Adoption/SGO allowances pressure of £232k is due to an increase in SGOs over and above our growth forecasts. We have seen an increase of 15% (28 SGOs) so far in 2017/18 against a planned full year rise of 9%. The increase in Adoption and Special Guardianship orders is a reflection of the good practice in making permanency plans for children outside of the looked after system and results in reduced costs in the placement budgets.</p> <p><u>Actions being taken:</u></p> <p>Ongoing dialogue continues with CCA to look at more cost effective medium term options to recruit more adoptive families to meet the needs of our children. Rigorous oversight of individual children's cases is undertaken before Inter Agency placement is agreed.</p> <p>A programme of reviews of allowances will be implemented resulting in the reduction of some packages with the intention of off-setting any further growth by way of new allowances.</p>				
17) Legal Proceedings	1,540	1,902	686	45%
<p>The Legal Proceedings budget is forecasting to be £686k over budget at year-end.</p> <p>Numbers of care applications increased by 52% from 2014/15 (105) to 2016/17 (160), mirroring the national trend. There are currently 96 open sets of care proceedings. Whilst the numbers of ongoing set of care proceedings have reduced by around 14% since 1 April 2017 we have consistently had around 100 cases which indicate that we are likely to exceed the previous year's number of completed legal proceedings, thus causing significant pressure on the legal budget.</p> <p>Whilst we now have less ongoing sets of care proceedings (and less new applications being issued in Court) legacy cases and associated costs are still working through the system. Aside from those areas which we are working on to reduce costs i.e. advice/use of appropriate level of Counsel, the volume of cases remaining within the system indicates an estimated £600k of costs in 2017/18. This assumes overrun costs through delay in cases can be managed down as well as requests for advice being better managed.</p> <p><u>Actions being taken:</u></p> <p>Work is ongoing to better manage our controllable costs by use of a legal tracker which should enable us to better track the cases through the system and avoid additional costs due to delay. We have invested in two practice development posts to improve practice in the service and will also seek to work closer with LGSS Law with a view to maximising value for money.</p>				

	Current Budget for 2017/18	Actual	Forecast Variance Outturn Service	
	£'000	£'000	£'000	%
18) High Needs Top Up Funding	13,573	13,542	200	1%
<p>Numbers of young people with Education Health and Care Plans (EHCP) in Post-16 Further Education providers continue to increase and as a result the year-end forecast is £200k over budget. Placements for the 2018/19 academic year are still being finalised and as such the overall cost for the remainder of the financial year could increase further as more young people remain in education.</p> <p>This budget is funded from the Dedicated Schools Grant (DSG) High Needs Block.</p>				
19) SEN Placements	8,973	9,534	1,202	13%
<p>The SEN Placements budget is forecasting an overspend of £1.2m this month, which is an increase of £350k from last month. The majority of this increase relates to one new high cost placement where discussions are still underway to agree the funding split (for now a best estimate has been assumed within the forecast position whilst a resolution is sought over the coming weeks). The remainder is due to a further increase in placements being approved at panel.</p> <p>Overall there are rising numbers of children and young people who are LAC, have an EHCP and have been placed in a 52 week placement. These are cases where the child cannot remain living at home. Where there are concerns about the local schools meeting their educational needs, the SEN Placement budget has to fund the educational element of the 52 week residential placement; often these are residential schools given the level of learning disability of the young children, which are generally more expensive.</p> <p>The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).</p> <p><u>Actions being taken:</u></p> <ul style="list-style-type: none"> • SEND Sufficiency work is underway to inform future commissioning strategy. This will set out what the SEND need is across Cambridgeshire, where it is and what provision we need in future, taking account of demographic growth and projected needs. The SEND Sufficiency work will be completed in January 2018. A series of workshops are being planned for Spring 2018; • Three new special schools to accommodate the rising demand over the next 10 years. One school opened in September 2017 with two more planned for 2020 and 2021. Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with further education providers to provide appropriate post 16 course is also being explored in the plan; • SEND Commissioning Strategy and action plan are being developed with a focus on children and young children with SEND in Cambridgeshire accessing mainstream education; • Work on coordination of reviews for ISEPs to look at returning in to county; and • A full review of all High Needs spend is required due to the ongoing pressures and proposed changes to national funding arrangements. • Agree principles for community support/alternative packages of support across all agencies for children and young people up to 25 years who may come under Transforming Care. 				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
20) Out of School Tuition	1,119	1,273	636	57%

The Out of School Tuition budget continues to forecast a pressure of £636k this month.

There are several key themes emerging which are having impact on the need for children to receive a package of education, sometimes for prolonged periods of time:

- Casework officers are not always made aware that a child's placement is at risk of breakdown until emergency annual review is called.
- Casework officers do not have sufficient access to SEND District Team staff to prevent the breakdown of an education placement in the same way as in place for children without an EHCP.
- There are insufficient specialist placements for children whose needs cannot be met in mainstream school.
- There is often a prolonged period of time where a new school is being sought, but where schools put forward a case to refuse admission.
- In some cases of extended periods of tuition, parental preference is for tuition rather than in-school admission.

There has been an increase in the number of children with an Education Health and Care Plan (EHCP) who are awaiting a permanent school placement. The delay is due to the nature and complexity of the needs of these children. Many of these children are in Key Stage 1 and do not have a permanent placement due to a lack of provision for this cohort of children. In addition, there are a number of children and young people who have a Statement of SEN/EHCP and have been out of school for some time. A smaller cohort of Primary aged children who are permanently excluded, or those with long term medical absence from school, sometimes require external tuition packages when SEND Specialist Teaching capacity is full.

A new process has been established to ensure all allocations and packages are reviewed in a timely way and that there is oversight of moves back into full time school. The transfer of the Out of School Tuition budget to the SEND Services (from November 17) enables more opportunities to use resources differently and to have more cost effective in-house tuition. There have been discussions with the Transformation Team and following the outcomes and recommendations of several large scale provision and funding reviews, we aim to look at the extension of the existing team in order to prevent placement breakdown more effectively and provide high quality teaching to a smaller number of children who need tuition.

Immediate interim controls have been placed on access to this budget. Casework officers and Statutory Assessment Team Leaders must request new packages or increases to existing packages with the budget holder. This is vital in order to understand the nature of requests and bring in swift additional support from SEND District Teams. This is not a long term solution and the budget holder is working with the Transformation Team to investigate whether the pump-priming of the SEND District Teams with additional staff could either prevent the breakdown of placement (and therefore reduce the need for packages of education) or provide in-house tuition at a cheaper rate.

The current Tuition Provider Framework is up for recommissioning in March 2018. It has been agreed to extend the framework by 12 months in order to give time to look at more sustainable and in-house provision. These decisions and a business case will be formulated using the data and recommendations given through the SEMH Review, High Needs Block Review and SEND Sufficiency Review, which will close in January 2018. The Tuition Provider Contract is zero-based and requires no minimum fulfilment.

In the short term, it has been agreed to review all cases open to tuition with casework officers as a matter of urgency. This will involve rag rating cases according to confidence that tuition will be ceasing soon (e.g. next steps to a school are in place), safeguarding and financial concerns.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
21) Teachers' Pensions & Redundancy	2,936	2,414	-125	-4%
A £125k surplus is currently being reported against Redundancy and Teachers' Pensions. This is made up of a £40k surplus on historical pension payments due to a reduction in expected pensioner numbers and an £85k surplus on school redundancy payments.				
22) Central Financing	-523	-891	-215	-41%
<p>The Central Financing budget is forecasting underspend of -£215k.</p> <p>Nationally, local authorities are currently permitted greater flexibility in use of capital receipts (proceeds from sales of assets) to fund any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs.</p> <p>The Council was already making use of this flexibility – following a recent review a further £215k of eligible expenditure has been identified within People & Communities.</p>				
23) Financing DSG	-40,018	-36,683	-2,101	-5%
Within P&C, spend of £40.0m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £2,101k is primarily made up from SEN Placements (£1,202k); Out of School Tuition (£636k); High Needs Top Up Funding (£200k); SEND Specialist Services (£54k) and Early Years Specialist Support (£88k). For this financial year the intention is to manage within overall available DSG resources.				

APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £'000
Grants as per Business Plan		
Public Health	Department of Health	331
Better Care Fund	Cambs & P'Boro CCG	23,468
Social Care in Prisons Grant	DCLG	319
Unaccompanied Asylum Seekers	Home Office	1,815
Staying Put	DfE	167
Youth Offending Good Practice Grant	Youth Justice Board	531
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	1,794
Children's Social Care Innovation Grant (MST innovation grant)	DfE	521
Domestic Abuse	DCLG	574
High Needs Strategic Planning Funding	DfE	267
MST Standard	DoH	63
Adult Skills Grant	Skills Funding Agency	2,215
AL&S National Careers Service Grant	European Social Fund	355
Non-material grants (+/- £160k)	Various	131
Total Non Baselined Grants 2017/18		32,679

Financing DSG	Education Funding Agency	40,018
Total Grant Funding 2017/18		72,696

The non baselined grants are spread across the P&C directorates as follows:

Directorate	Grant Total £'000
Adults & Safeguarding	2,603
Commissioning	21,305
Children & Safeguarding	4,895
Education	38
Community & Safety	3,837
TOTAL	32,679

APPENDIX 4 – Virements and Budget Reconciliation

Virements between P&C and other service blocks:

	Eff. Period	£'000	Notes
Budget as per Business Plan		237,311	
Multiple Policy Lines	Apr	-292	Corporate Capacity Review (CCR) adjustments
Multiple Policy Lines	Apr	311	Apprenticeship Levy – allocation of budget to meet new payroll cost.
Information Management & Information Technology	Apr	-1,286	Digital Strategy moved to Corporate Services
Multiple Policy Lines	Apr	-293	Savings from organisational structure review within P&C, contribution to corporate target
Adult & Safeguarding	Apr	-52	Court of Protection Client Funds Team transferring to Finance Operations within LGSS
Shorter Term Support and Maximising Independence	May	-10	Transfer from Reablement for InTouch Maintenance to Corporate Services (Digital)
Multiple Policy Lines	May	-1,335	Workforce Development moved to Corporate Services as part of Corporate Capacity review
Safer Communities Partnership	May	-178	DAAT budgets transferred to Public Health Joint Commissioning Unit
Early Help District Delivery Service – North & South	June	-43	Transfer Youth and Community Coordinator budget to Corporate Services per CCR
Education Capital	June	-11	Transfer Property Services from LGSS
LAC Placements	July	2,913	LAC Demography approved by GPC in July
Strategic Management - Adults	July	12	Transfer of Dial a Ride (ETE) to Total Transport (P&C)
Catering & Cleaning Services	Aug	449	Transfer from Education to Commercial and Investment
Adult Early Help	Aug	80	Transfer from Corporate & Customer Services (following review of welfare benefits advice provision)
Adult Learning & Skills	Sept	180	Adult Learning & Skills moved from ETE to Community & Safety
Strategic Management - Children & Safeguarding	Sept	-54	Transfer Budget from CSC Business Support - BSO's to Applications Development Team, within LGSS
Strengthening Communities	Sept-Jan	429	Grants to Voluntary Organisations from Corporate Services
Central Integrated Youth Support Services	Sept	261	Transfer of SCS payroll budget from Corporate services
Childrens' Innovation & Development Service and 0-19 Organisation & Planning	Sept	343	Transfer Trading Units (PCS, ICT, Music and Outdoor Education) to Commercial and Investment
Strategic Management - Commissioning	Oct	382	Healthwatch to Commissioning from Corporate services
Multiple Policy Lines	Dec / Feb	482	Annual staff related Insurance
Physical Disabilities	Jan	-31	Redundancy Savings to Corporate
Current Budget 2017/18		239,567	

APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 28 Feb 18		
	£'000	£'000	£'000	£'000	
<u>General Reserve</u>					
P&C carry-forward	540	-540	0	-6,586	Forecast pressure of £6,586k applied against reserves.
subtotal	540	-540	0	-6,586	
<u>Equipment Reserves</u>					
IT for Looked After Children	133	0	133	83	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
subtotal	133	0	133	83	
<u>Other Earmarked Reserves</u>					
Adults & Safeguarding					
Homecare Development	22	-22	0	0	Managerial post worked on proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work.
Falls prevention	44	-44	0	20	Up scaled the falls prevention programme with Forever Active
Dementia Co-ordinator	13	-13	0	0	Used to joint fund dementia co-ordinator post with Public Health
Mindful / Resilient Together	188	-133	55	55	Programme of community mental health resilience work (spend over 3 years)
Increasing client contributions and the frequency of Financial Re-assessments	14	-14	0	0	Hired fixed term financial assessment officers to increase client contributions as per BP
Brokerage function - extending to domiciliary care	35	-35	0	0	Trialled homecare care purchasing co-ordinator post located in Fenland
Hunts Mental Health	200	0	200	0	Provision made in respect of a dispute with another County Council regarding a high cost, backdated package
Commissioning					
Capacity in Adults procurement & contract management	143	-81	62	0	Continuing to support route rationalisation for domiciliary care rounds
Specialist Capacity: home care transformation / and extending affordable care home capacity	25	-25	0	0	External specialist support to help the analysis and decision making requirements of these projects and upcoming tender processes
Home to School Transport Equalisation reserve	-240	296	56	56	17/18 is a shorter year. Therefore, a £296k contribution has been made back to reserves to account for this. No further changes expected this year.
Reduce the cost of home to school transport (Independent travel training)	60	-60	0	60	Independent Travel Training will not begin until Summer Term 2018 so the reserve will not be used in financial year 17/18.
Prevent children and young people becoming Looked After	25	-25	0	0	Re-tendering of Supporting People contracts (ART)

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 28 Feb 18		
	£'000	£'000	£'000	£'000	
Disabled Facilities	44	0	44	0	Funding for grants for disabled children for adaptations to family homes.
Community & Safety					
Youth Offending Team (YOT) Remand (Equalisation Reserve)	150	0	150	60	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
Children & Safeguarding					
Child Sexual Exploitation (CSE) Service	250	-250	0	0	The funding required is in relation to a dedicated Missing and Exploitation (MET) Unit and due to a delay in the service being delivered this is going back to GPC to obtain approval, as originally the Child Sexual Exploitation service was going to be commissioned out but now this will be bought in house within the Integrated Front Door and this funding will be required in 2017/18 to support this function (1 x Consultant Social Worker & 4 x MET Hub Support Workers).
Education					
Cambridgeshire Culture/Art Collection	47	-4	43	153	Providing cultural experiences for children and young people in Cambs - fund to increase in-year due to sale of art collection
ESLAC Support for children on edge of care	36	-36	0	0	Funding for 2 year post re CIN
Cross Service					
Develop 'traded' services	30	-30	0	0	£30k is for Early Years and Childcare Provider Staff Development
Improve the recruitment and retention of Social Workers (these bids are cross-cutting for adults, older people and children and young people)	78	-78	0	0	This funded 3 staff focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	110	-110	0	0	Repairs & refurb to council properties: £5k Linton; £25k March; £20k Norwich Rd; £10k Russell St; Alterations: £50k Havilland Way Support the implementation of the in-house fostering action plan: £74k
Other Reserves (<£50k)	149	-29	106	0	Other small scale reserves.
subtotal	1,423	-693	716	404	
TOTAL REVENUE RESERVE	2,096	-1,233	849	-6,099	

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 28 Feb 18		
	£'000	£'000	£'000	£'000	
<u>Capital Reserves</u>					
Devolved Formula Capital	780	980	1,760	0	Devolved Formula Capital Grant is a three year rolling program managed by Cambridgeshire Schools
Basic Need	0	32,671	32,671	0	The Basic Need allocation received in 2017/18 is fully committed against the approved capital plan.
Capital Maintenance	0	4,476	4,476	0	The School Condition allocation received in 2017/18 is fully committed against the approved capital plan.
Other Children Capital Reserves	1,448	1,795	3,243	0	£5k Universal Infant Free School Meal Grant c/f, £1,444k is Early Years funding for project to be spent in 2017/18
Other Adult Capital Reserves	379	3,809	4,144	44	Adult Social Care Grant to fund 2017/18 capital programme spend.
TOTAL CAPITAL RESERVE	2,607	43,731	46,294	44	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

APPENDIX 6 – Capital Expenditure and Funding

6.1 Capital Expenditure

2017/18						TOTAL SCHEME	
Original 2017/18 Budget as per BP £'000	Scheme	Revised Budget for 2017/18 £'000	Actual Spend (Feb) £'000	Forecast Spend - Outturn (Feb) £'000	Forecast Variance - Outturn (Feb) £'000	Total Scheme Revised Budget £'000	Total Scheme Forecast Variance £'000
	Schools						
41,560	Basic Need - Primary	38,750	31,357	36,915	-1,835	274,415	-8,455
26,865	Basic Need - Secondary	29,520	25,499	29,780	260	219,592	22,259
841	Basic Need - Early Years	1,687	1,041	1,346	-341	5,442	192
1,650	Adaptations	1,945	1,250	1,795	-150	3,442	919
248	Specialist Provision	242	-34	116	-126	9,810	0
3,000	Condition & Maintenance	3,000	3,357	3,371	371	27,400	0
1,076	Schools Managed Capital	1,760	0	1,760	0	12,022	-664
150	Site Acquisition and Development	150	248	150	0	650	0
1,500	Temporary Accommodation	1,500	2,087	2,090	590	15,500	0
2,095	Children Support Services	383	0	383	0	2,693	75
5,354	Adult Social Care	5,278	5,270	5,444	166	36,029	0
-6,664	P&C Capital Variation	-10,305	0	0	10,305	-37,825	0
1,533	Capitalisation of Interest Costs	1,533	0	1,533	0	6,846	0
79,208	Total P&C Capital Spending	75,442	70,076	84,683	9,241	576,016	14,326

Basic Need - Primary £8,455k reduction in scheme cost

A total scheme variance of -£8,455k has occurred due to changes since the Business Plan was approved in response to adjustments to development timescales and updated school capacity information. The following schemes have had cost variations since the 2017/18 Business Plan was published;

- Clay Farm (Trumpington Park) Primary; £384k reduction as risk and contingency items not required.
- Fulbourn Primary; £1,215k increase. Detailed planning and design changes have been required to achieve the project and address issues including the severe physical and operational site constraints and drainage restrictions.
- The Shade, Soham; £113k reduction as risk and contingency items not required.
- Wyton Replacement School; £2,773k increase as the scope of the scheme has increased to provide for a 0.5FE extension of the school from 1FE to 1.5FE to ensure it can respond to future demand for places.
- Melbourn Primary; £281k increase due to changes to project scope including works to an early years provision.
- Morley Memorial Primary School; £443k increase due to updating of milestones which were originally undertaken in 2012.
- Fourfields Primary; £2,300k reduction: further analysis of need has identified that this scheme can be removed from the capital programme. This will only impact on future years and not 2017/18.
- Wyton New School; £10,000k reduction further developments involving planning has meant this school can be removed from the capital plan. This will only impact on future years and not 2017/18.

In May 2017 the reductions in scheme cost increased by £419k due to underspends on 2017/18 schemes which were completed and did not require the use of budgeted contingencies: Godmanchester Bridge (£129k), Fordham Primary (£157k) and Ermine Street Primary at Alconbury Weald (£139k).

In June these reductions were again increased by £628k due to an underspend on the Isle of Ely Primary (£156k) as a result of a contingency not required and reduction in project cost (£472k) for the Barrington Primary School Scheme identified by the milestone 2 report.

In August there was a further reduction of £280k due to contingencies and risk items not being required for Hatton Park School project.

In September an increase of £1,350k occurred due to continued development in the scope of the Gamlingay Primary School scheme.

Basic Need - Primary £1,835k 2017/18 slippage

In addition to the £575k detailed above where underspends are forecast due to contingencies not being required. The following schemes have experienced significant slippage in 2017/18;

- Meldreth Primary is forecasting slippage of £710k due to the scheme experiencing a delay in the commencement on site from November 2017 to February 2018.
- Barrington Primary School £90k slippage as the project has been re-phased to achieve a September 2020 completion. As a consequence, anticipated spend on planning and design work is not as great as had been expected this financial year.
- Hatton Park Primary School scheme forecasting slippage of £71k due to contingencies and risk items not being required.
- Histon Additional Places scheme experienced £300k slippage from December 2017 to January 2018 due to delays in the planning application being approved and an extension of 2 weeks to the tender process.
- Wintringham Park Primary in St Neots has incurred £232k slippage due to design work not progressing as anticipated.
- Gamlingay Primary School scheme is forecasting a £500k slippage due to the start on site being delayed from January 2018 to late February 2018 as a consequence of the planning process. A transportation report is required before approval is granted.
- North West Cambridge Primary is forecasting £145k slippage as the associated housing development has not yet commenced therefore the scheme has not progressed to the design and planning stage.
- Pendragon Primary scheme has experienced £150k slippage as the housing development associated with the scheme has not commenced.
- Clay Farm Primary (Trumpington Park) is forecasting £200k accelerated spend due to additional works in the form of a variation to ensure planning conditions are met.
- Fordham Primary is forecasting £92k slippage as final accounts settled for less than anticipated.
- Ramnoth Junior School is forecasting £100k slippage due to a delay on site; actions to mitigate the delay have been taken by the contractor.
- Chatteris New School is anticipating £180k slippage, the withdrawal of an approved bid by the sponsor to open the new school as a Free School from September 2018 and recent demographics which show the scheme is needed less urgently than originally thought has required the re-evaluation of options for providing the additional places required. The additional places will now be delivered as an extension of the age range at Cromwell Community College and has meant a new design proposal was required and the scheme has not yet progressed beyond the concept design stage

These are offset by £50k accelerated spend at Godmanchester Bridge Primary School and £20k accelerated spend on Bellbird Primary, Sawston scheme. Burwell Primary School has experienced £38k overspend in 2017/18 due to additional costs associated with asbestos removal. Clay Farm Primary is forecasting £200k accelerated spend due to additional works in the form of a variation to ensure planning conditions are met. Fulbourn Primary School is forecasting £1000k accelerated spend as works are progressing ahead of original contractor programme. Wyton Primary scheme is expecting £300k accelerated spend as the project is progressing better than initially forecast.

Basic Need – Secondary £22,259k increased total scheme cost

A total scheme variance of £22,259k has occurred due to changes since the Business Plan was approved;

- Littleport Secondary and Special School has experienced a £1,059k increase in costs due to additional specialist equipment being required as part of the capital build and further costs associated to planning requirements for the sport centre and land purchase required for the scheme.
- Bottisham Secondary scheme has increased by £2,269k due to works funded by a grant from the Education & Skills Funding Agency (ESFA) being carried out by the Council ahead of receipt of that funding. The school will transfer the budget to the Council to fund this.
- Northstowe Secondary scheme has increased by £19,600k due to the addition of SEN provision of which 40 places are to be funded by the ESFA and also the delivery of community sports provision which will attract S106 funding from South Cambridgeshire District Council.
- Cambourne Village College has experienced an increased scheme cost of £412k for the construction of a performance hall. Funding will be received from the district and parish councils to offset this increase.

Basic Need – Secondary £260k 2017/18 overspend

An in-year overspend for Littleport of £825k and accelerated spend on Trumpington Community College of £381k for IT equipment and final contractor payments, has been offset with slippage on Northstowe Secondary (£500k) due to design work commencing later than anticipated. Alconbury Secondary and SEN scheme has incurred £710k slippage which relates to the secondary school element. The design stage on this project has not progressed since the beginning of the financial year as the developer is reviewing the masterplan for Alconbury development and no site has yet been allocated. Slippage has also occurred on North West Fringe (£331k) as the project has been rephased by 1 year. The project at St Bede's to deliver additional places in Cambridge has slipped by £1,145k due to delays in the kitchen refurbishment works and a revised completion date of 26 June rather than 29 May 2018. The Chesterton element of the scheme not starting on site until next financial year with a revised completion date of 26 June rather than 29 May 2018.

Bottisham Village College is forecasting £700k of accelerated spend due to revised contractor cash flow reports that are indicating the project is ahead of the scheme's original schedule. Cromwell Community college is also experiencing accelerated spend of £100k to complete the design work to ensure the scheme can achieve the September 2019 completion date. Additional costs (£510k) have been identified for Hampton Garden Secondary school a joint scheme with Peterborough City Council. These costs relate to ICT not funded by the ESFA £225k, reprogramming of the multi-use games area (£75k) and access works to the A15 (£200k).

Basic Need – Early Years £192k increased scheme cost

Increased scheme cost (£592k) to cover identified Early Years commitments. The scheme has subsequently been reduced by £400k as this element has been added in future years to the Morley Memorial Primary School project to undertake the building of Early Years annex as part of this scheme.

Basic Need – Early Years £341k slippage

Orchard Park Primary early years provision has experienced slippage of £341k as the project is currently on hold pending the outcome of a review, therefore, it is not expected that any costs will be incurred in 2017/18.

Adaptations £919k increased total scheme cost

Morley Memorial Primary School has experienced additional total scheme costs of £919k due to the revision of the project which was initially costed in 2012. The additional requirements reflect inflationary price increases and not a change to the scope of the scheme, the further additional £477k is in regard to the Early Years aspect £400k of which has been transferred from the Basic Need – Early Years budget to provide an Early Years annex as part of the scheme.

Adaptations £150k 2017/18 slippage

Morley Memorial Primary School scheme has incurred a slight delay in the start on site that has resulted in an anticipated £150k slippage. The project will meet its completion date of September 2018.

Schools Managed Capital

Devolved Formula Capital (DFC) is a three year rolling balance and includes £780k carry forward from 2017/18. The total scheme variance of £664k relates to the reduction in 2017/18 grant being reflected in planned spend over future periods.

Condition, Maintenance and Suitability £371k overspend

The forecast £371k overspend is due to higher than expected costs (£200k) for Kitchen ventilation works required to meet health and safety standards and projects requiring urgent attention to ensure school remained operational. The remaining £171k is due to urgent works to maintain schools condition.

Temporary Accommodation £590k overspend

It had been anticipated at Business Planning that the current stock of mobiles would prove sufficient to meet demand. Unfortunately, it has proved necessary to provide additional mobiles at Spring Common Special School which had required substantial investment (£513k) to make the accommodation suitable.

P&C Capital Variation

The Capital Programme Board recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. As forecast underspends start to be reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up until the point where slippage exceeds this budget. The allocation for P&C's negative budget adjustments has been calculated as follows, shown against the slippage forecast to date:

2017/18					
Service	Capital Programme Variations Budget £000	Forecast Variance – Outturn (Feb) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Feb) £000
P&C	-10,305	-1,064	1,064	10%	9,241
Total Spending	-10,305	-1,064	1,064	10%	9,241

As at February 2018 the Capital Variation budget has not been fully utilised and this is unlikely to change in the remainder of the financial year. This will be offset with additional borrowing of £9,241k.

6.2 Capital Funding

2017/18				
Original 2017/18 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2017/18 £'000	Forecast Spend – Outturn (Feb) £'000	Forecast Funding Variance - Outturn (Feb) £'000
32,671	Basic Need	32,671	32,671	0
4,043	Capital maintenance	4,476	4,476	0
1,076	Devolved Formula Capital	1,760	1,760	0
3,904	Adult specific Grants	4,188	4,188	0
17,170	S106 contributions	14,800	14,800	0
0	Early Years Grant	1,443	1,443	0
0	Capitalised Revenue Funding	0	0	0
2,725	Other Capital Contributions	3,804	3,804	0
26,464	Prudential Borrowing	21,145	30,386	9,241
-8,845	Prudential Borrowing (Repayable)	-8,845	-8,845	0
79,208	Total Funding	75,442	84,683	9,241

There has been a £95k increase in Prudential Borrowing to offset a correct to the Adult Social Care Grant carry forward position from 2016/17.

APPENDIX 7 – Performance at end of January 2018

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% children whose referral to social care occurred within 12 months of a previous referral	Children and Families	16.4%	20.0%	19.1%	Jan-18	↓	G	19.8% (2017)	20.6% (2017)	Performance in re-referrals to children's social care is below target
Number of children with a Child Protection Plan per 10,000 population under 18	Children and Families	38.6	30.0	37.7	Jan-18	↑	R	35.7 (2017)	43.3 (2017)	<p>During January, we saw the numbers of children with a Child Protection plan decrease from 513 to 502.</p> <p>The introduction of an Escalation Policy for all children subject to a Child Protection Plan was introduced in June. Child Protection Conference Chairs raise alerts to ensure there is clear planning for children subject to a Child Protection Plan. This has seen a decrease in the numbers of children subject to a Child Protection Plan.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The number of looked after children per 10,000 children	Children and Families	52.8	40.0	52.8	Jan-18	↑	R	44.7 (2017)	62.0 (2017)	<p>In January the number of Looked After Children decreased by one child from 703 to 702 in December. This figure includes 63 UASC, 9% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.</p> <p>Actions being taken include: A weekly Threshold to Resources Panel (TARP), chaired by the Assistant Director for Children's Services to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. Decisions and Children's Plans are monitored via a tracker which also takes into account the children's care plan- discussed in the Permanency Monitoring Group.</p> <p>A monthly Permanency Monitoring Group (PMG) considers all children who are looked after, paying attention to their care plan, ensuring reunification is considered and if this is not possible a timely plan is made for permanence via Special Guardianship Order, Adoption or Long Term Fostering.</p> <p>TARP links with the monthly High Cost Placements meeting, which as of January 2018 started to be chaired by the Assistant Director for Children's Services. The panel ensures that required placements meet the child or young person's needs and are cost effective and joint funded with partners where appropriate.</p> <p>At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.</p>


Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% year 12 in learning	Children and Families	96.1%	96.5%	95.6%	Jan-18	↓	A	93.7% (Nov 17)	93.7% (Nov 17)	The target for this measure is under review. The Target noted is still the target for 2016/17. It is felt that we have done well this year with this result and you can see that we have achieved better than statistical neighbour average and England average.
%16-18 year olds NEET and unknown	Children and Families	3.1%	3.8%	3.2%	Jan-18	↓	G	8.7% (Nov 17)	8.4% (Nov 17)	The result for this measure is excellent. This is largely due to the work done to ensure we know what every young person 16-18 is doing. The result for Not Knowns is 0.7% which is a fantastic result. We have also kept the NEET figure low which is down to ensuring we are supporting the young people that need the support to move into EET or to stay engaged.
% Clients with SEND who are NEET	Children and Families	5.7%	9.0%	6.9%	Q3 (Oct - Dec 17)	↓	G	See comments	See comments	This result is again a fantastic result. The comparison data for England and Stat Neighbours is not available to us until later in January/early February, however we are confident that we will be compare favourably with those figures.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The proportion pupils attending Cambridgeshire Nursery schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Jan-18	➡	G	100% (Dec-17)	98.1% (Dec-17)	Cambridgeshire currently has 7 nursery schools.
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	84.5%	82.0%	82.4%	Jan-18	⬇	G	89.9% (Dec-17)	90.0% (Dec-17)	164 out of 196 primary schools are judged as good or outstanding. In addition there are 13 primary schools who have not yet received an inspection grading.
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	85.5%	75.0%	85.5%	Jan-18	➡	G	86.7% (Dec-17)	82.7% (Dec-17)	Performance for Secondary schools continues to remain just below that of statutory neighbours and is above the England average. 25 out of 30 secondary schools are judged as good or outstanding. In addition there are 4 schools who have not yet received an inspection grading.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	93.1%	100.0%	93.1%	Jan-18	➡	A	97.2% (Dec-17)	94.5% (Dec-17)	7 out of 8 special schools are judged as good or outstanding. In addition there are 2 schools who have not yet received an inspection grading.
Proportion of income deprived 2 year olds receiving free childcare	Learning	69.6%	80.0%	82.4%	Autumn Term	⬆	A			Proportion of income deprived 2 year olds receiving free childcare has increased by 13 percentage points since the summer term.
FSM/Non-FSM attainment gap % achieving the national standard in Reading, Writing & Maths at KS2	Learning	27%	21%	36%	2017	⬇	R	28% (2017)	25% (2017)	<p>Final KS2 2017 results data was published 25th January 2018. It shows that the gap in the performance of KS2 pupils eligible for FSM and those not eligible for FSM has widened by a further 9 percentage points since 2016.</p> <p>The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
FSM/Non-FSM attainment gap % achieving 5+ A*-C including English & Maths at GCSE	Learning	37%	26%	29%	2016	↑	R	34% (2016)	24.8% (2016)	<p>All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.</p> <p>The 2016 data shows that there is a significant gap in the performance of pupils eligible for FSM in the KS4 tests. Cambridgeshire's gap is currently wider than seen nationally. 2017 data is expected to be released in January 2018.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
1E - Proportion of adults with learning disabilities in paid employment	Adult Social Care	1.7%	4.5% (Pro-Rata)	2.1%	Jan-18	↑	R	6.0% (2016/17)	5.7% (2016/17)	Performance remains low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams – and there are currently 40 service users identified as being in employment yet to be reviewed in the current year. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	98.6%	93.0%	98.6%	Jan-18	↑	G	93.1% (2016/17)	89.4% (2016/17)	Performance remains above the target and is generally moving toward 100%. Performance is close to the national average for 16/17 and will be monitored closely.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
RV1 - Proportion of planned reviews completed within the period that were completed on or before their due date. (YTD)	Adult Social Care / Older People & Mental Health	45.1%	50.1%	48.9%	Jan-18		A	N/A (Local Indicator)		Performance of this indicator as a monthly rolling average has risen and is closer to the target. Teams have been concentrating on completing overdue reviews which has contributed to lower performance.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	52.4%	57.0%	52.7%	Jan-18	↑	A	N/A (Local Indicator)		<p>The service continues to be the main entry route for people leaving hospital with ongoing care needs. The service continues to experience a significant challenge around capacity. Recruitment remains a serious challenge at all levels of the organisation and across all districts, particularly at support worker level. We are currently undertaking a recruitment campaign to increase staffing numbers which will help to alleviate the recruitment situation.</p> <p>In addition, people are leaving hospital with higher care needs and often require double up packages of care which again impacts our capacity – as does providing mainstream domiciliary care hours through reablement teams, which is a symptom of lack of capacity within domiciliary care providers. We are addressing this issue through a variety of means, including discussions with the NHS about filling intermediate care gaps and reducing inappropriate referrals to reablement.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	272	564 by year end / average max. 47 per month (423 Pro-Rata for report period)	282	Jan-18	↑	G	589.9 (2016/17)	610.7 (2016/17)	<p>The implementation of the Transforming Lives model, combined with a general lack of available residential and nursing beds in the area has continued to keep admissions below national and statistical neighbour averages.</p> <p>N.B. This is a cumulative figure, so will always go up. An upward direction of travel arrow means that if the indicator continues to increase at the same rate, the ceiling target will not be breached.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) – YTD	Older People & Mental Health	522	429	531	Dec-17	↓	R	N/A (Local Indicator)		<p>As of the end of December 2017, 24,749 bed-day delays had been reported in the Cambridgeshire system, a reduction of around 10% in comparison with performance at the same point in the previous financial year. Additionally 3,124 bed-day delays were reported in December 2017 compared to 3,386 in December 2016, a decrease of just under 8%. The monthly average rate of DTOC delays per 100,000 of the 18+ population was 531, 11% lower than the December 2016 rate of 597.</p> <p>A general lack of capacity in domiciliary and residential care is the prevailing cause of DTOCs in Cambridgeshire. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community. We continue to work in collaboration with health colleagues to build on this work.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Older People & Mental Health	131	114	157	Dec-17	↑	R	N/A (Local Indicator)		<p>In December 2017, there were 975 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 1,122 delays – a reduction of 13%. The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.</p> <p>Delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's remain the key drivers of ASC bed-day delays.</p>
1F - Adults in contact with secondary mental health services in employment	Older People & Mental Health	12.8%	12.5%	13.3%	Jan-18	↑	G	Suspended for 2016/17	Suspended for 2016/17	Performance at this measure is above target. Reductions in the number of people in contact with services are making this indicator more variable while the numbers in employment are changing more gradually.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The number of people in the most deprived wards completing courses to improve their chances of employment or progression in work	Community & Safety		2,200	910	Feb-2018	➡	G			<p>A targeted programme has started, focusing on increasing the participation in these deprived areas.</p> <ul style="list-style-type: none"> Retention rate = 98.36% Achievement rate = 98.03% <p>The target was met for the previous academic year</p>
The number of people starting as apprentices	Community & Safety		4,574	3,340	2016/17	⬆	G			<p>Provisional figures for the number of people starting as apprentices by the end of the third quarter of 2016/17 are 3,340, compared with 3,280 for the same quarter in 2015/16 - an increase of 2%. This means that the 2016/17 target of 4,574 is on track to be achieved.</p>

APPENDIX 8 – P&C Portfolio at end of January 2018

Programme/Project and Lead Director	Brief description and any key issues	RAG
Building Community Resilience Programme: Sarah Ferguson / Elaine Matthews	<p>A paper will go to Communities and Partnership Committee on 15th Feb asking Committee to support the development of a revised and shared Strategy between Cambridgeshire and Peterborough. If agreed, work on the new Strategy will start soon and we also hope to pick up earlier conversations with any District Councils who might be interested in being part of the new Strategy.</p> <p>Other delivery continues including the Innovate and Cultivate Fund, with a further 8 projects being recommended for funding to the Communities and Partnership Committee in February. Service Leads continue to be involved in the regular evaluation of funded projects to highlight new ways of working, returns on investment and potential commissioning opportunities for the Council.</p>	GREEN
Children's Centres: Helen Freeman / Sarah-Jane Smedmor	<p>Officers are currently finalising the district based offer to be communicated to families later this month and an update paper will be taken to Children and Young People's committee in March where this restructure and new service offer will be monitored.</p> <p>The new programmes will offer a large amount of continuity with successful activities continuing across all districts. This will be complemented by a range of new activities, designed to meet the changing needs across the county and delivered in locations that take services into communities previously not served by a Children's Centre.</p>	GREEN
Children's Change Programme: Sarah-Jane Smedmor / James Gemmell	<p>The aims of the project are to identify additional opportunities within children's services to ensure that our services are targeted to those in greatest need and towards those that we can ensure experience a de-escalation of need and risk as a result of effective, integrated, multi-agency services delivered in a timely manner.</p> <p>The following options are being explored and monitored as part of the business planning process;</p> <ul style="list-style-type: none"> • Whether the current offer being delivered by the SPACE team can be mainstreamed into the District teams • Review a number of fixed term posts which were created as part of the earlier phases of the CCP to identify if learning / development has been embedded within the District teams • Review of the fostering service • Using technology / different ways of working to increase productivity across the service • Restrict the use of out of hours support provided by external providers (following the introduction of planned out of hours working for District Teams) • Further opportunities to share services with Peterborough CC 	GREEN

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p>0-19 Commissioning: Janet Dullaghan</p>	<p>This project is looking at how Cambridgeshire County Council (CCC), Peterborough City Council (PCC) and Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) can work together to integrate child health and wellbeing services. This includes consideration of 0-19 community based health services, including Health Visiting, School Nursing and Family Nurse Partnership; Early Help and Children's Centre services; and Child and Adolescent Mental Health Services across Cambridgeshire and Peterborough.</p> <p>The aim is for an integrated model where children, young people and families are offered a core programme of evidence based, early intervention and preventative health care with additional care and support for those who need it in line with the Thrive model. Thrive is based on having a good core offer across the agencies for universal services and clear and process to identify need early and provide the right early help and support.</p> <p>This large programme of work continues to progress following agreement of the scope and current financial envelope. We have now finalised the overarching principles and themes that will guide transformation of each of the specifications. In line with the direction of the Sustainability and Transformation Partnership plans, we are seeking to develop an Accountable Care System (ACS) which forges stronger working relationships between commissioners and providers. In this environment the culture is one of finding joint solutions to manage demand and financial pressures and ensure quality provision continues within a fixed and reducing budget.</p> <p>Providers have initiated board to board discussions to consider how they will respond to the integration agenda set out in the specification and will be detailing their response in February. A transformation board has been set up across both providers and commissioners to plan the integrated transformation programme.</p>	<p>GREEN</p>

Programme/Project and Lead Director	Brief description and any key issues	RAG
Mosaic: Sue Grace / Joanne Hopkins	<ul style="list-style-type: none"> • Amber status remains reflecting both the overall complexity, tight timelines and technical and business change challenges • The Mosaic Board agreed a joint go-live for Adults, Children and Finance of the third quarter of 2018/19. This is subject to a number of dependencies including the implementation of Agresso and some decisions by the business concerning migration. • All workstreams are progressing and risks and issues continue to be monitored through the monthly board meetings • Change Champions and Business Support Super Users across Adults and Children's are now in place and trained • Familiarisation sessions have taken place across the county • Work has started on preparing the business for go-live and the transition to the new system 	AMBER
Accelerating Achievement: Jon Lewis	<p>Although the achievement of most vulnerable groups of children and young people is improving, progress is slow and the gap between vulnerable groups and other children and young people remains unacceptably wide. Accelerating the Achievement of Vulnerable Groups is a key priority of the Local Authority's School Improvement Strategy 2016-18 and an action plan has been developed. The AA Steering Group is monitoring the implementation of this plan.</p>	AMBER

Communities & Partnerships Committee – Workshop and Training Plan

These are the details for all the workshops that will be provided for the Communities & Partnerships Committee for 2018/19. Workshops will generally run on the same day as Committee or when available the reserve Committee dates will be utilised. All reports must be signed off and sent to Adrian.chapman@peterborough.gov.uk

Workshop Date	Time	No	Item	Presenter	Attendance
28 September 17 (Wisbech)			<ul style="list-style-type: none"> • Tackling deprivation • Business Planning • Visiting community organisations 	Adrian Chapman Diane Lane	
30 November 17			<ul style="list-style-type: none"> • Combined Authority • Budget Focus Group Feedback • Finance Deep Dive • Community Safety Self-Assessment 	Martin Whiteley, Chief Executive and Stephen Rosevear, Interim Director of Skills) Emily Tucker-Prescott and Mike Soper) (Tom Kelly) (Rob Hill and Leigh Roberts)	Apols rec: Cllr Taylor Cllr Manning
24 January 18 10:00-1:00pm KV Room (Reserve Committee)	10:00	1	Adult Skills – supporting communities to grow	Pat Carrington / Lynsi Hayward-Smith / Tom Barden	
		2	Adults Skills and Learning and Adult Learning Self-assessment	Lynsi Hayward-Smith	
15 Feb 18 (Committee)					
15 March 18 10:00-1:00pm KV Room	10:00		Draft Delivery Plan for Cttee	Adrian Chapman	
	11.30	2.	New Vision for Libraries (CM to confirm how long is needed)	Christine May	Committee and Area Champions be invited - to consider ho the vision can be supported and identify local partners to help facilitate and support priority areas within the Cttee's remit

17 April 18 - (Committee)					
17 April 2018	2.30	1	Domestic Abuse and Sexual Violence-/Modern Day Slavery	Julia Cullum/Sarah Ferguson	<i>All members of the Council</i>
31 May 18 - (Committee)					
21 June 18 10-1:00pm KV Room (Reserve Committee)	10:00	1.	<i>Revisit of Deprivation (AC to confirm with Chair/Vice Chairs)</i>		<i>(Mike Soper)</i>
		2.	Introduction to the next round of Business Plan consultation		<i>Mike Soper</i>
5 July 18 - (Committee)					
9 August 18 10:00-1:00 KV Room (Reserve Committee)	10:00	1.			
COMMITTEE MEETINGS EVERY MONTH THROUGHOUT AUTUMN (27TH Sept / 18th Oct / 8th Nov / 20th Dec)					
17 Jan 19 - (Committee)					
14 February 2019 10:00-1:00pm Room 128 (Reserve Committee)	10:00	1.			
7 March 19 - (Committee)					
25 th April 2019		1.			

10:00-1:00pm KV Room (Reserve Committee)					
30 May 19 - (Committee)					

COMMUNITIES AND PARTNERSHIP COMMITTEE AGENDA PLAN

Published on 3rd April 2018

To be updated following the Committee meeting on 17th April which is due to agree a Delivery Plan



Cambridgeshire
County Council

Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

The definition of a key decision is set out in the Council's Constitution in Part 2, Article 12.

* indicates items expected to be recommended for determination by full Council.

+ indicates items expected to be confidential, which would exclude the press and public.

Additional information about confidential items is given at the foot of this document.

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.

The agenda dispatch date is six clear working days before the meeting.

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
17/04/18	Draft Delivery Plan for Committee Work Programme	Adrian Chapman	Not applicable	03/04/18	06/04/18
	Adult Skills	Pat Carrington / Lynsi Hayward-Smith	Not applicable		
	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Area Champions Oral Update	Area Champions	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
31/05/18	Training and Workshop Plan Review Report	Dee Revens / Adrian Chapman		17/05/18	22/05/18
	Domestic Abuse and Performance Report – Demand Data - to include co-presentation	Sarah Ferguson / Martin Brunning			
	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
21/6/17	Reserve date			08/06/18	13/06/18
05/07/18	Innovate and Cultivate Fund – Endorsement of recommendations	Sarah Ferguson / Elaine Matthews	Not applicable	22/06/18	27/06/18
	Community Resilience Strategy	Elaine Matthews	2018/052		
	Risk Management Annual Report	Martin Wade	Not applicable		
	Area Champions Oral Update	Area Champions	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
09/08/18 (reserve date)	Reserve date			27/07/18	31/07/18

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
27/09/18	White Ribbon Accreditation Decision Report	Sarah Ferguson	Not applicable	14/09/18	19/09/18
	Community Resilience Initiative	Elaine Matthews	Not applicable		
	Support Cambridgeshire Programme	Adrian Chapman / Sarah Ferguson	Not applicable		
	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Committee Review of Draft Revenue and Capital Business Planning proposals for 2019-20 to 2023-24	Tom Kelly / Martin Wade / Clare Andrews/ Adrian Chapman	Not applicable		
	Area Champions Oral Update	Area Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
18/10/18	Committee Review of Draft Revenue and Capital Business Planning proposals for 2019-20 to 2023-24	Tom Kelly / Martin Wade / Clare Andrews Adrian Chapman	Not applicable	05/10/18	10/10/18
08/11/18	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable	26/10/18	31/10/18
	Local Council Development Plan 2017-2022 – Progress Report against the Action Plan	Elaine Matthews / K Bennett ACRE	Not applicable		
	Committee Review of Draft Revenue and Capital Business Planning proposals for 2019-20 to 2023-24	Tom Kelly / Martin Wade / Clare Andrews Adrian Chapman	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Area Champions Oral Update	Area Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
20/12/18	Committee Review of Draft Revenue and Capital Business Planning proposals for 2019-20 to 2023-24	Tom Kelly / Martin Wade / Clare Andrews Adrian Chapman		07/12/18	12/12/18
	Area Champions Oral Update	Area Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
17/01/19	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable	04/01/19	09/01/19
	Area Champions Oral Update	Area Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
14/02/19	Reserve date			01/02/19	06/02/19

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
07/03/19	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable	22/02/19	27/02/19
	Area Champions Oral Update	Area Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
25/04/19	reserve			12/04/19	17/04/19
30/05/19	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable	17/05/19	22/05/19
	Area Champions Oral Update	Area Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		

Possible additional reports for future meetings:

- Adult Learning Self Assessment Lynsi Hayward-Smith

