

**RESPONSE TO THE MEMBER LED REVIEW INTO INTEGRATING CHILDREN AND YOUNG PEOPLE'S SERVICES AND SOCIAL INFRASTRUCTURAL PROVISION INTO THE COUNTY'S NEW COMMUNITIES**

*To:* **Cabinet**

*Date:* **26 October 2010**

*From:* **Service Director: Strategy and Commissioning, Children and Young People's Services (CYPS)**

*Electoral division(s):* **All**

*Forward Plan ref:* **Not applicable** *Key decision:* **N/A**

*Purpose:* **To set out the response to the recommendations from the member-led review into integrating children and young people's services and social infrastructure provision into the County's new communities**

*Recommendation:* **Cabinet is asked to consider and endorse the response to the recommendations from the member-led review.**

<b><i>Officer contact:</i></b>		<b><i>Member contact</i></b>	
Name:	Hannah Woodhouse	Name:	Cllr David Harty
Post:	Service Director: Strategy and Commissioning, Children and young people's services (CYPS)	Portfolio	Learning
Email:	<a href="mailto:hannah.woodhouse@cambridgeshire.gov.uk">hannah.woodhouse@cambridgeshire.gov.uk</a>	:	
		Email:	<a href="mailto:david.harty@cambridgeshire.gov.uk">david.harty@cambridgeshire.gov.uk</a>

## **1.0 BACKGROUND**

1.1 The member-led review was commissioned by the Children and Young People's Services (CYPS) Scrutiny Committee to focus on services for younger residents of new developments and their families. Committee members were especially concerned that suitable service provision should be in place from the outset. This was particularly so in standalone new communities, such as Northstowe, which were perceived to be more exposed to, and at risk from, a lack of community development.

1.2 A review group was formed at the November 2009 meeting of the CYPS Scrutiny Committee. The key objective of the review was to

*Ensure that the quantity and quality of social infrastructural provision for children and young people is appropriate and timely in the face of future growth and development.*

1.3 The report presented its conclusions to Scrutiny in September 2010 and brought forward 16 recommendations. This report responds to these recommendations in turn.

## **2.0 MAIN ISSUES**

2.1 The report recognises the need for a comprehensive and holistic view of the way that services to children and families living in new communities are planned and established. There are many helpful recommendations which can be taken forward and have an immediate impact on how these communities are developed.

2.2 The principle of careful planning, community engagement and investment in the services to be delivered within and around schools in new communities is agreed entirely. However, the Council operates in an increasingly difficult financial environment. The availability of funding, particularly capital funding means that affordability will also be a driving factor in the design and development of new communities.

2.3 Localities teams will play a crucial role in delivering and coordinating work to build resilience in communities and in families and identifying opportunities for preventative approaches based on early intervention and therefore avoiding deeper and costly crises later. The approach to be adopted for new communities will be to invest in building on what is known to work effectively and what has been learned from the experience of establishing infrastructure and services in other communities such as Cambourne. However, these priorities will be balanced against the need to fulfil statutory duties and protect the most vulnerable children and young people.

2.4 There are a number of more specific observations which arise from the report:

- The report refers to new communities but there is a distinction to be made between urban extensions and new settlements, be they towns or villages. It has been easier to plan and provide the locality services required in

urban extensions than in the new settlements, particularly Cambourne. There is a need to ensure that planning debates and input to Local Development Frameworks consider the nature of services required in new communities, which will differ, before overall development patterns are established. At present, services are required to respond to the development patterns already established.

- Funding routes for new communities are subject to considerable change. The Government is already talking in terms of providing financial incentives for those local authorities that can deliver housing growth. Likewise, there will be changes to the current arrangements for securing developer contributions towards public infrastructure and services through section 106 or Community Infrastructure Levy (CIL) payments. In such a context there is a need to ensure that any opportunities that may exist under the new arrangements for short term or “pump priming” revenue payments to support staff undertaking service or community development work are identified and taken.

**Response to the main recommendations from the scrutiny committee (the original recommendation being in bold):**

**1. The pressure placed on Locality teams by the new communities needs to be recognised and mitigated through the Council-wide Integrated Planning Process by allocating sufficient financial resources to the Teams concerned in coming financial years**

The Integrated Planning Process brings together the different priorities and statutory responsibilities across the Council with the budget available. It is not possible to pre-empt its outcome. The role of Locality Teams will be a part of this process. The budgetary position is clearly worsening, and in this scenario, the Council will need to make policy decisions about where to focus its funds in the future. From the perspective of Children and Young People's Services, working with the more vulnerable as opposed to all children and young people, will become a key feature of locality teams in the future and the needs of new communities will need to be reflected in service delivery and agreed with Members.

The allocation of Locality resource across the County will be the subject of an ongoing and transparent review process that takes account of population of changes, within the confines and complexities of established teams, and terms and conditions of staff contracts.

**2. The Invest to Transform funds should be used as a method for funding comprehensive universal and preventative services in the County's new communities, particularly Northstowe, on an Invest to Save basis.**

The return on funds within the budget cycle is unlikely to be realised with long term preventative work, which is a premise of the Invest to Transform Funds. The principle of continuing to invest in effective preventative work is one which is informing all aspects of the planning process, but will need to be undertaken within the constraints of a reducing budget and the rising numbers of children coming into Local Authority care. A significant focus is on ensuring

that resource allocation decisions are built on a strong evidence base of outcomes.

Work with partners to identify how the universal and community based providers (for example, schools, health, voluntary and community groups) can be strengthened is crucial. The work underway through Making Cambridgeshire Count, and at a local level through the vehicle of Localism, will help us define how the universal and preventative services can be provided.

**3. The locality funding formula developed as part of the IYSS development process should recognise the extra pressures faced by locality teams servicing new communities and fund them accordingly.**

The funding formula will be kept under review. This will include ensuring that the data used reflects current and future projections of population and need. However, there is more likely to feature a redistribution of resources rather than an increase in the overall resource available.

**4. The use of Social Impact Bonds as a means to secure comprehensive universal services in Northstowe – fit for the needs of a new community – should be thoroughly examined by the Children's Trust Executive Group.**

This will be explored further. To date, Social Impact Bonds have lent themselves to investments where a clear return can be demonstrated in relation to an established and recognised need, and where the impact of the intervention can be clearly seen. This could be more problematic in new communities where assumptions about future need will have to be made in order to secure investment. However, there is a growing research basis as to the nature of the needs of children and families in new communities that might lend itself to developing a Social Impact Bond for a geographic community.

**5. Social housing providers should inform all partners, including the relevant voluntary sector organisations (possibly via CVSIC) of the release of tranches of social housing in order that the relevant grants and contract can be secured by them to allow services to be in place upon first occupation of the housing**

Agreed. It is essential that the Council receives such information as early as possible in order to ensure that the necessary infrastructure and services are in place for the first occupants. This request will be made to District Councils and other social housing providers.

**6. Cambridgeshire Together partners should commit to allowing free use by approved voluntary and community sector groups (VCS) of appropriate buildings owned by partners respective organisations**

Agreed. This will be taken up with partners. All possible support should be offered to VCS organisations in order to build local community networks and provision as quickly as possible in new communities. Given the varied range of organisations' financial circumstances, consideration will be given to a sliding scale of charges so that those who can afford to pay do so. This could

be agreed on a time limited basis in order to provide an injection of investment in the community at the outset to ensure that the community is sustainable.

- 7. The small grant allocation process should be streamlined by implementing either of the suggested actions:  
Forego elected member involvement entirely by delegating the final decision entirely to the relevant Council officer or, ideally  
Delegate the final decision entirely to Young Lives**

We will explore this further. Discussions are ongoing with Young Lives, the infrastructure organisation for voluntary and community sector organisations supporting children and young people, about the way in which the County Council could work more closely with them. There is a precedent where Young Lives have been asked to manage contracts on behalf of the County Council, which has included managing the procurement process. There would be a cost to the County Council in delegating this function as part of a formal contract, but the issue will be explored with Young Lives to see what can be achieved to make the process less cumbersome in a way which would be cost neutral.

- 8. Details of the ongoing support to be offered to non-statutory providers should be produced in consultation with them alongside details of how the work of the non-statutory providers will be quality assured on an ongoing basis.**

We will explore this – we continue to work with partners through the Area Partnerships and Children's Trust so that they can engage in the delivery of high quality children's services in the most productive way.

- 9. A procedure for informing local schools and other partners of residential property developments likely to attract higher need families with children and young people, and their predicted date of occupation, should be agreed between the County Council and the relevant district council; and piloted for sufficient time to assess the process and fully adopted and extended throughout the county if found to be useful.**

Agreed. This clearly links to recommendation 5. It is agreed that such a procedure should be developed and piloted in partnership with colleagues in the districts.

- 10. Cambridgeshire County Council should better prepare for the documentary requirements of new schools by establishing a suite of model policies and strategies available to be accessed when required,**

Agreed. A 'new schools' area will be established on the educational portal to act as a repository for all new school related documents and policies to ensure access for all. This will be updated regularly in line with national policy. The Learning Directorate/Strategy and Commissioning will audit the range of policies and procedures that currently exist and identify gaps in policy and guidance. As a result of the policy audit additional guidance will be written for identified gaps and regularly updated and amended to ensure it is responsive to changes in national policy.

- 11. The Department for Education should note the Jeavons Wood example and consider whether the various sources of information for new schools should be collated into a single resource.**

Agreed. We will make this suggestion to the Department for Education.

- 12. Experienced teachers – ideally those with experience of teaching in a new community - should be involved, from the earliest stages, in the development of schools in new communities. The broadest possible professional influence on the process should be encouraged, from master-planning to school layout and classroom design.**

Agreed. There is an established primary headteacher reference group which advises officers on design of new schools. This includes the headteacher of Orchard Park Primary, one of Cambridgeshire's newest schools. The group also includes a representative from the Learning Directorate and a therapist to ensure the resulting accommodation facilitates the inclusion of children with additional needs.

The current direction of travel, supported by members through a series of design critiques, is towards reducing capital costs and the greater standardisation of design and construction (for example, through use of Modern Methods of Construction and modular units).

- 13. An 'Enhanced Locality Team', comprising professionals currently working separately within Locality and Social Care Area teams, should be created for Northstowe**

How the Council and other services can work together to more effectively support families with higher needs need is under close scrutiny as part of the IPP process, and is also a focus of pilot work in the Arbury area of Cambridge. This includes looking at the interface between Locality and Social Care teams. The CAF process should ensure, once fully embedded, that services are brought effectively around the family. Proposals for how any new arrangements might work, within financial constraints, will take account of the needs of new as well as some established communities.

- 14. Organisational lead over specific aspects of service provision in new communities should be explored as a concept, with a view to identifying the appropriate themes / work / services to which a lead should be established, and the appropriate organisation/s to provide such lead as required.**

Agreed in principle. This will be explored.

- 15. Northstowe service planning groups should be reinstated and meet at least biannually as a means to share and retain knowledge, develop linkages, and service plan collaboratively.**

Agreed in principle. The partnership approach to planning for new communities is both right and appropriate. However, there is a danger that without clear terms of reference and accountability structures, these groups will operate in isolation and that service planning will be fragmented, not

integrated. There needs to be an over-arching strategic group to whom the service planning groups would report.

A further consideration is that the Northstowe connection has been superseded by a Task and Finish Group set up within the County Council to oversee the proposal to bring forward part of the proposed new town. There is also a review ongoing to develop a single and common approach to evaluation and estimation of the services and facilities needed for new developments. This work should ensure a more integrated approach in the future.

**16. The County Council Youth Offer should be publicised widely, particularly in new communities where there is likely to be less clarity as to what can be expected from service providers. In doing this the Youth Offer should be elaborated in terms of what services can be reasonably expected. This would be to: Enable service providers to be held to account by residents for entitled service delivery and Clarify for new and potential residents the ‘end product’**

The consultation in relation to Integrated Youth Support Services places more emphasis on locality partnership arrangements to define and set local priorities for services for young people according to local need. The proposed offer from the County Council to young people needs to be added to at a local level and made available in an accessible format. In the Southern Fringe developments, the City Council, with partners, is proposing to produce a ‘welcome pack’ for new residents which could include this information and be added to as provision develops alongside the community. This could be used as a trial for other communities as they are established.

### **3. SIGNIFICANT IMPLICATIONS**

#### **3.1 Resources and Performance**

Many of these recommendations would have significant implications for integrated planning and capital allocations. Costs will be taken into account through the integrated planning process.

#### **3.2 Statutory Requirements and Partnership Working**

Many recommendations require stronger partnership working with District Councils particularly and with education professionals in the planning of services.

#### **3.3 Climate Change**

Using sustainable resources and planning with minimal impact on the environment is a key driver in the way that new communities are planned.

#### **3.4 Access and Inclusion**

Much of this report is focused on the need to plan and develop communities that are accessible and inclusive and encourage all young people to achieve regardless of their family circumstances.

### 3.5 Engagement and Consultation

The report focuses in detail on the need for greater engagement and consultation with both communities and service providers in the planning and development of new communities.

Source Documents	Location
The report to the CYPS scrutiny committee of the member led review into the services and social infrastructure provision required for new committees.	Room 114, Shire Hall