

# CHILDREN AND YOUNG PEOPLE COMMITTEE



**Date: Tuesday, 12 September 2017**

**Democratic and Members' Services**

Quentin Baker

LGSS Director: Law and Governance

**14:00hr**

Shire Hall  
Castle Hill  
Cambridge  
CB3 0AP

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

## **AGENDA**

**Open to Public and Press**

### **CONSTITUTIONAL MATTERS**

- 1. Apologies for absence and declarations of interest**  
*Guidance on declaring interests is available at*  
<http://tinyurl.com/ccc-conduct-code>
- 2. Minutes of the Meeting on 11 July 2017 and Action Log** **5 - 20**
- 3. Petitions**

### **DECISIONS**

- 4. Free School Proposals**  
Standing item. No business to discuss.
- 5. Charging for Academy Conversions** **21 - 26**

## **MONITORING REPORTS**

<b>6.</b>	<b>Legal Support Improvement Plan</b>	<b>27 - 36</b>
<b>7.</b>	<b>Local Safeguarding Children Board Annual Report 2016-17</b>	<b>37 - 104</b>
<b>8.</b>	<b>Educational Outcomes Provisional Results</b>	<b>105 - 108</b>
<b>9.</b>	<b>Cambridgeshire Childrens and Safeguarding Self Assessment</b>	<b>109 - 202</b>
<b>10.</b>	<b>People and Communities Senior Management Structure Update</b>	<b>203 - 208</b>

## **DECISIONS**

<b>11.</b>	<b>Service Committee Review of the Capital Programme</b>	<b>209 - 240</b>
<b>12.</b>	<b>Finance and Performance Report - July 2017</b>	<b>241 - 288</b>
<b>13.</b>	<b>Agenda Plan, Appointments and Training Plan</b>	<b>289 - 308</b>
<b>14.</b>	<b>Date of Next Meeting</b>	

The Committee will meet next on Tuesday 10 October 2017 at 2.00pm  
in the Council Chamber, Shire Hall, Cambridge.

The Children and Young People Committee comprises the following members:

Councillor Simon Bywater (Chairman) Councillor Samantha Hoy (Vice-Chairwoman)

Councillor Adela Costello Councillor Peter Downes Councillor Lis Every Councillor Anne Hay  
Councillor Lucy Nethsingha Councillor Simone Taylor Councillor Joan Whitehead and  
Councillor Julie Wisson

Andrew Read (Appointee) Flavio Vettese (Appointee)

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

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**CHILDREN AND YOUNG PEOPLE COMMITTEE: MINUTES**

**Date:** Tuesday 11 July 2017

**Time:** 2.00pm – 4.25pm

**Present:** Councillors S Bywater (Chairman), A Costello, K Cuffley, P Downes, L Every, A Hay, S Hoy (Vice Chairwoman), L Nethsingha, C Richards and S Taylor

**Apologies:** Councillors J Whitehead (substituted by C Richards) and J Wisson (substituted by K Cuffley)

Co-opted Members: F Vettese and A Read

**CONSTITUTIONAL MATTERS**

**13. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies for absence were noted as recorded above. There were no declarations of interest.

**14. MINUTES OF THE MEETING ON 12 JUNE 2017 AND ACTION LOG**

The minutes were approved as an accurate record and signed by the Chairman. The Action Log was reviewed and noted.

**15. PETITIONS AND PUBLIC QUESTIONS**

There were no petitions or public questions.

**DECISION**

**16. CHILDREN'S CENTRES UPDATE**

The Committee received a report from the Executive Director for Children Families and Adults and presented by the Interim Service Director for Children and Families which set out work to date on arrangements for Children's Centres and timescales for future engagement and public consultation. The Chairman noted that copies of correspondence on this issue received from Neil Perry and Anne Kent had been circulated in advance to all members of the Committee for information.

The report contained a draft public consultation document which set out proposed changes to Children's Centres service provision. This work had been carried out as part of the wider Children's Change Programme and would locate Children's Centre provision within the district delivery model. It was designed to drive out gaps and duplication in provision where possible. The Council's commitment to the Children's Centre offer remained unchanged, but the way in which this was delivered needed both to take account of the increasing levels of demand for services and to target the finite resources available to those in greatest need.

A plan for national consultation on the future of Children's Centres was announced by central government in September 2015, but this had yet to be published. Officers had

been involved in work at a national level as part of an All Party Parliamentary Group on Children's Centres. This had concluded that future work should seek to address the wider needs of more vulnerable families through a flexible offer tailored to best meet local circumstances. In Cambridgeshire there had been a 40% increase in the number of Looked After Children (LAC) and a 100% increase in the number of children subject to a Child Protection Plan in the past four years. The new model of delivery proposed for the Children's Centre offer would enable the Council to target this acute area of need as well as meeting the needs of the wider population through the flexibility offered by the district delivery model.

The proposed changes to Children's Centres formed part of the wider Children's Change Programme which was designed to support the transformation of services to children and families in Cambridgeshire, particularly the most vulnerable, whilst delivering an agreed savings target of £1,000,000. This would be achieved safely and effectively by rationalising management and back office costs, identifying efficiency savings and driving out duplication while maintaining or enhancing front-line services. As part of the effort to drive down costs it was important to ensure that the best use was made of capacity across the Council estate. At present there were 40 designated Children's Centre buildings, but the Children's Centre offer was already delivered across over 100 buildings. The proposed changes would extend this outreach whilst ensuring that money was spent primarily on service delivery rather than building maintenance and running costs. The offer of flexible services within the community would be complemented by a strong on-line offer which would respond to people's wish to take charge of their own needs. The lengthy public consultation process would include a wide range of engagement activities and was designed to allow as many people and organisations as possible to offer their views on the proposals. These would be used to inform the final proposals which would be submitted to the Committee in October 2017 for decision.

The Chairman thanked Councillor Scutt for giving him advance notice of her wish to speak on this item and invited her to address the Committee. Councillor Scutt stated that the Labour Group had every respect for Council officers, but she found the report to be lightweight and lacking in both sufficient data and evidence base. Despite the proposed public consultation it sounded like decisions had already been made and this was not acceptable. The emphasis on disadvantaged families did not recognise the need for preventative work to stop families falling into this category. The notion of 'pop-up' provision was risible; what families needed was consistent and reliable service delivery in a fixed location. There was no explanation of what was meant by split centre provision in relation to the North Cambridge Family Centre and this needed to be clarified. The proposed use of the Central Library did not offer the same opening hours as the provision it was supposed to replace and it was unclear whether library staff would be expected to deliver the service. This proposal was really about cutting money from the budget and more evidence should be obtained before any decisions were taken. The overall budget for Children's Centres was publicly available, but not the budgets for individual Centres and this should also be made available.

There were no questions from the Committee. With the permission of the Chairman the Interim Service Director for Children and Families thanked Councillor Scutt for her helpful observations and responded to the points raised. The amount of data obtained to inform the proposals was extensive and would be published alongside the public consultation document on 17 July 2017. She agreed that the definition of disadvantage did not refer solely to financial disadvantage and that families across the economic spectrum could be vulnerable and in need of support. It was envisaged that 'pop-up' provision would be a consistent and responsive offer delivered at a specified time and location to meet

identified need, but which would avoid the significant cost of permanently maintaining a building within the Council estate. However, she accepted that it would be helpful to review the language used to describe this offer to ensure that this was made clear. (**Action:** Interim Service Director for Children and Families)

The Chairman thanked Councillor A Taylor for giving him advance notice of her wish to speak on this item and invited her to address the Committee. Councillor A Taylor stated that she wished to voice her dismay at what she perceived to be an attack on children and families, especially in relation to the existing Children's Centres at Homerton and Fawcett. She knew of the excellent facility and services offered at Homerton both through personal experience and by repute and she was horrified to hear that it was judged not to be needed. The news had only become known the previous Tuesday and she felt that this was an entirely unacceptable way to treat the staff and public. She could not understand how such a busy Centre could be deemed not to be needed and noted significant housing development in the area which would increase future demand for its services. Since midnight a petition opposing its closure had already attracted over 800 signatures. Around 90 disadvantaged families lived locally and if Homerton and Fawcett were closed their needs would fall elsewhere on the public purse. Travelling to the Central Library would take longer and cost more and it would not offer the purpose-built facilities available at Homerton. In her view the report contained insufficient data and the proposal to hold the public consultation during the school summer holiday was poor. On this basis she felt that the consultation should be postponed.

In response to Councillor A Taylor's comments a member asked if there were any other community buildings locally which might be used to deliver services. Councillor A Taylor felt that there might be, but that they would require adaptation.

With the permission of the Chairman the Interim Service Director for Children and Families thanked Councillor A Taylor for her helpful observations and responded to the points raised. She acknowledged that telling staff about the proposals had been very difficult and offered an assurance that senior managers would continue to support staff throughout the process. She offered her personal thanks to all of the staff concerned for the professionalism of their response in difficult circumstances. In considering which buildings it was proposed to retain each had been assessed for the suitability of the facilities available, including those which had been purpose built. A number of financial models had been produced for making the required £1,000,000 saving, but these would not be finalised until the outcome of the public consultation was known and this could be properly taken into account. These models did not take into account the financial implications of failing to provide adequate early intervention services as officers did not accept that the proposals would lead to any such failure.

The Chairman accepted a request from the floor from Councillor Crawford to speak on this item. Councillor Crawford stated that she did not see how savings would be achieved by the proposals contained in the report. Changing the location of Children's Centres would require large capital outlay and renting space in alternative buildings would also give rise to additional costs.

With the permission of the Chairman the Interim Service Director for Children and Families thanked Councillor Crawford for her helpful observations and responded to the points raised. The Council was responsible for all costs and associated overheads for buildings designated as Children's Centres so it was important to ensure that any building with this designation could be operated at full capacity in order for it to be cost-effective.

The following comments and questions were raised by members of the Committee in discussion of the report and the points raised above:

- A Member commented on the inherent difficulty of timing communication with staff in situations where posts could be affected;
- A Member commented that they were not at all happy with the current position. It would have been helpful for the Committee to have had sight of the data which would be published alongside the public consultation document to inform the discussion. They felt that members of the public reading the consultation document would be perplexed by the deceptive nature of the language which disguised the real impact of the changes proposed and they felt that the actual proposals should be made clearer. They questioned whether the proposals would increase accessibility to services as suggested or whether they would in fact deter the most needy from accessing them, so increasing rather than reducing inequality. They expressed serious concern that the savings achieved by the proposals could prove a false economy which would lead to significant and possibly greater additional costs to the public purse down the line. They considered the timing of the public consultation to be singularly inappropriate given that it was primarily during the school summer holiday period. On that basis they proposed that the public consultation should be deferred and further cross party work carried out on the proposals.

Officers acknowledged the concerns expressed over the timing of the consultation. Unfortunately the original timescale for the report to be submitted to the Committee and the public consultation had had to be revised to avoid the pre-election Purdah period. The revised consultation period of 17 July to 22 September 2017 would open just before the school holidays and close just after they ended and there would be engagement events held throughout this period. It was not judged appropriate to delay the consultation further as this would prolong the period of uncertainty for staff and decisions were required on some existing contracts which would come to an end in April 2018. The Children's Centres issue had been discussed on a number of occasions by the Committee during the previous Council and briefing sessions had been offered to all county councillors to ensure the opportunity for cross party input into the proposals. A review of hundreds of cases showed that those children with the poorest outcomes had not consistently accessed the existing Children's Centre offer and the more flexible and targeted nature of the proposed offer was designed to address this need.

- A Member questioned whether the online offer would be easily accessible to vulnerable families. Officers stated that the Communications Team had advised that the majority of people accessing Council services digitally did so using smart phones and that this technology was now used widely across the socio-economic spectrum;
- A Member commented that having sat on the Committee during the previous Council they had initially been deeply concerned by the proposals relating to Children's Centres. However, as the work evolved their perspective had changed and they now saw it as becoming a family offer. Their only remaining concern related to how the need for and duration of a 'pop-up' provision would be defined and how the costings for this would be assessed.

Officers acknowledged that the issue of 'pop-ups' needed to be defined more clearly in the consultation document, including that this might include working with families in their own homes. The proposals submitted to the Committee in October would be wholly transparent about the financial allocations behind them.

- The Vice Chairwoman emphasised the Committee's wish that all affected staff should be kept well informed and supported throughout this difficult period;
- A Member noted that the proposals did not refer to the possible creation of Wisbech Garden Town and asked for further information on this;  
(**Action:** Interim Service Director for Children and Families)
- A Member stated that they did not see the proposals as closing services; rather, they were delivering services in different and more flexible ways to respond to the varying needs of local families and communities;
- A Member emphasised the need to ensure that the consultation reached the county's most vulnerable families and to ensure that the language used was both clear about what was being proposed and easily accessible to all;
- A Member expressed concern at the lack of costings in the report and questioned whether the proposed service delivery would fully meet the needs of the youngest and most disadvantaged children in the community. They highlighted the role of Children's Centres in promoting community cohesion by bringing together people from different backgrounds. They expressed concern that local knowledge and continuity of care would be lost through staffing changes and questioned whether city councillors had been consulted about the proposals. They were unhappy at officers' assertion that the detail of how the revised arrangements would be staffed would not be addressed until the consultation had informed final recommendations and felt that the proposals should not go forward until the Committee had this information;

Officers confirmed that engagement had begun with city councillors and other stakeholders and that this would continue over the summer. If approved the proposals would see closer alignment with the 0-19 Healthy Child programme and staffing proposals would reflect this.

- A Member commented that they were very angry at the proposals. The £1,000,000 saving from the children's services budget did not need to be made and was a political decision. The decision not to increase council tax taken by the Council in February 2017 was a bad decision. To collect the information on which the report was based in the pre-election period and to submit the report immediately after the election was unacceptable. It was also unacceptable to run the majority of the public consultation during the school summer holidays. There was considerable risk that such action would exacerbate a lack of trust in politicians at a local level. The Member expressed serious concern at the proposals relating to South Cambridgeshire which they felt did not adequately reflect the significant growth in that area and the particular challenges faced by families in new communities. They were also concerned that 'pop-up' provision might be delivered in individual homes and would not provide the social contact and networking opportunities so important to young families;

Officers stated that the term 'pop-up' reflected a range of support delivery models which could be tailored to meet the needs of individual families, groups and communities. The feedback from Members had identified the need to make clear within the public consultation exactly what this concept would mean in practice. Officers were also mindful of the requirements for enhanced Early Years provision and should buildings cease to be designated as Children's Centres they would look at re-designating them as Early Years provision where appropriate.

Councillor Downes proposed the following amendment, seconded by Councillor Nethsingha:

*Replace the report recommendation with:*

*the Committee acknowledges the work done by officers, but does not feel confident at this stage that the consultation as it stands is in a fit state for public consumption. The wording should be reviewed and it should be published in the second half of the autumn school term.*

On being put to the vote, Councillor Downes' amendment was defeated.

Councillor Nethsingha proposed the following amendment, seconded by Councillor Downes:

*Amend the report recommendation to specify that:*

*the length of the public consultation be extended to mid-October 2017.*

On being put to the vote, Councillor Nethsingha's amendment was defeated.

On the original motion being put to the vote it was resolved by a majority decision to:

be aware of work done to date and timescales for future engagement and public consultation.

The Chairman called at short adjournment at 3.20pm. The meeting resumed at 3.25pm.

## **KEY DECISION**

### **17. CONTRACT FOR THE SUPPLY AND DELIVERY OF NEW MODULAR MOBILE CLASSROOM BUILDINGS FOR USE AS SCHOOL ACCOMODATION**

The Committee received a report by the Construction Programme Manager which sought retrospective approval for the procurement of a contract for the supply and delivery of new modular mobile classroom buildings for use as school accommodation. The Committee had received a report at the meeting on 12 June 2017 seeking approval for the re-procurement of three existing contracts and frameworks and an additional new framework to support delivery of the Children and Young People capital programme. Since that report was submitted to the Committee it had come to light that this further contract should have been submitted for member approval before the contract was awarded to Ideal Building Solutions. Officers were therefore seeking retrospective approval for the award of this contact from the Committee. Officers expressed regret for this oversight which had occurred during re-structuring of the Council's arrangements for the procurement and management of construction related frameworks. They offered

Members an assurance that the procurement process had been undertaken appropriately in partnership with LGSS Procurement and Legal to ensure that the relevant compliance measures were met.

The Chairman thanked officers for bringing this matter to the Committee's attention as soon as it had been identified and welcomed their assurance that thorough checks had been made to ensure that there were no other contracts which had been awarded without Members' approval where this was required.

It was resolved to:

retrospectively endorse procurement of a contract for the supply and delivery of new modular mobile classroom buildings for use as school accommodation.

## **DECISIONS**

### **18. FREE SCHOOL PROPOSALS**

Standing item. There was no business to discuss, although a Member expressed some surprise that no report had been submitted on proposals relating to Godmanchester and St Neots. The Committee noted speculation about an imminent announcement from central government relating to free schools and asked that officers should provide a briefing note if an official announcement was made, setting out the implications for Cambridgeshire.

**(Action:** Director of Learning)

### **19. JOINT LOCAL AREA SPECIAL EDUCATIONAL NEEDS AND DISABILITY INSPECTION IN CAMBRIDGESHIRE**

The Committee considered a report by the Head of Special Educational Needs and Disability (SEND) Services and Principal Educational Psychologist on the outcome of a joint inspection by Ofsted and the Care Quality Commission between 20-24 March 2017. The inspection had focused on the effectiveness of the implementation of the disability and special educational needs reforms contained in the Children and Families Act 2014 within Cambridgeshire. With the approval of the Chairman two supplementary papers were tabled which set out a draft action plan. The outcome of the inspection was largely positive and reflected the considerable work done by services in conjunction with parents and others stakeholders. There was recognition of the joint and effective working which was taking place across agencies and the report highlighted the good level of awareness of the SEND offer within the Council. Learning from the peer review of SEND services in November 2016 had been used to good effect, but officers acknowledged that there was still more work to be done. The Council remained committed to delivering a seamless service experience for service users and officers were looking at how the work of the Statutory Assessment Team could be more integrated within SEND services.

The following comments were offered in discussion of the report and in response to Members' questions:

- Members offered their congratulations to officers on what was largely a very positive inspection report, noting in particular the comments relating to safeguarding arrangements;

- Paragraph 2.6: A Member noted that children receiving SEN support were doing less well at primary school and making less progress than pupils nationally during Key Stage 2. They questioned whether this issue was specific to Cambridgeshire or reflected a wider trend and asked what was being done to address it.

Officers stated that this was recognised as a key issue and that they were working with the School Improvement Board to improve achievement levels for this cohort. An SEN Support Action Plan had been developed with schools and parents which set out clearly the measures being taken. A copy of this would be sent to members of the Committee for information;

**(Action:** Director of Learning)

- Paragraph 2.14: A Member noted that '*a significant proportion of parents and carers (were) dissatisfied with the arrangements and procedures for assessing children and young people's special educational needs and/ or disabilities*' and questioned whether this was due to pressures on funding. Officers stated that this was not solely due to the level of funding available, but also about how funds were used most effectively. A new model of delivery for pre-school children was providing early access to funded support for those who needed it and work was starting to look at a similar model for school-age children. Measures were already in place for those children with significant or complex needs who met the threshold to receive an Education Health and Care Plan (EHCP), but it was those children and young people with additional needs below this threshold whose requirements also needed to be met;
- A Member questioned whether devolved SEN funding to schools acted as a disincentive to schools to press for an assessment of a pupil's needs as it would be of no additional financial benefit to the school, although it would be of benefit to the pupil. Officers reported that there was a variation in parental understanding and expectations regarding additional support and also a lack of clarity amongst practitioners and professionals about the support available. There was a recognised need to map out the full range of support available and to make this clear to all interested parties.

Summing up, the Chairman congratulated officers on the outcome of the inspection which recognised the good work being done and also welcomed the action plan which demonstrated a recognition that there was still more work to be done.

It was resolved:

- a) note the outcomes of the Ofsted inspection;
- b) agree to proceed with service planning to address areas for improvement across the local area and with parent carers;
- c) send congratulations to the team on what was largely a very positive inspection report.

## **20. AGENDA PLAN, APPOINTMENTS AND TRAINING PLAN**

Members of the Committee reviewed the Committee Agenda Plan, appointments and training plan. It was noted that the following appointments remained unfilled or had become open:



- Standing Advisory Council for Religious Education: one vacancy;
- Cambridgeshire Music Hub: two vacancies;
- College of West Anglia Governing Body: one vacancy. Members noted that this appointment was subject to completing the College's own selection process and approval by the College Board. Appointments would be particularly welcome from those with financial, audit or education experience.

It was resolved to:

- a) note one change to the published agenda plan: No Wrong Door would move from the September meeting to the meeting on 10 October 2017;
- b) note the appointments of Councillor L Joseph to the Cambridgeshire Culture Steering Group and Councillor P Topping to the Corporate Parenting Partnership Board under the delegated authority of the Executive Director, Children Families and Adults in consultation with the Committee Chairman on 4 July 2017;
- c) appoint Councillors L Every and S Taylor to the Cambridgeshire Music Hub;
- d) note that the Children's Trust Executive Partnership would in future form part of the Children's Change Programme Board;
- e) note the Committee training plan.

## **MONITORING REPORTS**

### **21. CORAM CAMBRIDGESHIRE ADOPTION ANNUAL REPORT**

The Committee considered a report by the Head of Countywide and Looked After Children's Services and introduced by the Interim Service Director for Children and Families. Members welcomed Sarah Byatt, the Managing Director of Coram Cambridgeshire Adoption (CCA) to the meeting.

The provision of adoption services was a key statutory requirement of the local authority and provided a permanent care option for Looked After children who could not return to their birth family. In 2014 the Council had entered into a contract with Coram to provide the majority of its adoption services and a Voluntary Adoption Agency, Coram Cambridgeshire Adoption (CCA) was formed to deliver this service. The Annual Report fulfilled a statutory responsibility to report to the Council on the service quality and outcomes of the adoption service in Cambridgeshire. It was crucial to place children promptly in the right placement to avoid as far as possible the breakdown of those placements. At present the County Council had 675 Looked After Children in its care and it would usually be expected that around 10% of that total figure would leave to adoption.

The following comments arose in discussion of the report and in response to Members' questions:

- A Member asked what happened in those cases where an application to the Court to grant an adoption was not approved. Officers stated that a parallel planning process was carried out so that alternative arrangements were explored concurrently with the adoption process;

- A Member asked how frequently foster carers go on to adopt a child in their care. Officers stated that they would always look to convert a foster placement into a permanent care placement where the foster carer/s wanted to do this and it was deemed to be in the child's best interests. Children under the age of two who might not be able to return to their birth family were placed where possible with dually approved foster carers/ prospective adoptive parents so that continuity of care would be provided should the care arrangement need to be made permanent.

It was resolved:

to note and comment on the report.

## **22. FINANCE AND PERFORMANCE REPORT: MAY 2017**

The Committee received a report from the Strategic Finance Business Partner which set out the first set of figures relating to the 2017/18 financial year. As of the end of May 2017 an overspend of £2,014,000 was forecast across the Children Families and Adults (CFA) Directorate as a whole, of which £1,087,000 was within Children and Families Services. The main revenue pressures were set out at paragraph 2.2 of the report and had been discussed in detail by the Committee previously. This included a forecast overspend of £273,000 on the Looked After Children (LAC) Placement budget and assumed approval of a recommendation to the General Purposes Committee that £2.9m of the corporately held demography and demand budget be allocated to the LAC Placement budget to bring the underlying pressure on this budget down to a more manageable level. Work was in hand to manage the further revenue pressures on the CFA budget in order to meet its required savings target of £20,658,000 2017/18 and further mitigations might be considered in-year.

The following comments were offered in discussion of the report and in response to Members' questions;

- The Chairman noted pressures relating to the use of agency staff, unfunded fostering costs, business support and one-off costs relating to the Children's Change programme which the Committee would wish to keep under close review;
- Paragraph 3.1: Members noted that a significant increase in the number of Looked After Children from 479 in 2012/13 to 674 in 2016/17 had been managed with a relatively small increase in cost from £15,903k in 2012/13 to £16,664k in 2016/17. This had been achieved by driving down commissioning costs, making relatively low use of residential care except where this was deemed in the child's best interests reducing the Council's reliance on non-County Council foster carers;
- Whilst emphasising that the figures should be treated with caution, officers noted that there had been no increase in the number of Looked After Children (LAC) during the previous eight week period. This placed the Council around mid-table in terms of numbers of LAC against comparable local authorities;
- A Member asked for more information about the overspend relating to the Grafham Water Centre. Officers stated that this related to the repayment of a sizeable loan from the County Council some five or six years previously to fund the building of a residential block and indoor facility. The repayments cost around £100k per

annum and if this cost was stripped out from the figures the Centre would be covering its costs. The Centre was actively marketing its services to both public and private sector customers and to private individuals and to increase its charges would make it uncompetitive. A review of all outdoor education provision was currently underway to address the viability of the provision as a whole going forward and this would be considered fully through the political process. A Member spoke warmly in support of the valuable resource provided by the Grafham Water Centre.

It was resolved to:

- a) review and comment on the report.

## **23. YOUTH OFFENDING SERVICE: HER MAJESTY'S INSPECTOR OF PROBATION'S INSPECTION REPORT AND DRAFT IMPROVEMENT PLAN**

The Committee received a report from the Acting Youth Offending Manager and presented jointly with the Service Director for Community and Safety which set out the positive outcome of the full joint inspection led by Her Majesty's Inspectorate of Probation (HMIP) of services for youth offenders in Cambridgeshire which took place in November 2016. It had taken some time to produce a considered response to the inspection so the report and draft improvement plan were being brought to the Committee at the earliest practicable opportunity. Cambridgeshire had been selected for inspection in recognition of its high performance in this area. Inspectors identified a large numbers of areas for praise including the leadership provided by the Executive Board, the multi-agency nature of the service and in particular the positive relationships established between young people and professionals. An action plan had been produced to address the recommendations contained in the report and good progress was being made on these.

The following points were raised in discussion of the report and in response to questions from Members:

- The provision of education, training and employment for over 16s presented the area of greatest challenge, but was key to diverting young people away from the criminal justice system. Those who did come into the criminal justice system represented a particularly challenging cohort to work with;
- A Member asked for more detail about how young people were supported to move into employment. Officers stated that a range of education workers were involved, but that more holistic support was also available to address the particular needs of the individual such as addressing mental health or substance abuse issues. Apprenticeships provided an important vocational offer and officers worked closely with partners in other services involved with the young person to draw provision together.

The Chairman thanked officers and staff in partner organisations for their excellent work which was illustrated by the positive findings contained in HMIP's report.

It was resolved to:

- a) note the positive outcome of the inspection into services with young offenders in Cambridgeshire;

- b) be aware that a draft improvement plan is in place and being monitored within the Youth Offending Service (YOS), by the YOS Executive Board, by the Children and Families Performance Board and by the Youth Justice Board.

#### **24. DATE OF NEXT MEETING**

The Committee will meet next on Tuesday 12 September 2017 at 2.00pm in the Kreis Viersen Room, Shire Hall, Cambridge.

Chairman  
(date)

**CHILDREN AND YOUNG  
PEOPLE COMMITTEE**

**Minutes-Action Log**



**Introduction:**

This log captures the actions arising from Children and Young People Service Committee meetings and updates Members on progress. It was last updated on **4 September 2017**

<b>Minutes of 8 November 2016</b>					
<b>221.</b>	<b>Finance and Performance Report – September 2016</b>	<b>Wendi Ogle-Welbourn</b>	<ul style="list-style-type: none"><li>To look at the Council's practices in relation to early interventions to reduce legal costs.</li></ul>	<b><u>04.09.17:</u></b> Report to be considered at the Committee meeting on 12 September 2017.	<b>Completed</b>

**Minutes of 12 June 2017**

<b>9.</b>	<b>Finance and Performance Report: Outturn 2016/17</b>	<b>Dee Revens/ Richenda Greenhill</b>	<ul style="list-style-type: none"> <li>Add training on finance and performance (F&amp;PR) reports be the Committee training plan if it is not already being covered in the training sessions on Local Government Finance which are open to all Members.</li> </ul>	<b><u>04.09.17:</u></b> Training on understanding F&PR reports included in general training.	<b>Completed</b>
<b>10.</b>	<b>Appointments to Internal Advisory Groups and Panels and Partnership Liaison and Advisory Groups</b>	<b>Meredith Teasdale</b>	<ul style="list-style-type: none"> <li>To confirm whether the Children's Health Joint Commissioning Board was still in operation and, if not, what arrangements have replaced it.</li> </ul>	<b><u>04.08.17:</u></b> Advice requested.	<b>On-going</b>

## Minutes of 11 July 2017

16.	Children's Centres Update	Theresa Leavy	<ul style="list-style-type: none"> <li>To review the term 'pop-up' provision in the draft public consultation.</li> </ul>	<b>04.08.17:</b> The term 'pop-up' was replaced in the published consultation by the term 'outreach programme'.	<b>Completed</b>
			<ul style="list-style-type: none"> <li>To advise on the implications of the possible creation of Wisbech Garden Town.</li> </ul>	<b>13.07.17:</b> Response sent to Cllr Hoy.	<b>Completed</b>
18.	Free School Proposals	Keith Grimwade	<ul style="list-style-type: none"> <li>To provide a briefing note on any announcements on this issue by central government and setting out the implications for Cambridgeshire.</li> </ul>	<b>24.07.17:</b> No further information at this stage. Details will be provided when available.	<b>On-going</b>
19.	Joint Local Area Special Educational Needs and Disability Inspection in Cambridgeshire	Keith Grimwade	<ul style="list-style-type: none"> <li>To provide Committee members with a copy of the SEN Support Action Plan.</li> </ul>	<b>26.07.17:</b> A copy of the action plan sent to all members of the committee.	<b>Completed</b>





**CHARGING FOR ACADEMY CONVERSIONS**

**To:** Children and Young People Committee

**Meeting Date:** 12 September 2017

**From:** Wendi Ogle-Welbourn, Executive Director, People and Communities

**Electoral division(s):** All

**Forward Plan ref:** n/a **Key decision:** No

**Purpose:** To seek the Committee's approval to introduce a charging arrangement for the work the Council is required to undertake and the associated costs it incurs whenever a maintained school converts to an academy.

**Recommendation:** That the Committee endorse the proposals that:

- a) The Council should levy a charge for the work it is required to undertake and the costs it incurs whenever a maintained school chooses to convert to an academy using the formula set out in Section 2.4.
- b) Where a maintained school is required by the Secretary of State for Education to convert to an academy the Council will only charge for the actual legal costs incurred, up to but not exceeding the grant sponsors receive from the Department for Education (DfE) to cover conversion costs. The charge would exclude, where appropriate, those related to the statutory transfer in line with the requirements of the School Standards and Framework Act 1998.
- c) The charges should be levied in respect of those schools with Academy Orders dated on or after 1 September 2017.

<b>Officer contact:</b>		<b>Member contact:</b>	
Name:	Hazel Belchamber	Name:	Councillor Simon Bywater
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Tel:	01223 699775	Tel:	01223 706398

## **1. BACKGROUND**

- 1.1 Academies are publicly-funded schools, operating independently of local authorities, held accountable to the Secretary of State for Education through a legally binding funding agreement with the Department for Education (DfE).
- 1.2 There are four different routes for maintained schools to become academies:
- Those deemed to be high performing schools by the Office for Standards in Education (Ofsted), that is those judged to be good or outstanding, can choose to become academies either by joining a multi-academy trust (MAT) or by converting as a stand-alone academy. The latter route is used less frequently than in the early years of the academy programme as the Government, local authorities and schools themselves increasingly recognise the importance and value of schools working together in formal partnerships in a self-supporting education system.
  - Those deemed to require improvement can choose to become academies by joining an established MAT.
  - Those deemed to be under-performing by Ofsted, that is those judged to have serious weaknesses or to require special measures, are required to become academies. These are termed sponsored academies.
  - Those deemed to require intervention by the Regional Schools Commissioner (RSC) in accordance with the Schools Causing Concern Guidance 2016.
- 1.3 The Council currently bears all the legal and associated costs irrespective of whether or not the decision to convert to an academy is made by a maintained school's governing body or because they are judged to be under-performing or require intervention. This is despite the fact that schools receive £25,000 to support them with the costs of the conversion process.
- 1.4 At its meeting on 12 June 2017, the Committee gave an in principle agreement to introduce a charging arrangement for maintained schools which convert to academies, but requested that further work be undertaken on the charging model to inform a decision by Committee in the autumn term of 2017.

## **2. PROPOSED CHARGING MODEL**

- 2.1 In February 2017, the Council submitted an application for time-limited grant funding from the DfE to support it in its duty to facilitate the academy conversion process. The application identified the following order of costs for each academy conversion:
- £680 for Finance matters based on an average of 3.5 days' work by a Finance Officer per conversion
  - £680 for site visits, plans and lease arrangements based on an average of 3.5 days' work by an Officer from Strategic Assets
  - £240 for personnel matters based on an average of 0.5 days' work by an HR Officer

In addition, the application made reference to the fact that the Head of Service for the

Council's 0-19 Place Planning & Organisation Service spends, on average, 1 day on each academy conversion. This equates to a daily rate of around £700.

This gives a total order of the average cost per academy conversion of £2300 excluding the legal costs incurred by the Council. These costs vary considerably from one conversion to another. They can be easily quantified, however, based on the invoices submitted by LGSS Law Limited for the work undertaken.

2.2 In March 2017, the Council was awarded a grant of £50,000 as a one-off contribution towards the costs it incurs on facilitating academy conversions. A condition of the funding award was that Council would need to increase the number of academy conversions from two to three per month with immediate effect. The funding has been allocated as follows:

- £30,000 towards the cost of employing an Academies Projects Officer on a one year, fixed-term contract to undertake the coordination and communication role, reporting to the Head of Service for 0-19 Place Planning & Organisation.
- £3,000 for Finance
- £3,900 for Strategic Assets
- £1,100 for HR
- £12,000 for Legal

2.3 This funding is already fully committed. Some has already been spent on meeting the costs incurred by the Council on the four primary schools which have converted since March 2017. The remainder will be used to offset the costs the Council will incur as a result of the nine further academy conversions which are underway, for which Academy Orders have been issued.

2.4 It is proposed, therefore, to introduce the following charging formula to be applied to maintained schools (community, voluntary controlled, voluntary aided and foundation), converting to academies with Academy Orders dated on or after 1 September 2017:

- levy a flat rate fee per conversion of £2300; and
- recharge the Trust for the actual costs incurred as a result of the work required to be undertaken by LGSS Law Limited based on the invoices submitted, excluding where appropriate, those relating to the statutory land transfer in line with the requirements of Section 2(5) of Part 1 Schedule 3 of the School and Standards Framework Act 1998. This states that "the authority shall pay to the persons to whom the transfer is made their reasonable costs in connection with the transfer."

2.5 Where schools are required to become academies because they have been judged inadequate by Ofsted, or requiring intervention by the RSC, it is proposed to charge only for the actual legal costs incurred by the Council, up to but not exceeding the DfE grant sponsors receive to cover conversion costs, in recognition that those schools have not chosen to convert to an academy, that is the flat rate charge of £2,300 will not be levied. In addition, where appropriate, the costs incurred which are directly related to the statutory land transfer would be excluded in line with the requirements of Section 2(5) of Part 1 Schedule 3 of the School and Standards Framework Act 1998.

### **3.0 ALIGNMENT WITH CORPORATE PRIORITIES**

#### **3.1 Developing the local economy for the benefit of all**

There are no obvious points of alignment.

#### **3.2 Helping people live healthy and independent lives**

There are no obvious points of alignment.

#### **3.3 Supporting and protecting vulnerable people**

There are no obvious points of alignment.

### **4.0 SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

4.1.1 The Council incurs significant costs as a result of the each academy conversion, the majority of which are for the work undertaken both by the Council's legal advisors (LGSS Law), and the solicitors employed by the academy trust necessary to secure the conversion. The total cost incurred by the Council in 2016/17 was £67,747. The cumulative total is £182,851 for the period 2010/11 to 2016/17.

4.1.2 Each academy conversion requires input from a range of Council officers (0-19 Place Planning & Organisation, HR, Finance, Strategic Assets, District teams), to a greater or lesser degree depending upon the status of a school prior to conversion, in addition to LGSS Law Limited. There is a financial cost to these.

4.1.3 The most complex and time-consuming conversions involve community and voluntary controlled schools. In all cases, officers seek to safeguard the Council's interests and enable it to continue to meet its statutory duties (for example, provision of sufficient of early years and childcare places) under the lease, statutory land transfer and Commercial Transfer agreements it has to negotiate and subsequently sign with the academy trusts.

4.1.4 The grant funding secured from the DfE is strictly time-limited and is fully committed to meeting the costs of conversions which have either taken place since March 2017 or are in process. The Council has already received notification of a further four primary schools which will be seeking approval to convert to academy status in the autumn term. It will have to cover the costs of these from its own resources unless agreement is reached to implement the charging arrangement proposed in sections 2.4 and 2.5.

#### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

4.2.1 As stated above, each conversion involves a legal process which results in a Commercial Transfer Agreement between the Council and the academy trust.

#### **4.3 Statutory, Legal and Risk**

4.3.1 The principal legislation governing the establishment of academies is the Academies Act 2010 (as amended by the Education Act 2011) which enables any educational institution to apply for conversion to an academy. The Council has a statutory duty under Section 5B of the 2010 Act to facilitate conversions to academy status within a specified time period. There is nothing in the legislation which prohibits a local authority from charging the school for the cost of the conversion. The charges should be reasonable and the local authority cannot be seen to make a profit from it.

4.3.2 Under Section 2(5) of Part 1 Schedule 3 of the School and Standards Framework Act 1998 it states that the authority shall pay to the persons to whom the transfer is made their reasonable costs in connection with the transfer. As a consequence, the Council would not be able to include these costs in its charges.

4.3.3 Officers consider that the proposed charging arrangements set out in Section 2.4 and 2.5 are reasonable and can be justified as legitimate reimbursement for the costs the Council incurs whenever a school converts to an academy.

#### **4.4 Equality and Diversity**

4.4.1 Should the Council introduce a charging system, it may have to respond to challenges from schools which choose to become academies that they are being treated differently to those which have already converted.

#### **4.6 Engagement and Communications**

4.6.1 Schools are required to undertake consultation prior to seeking approval from the Secretary of State to become academies. The Council seeks to work in partnership with schools and academy trusts and facilitate conversions as speedily as possible.

#### **4.7 Localism and Local Member Involvement**

4.7.1 The Council's policy is that it is for schools other than those who are required to become academies because they are judged to be under-performing and/or require intervention to determine whether or not they should convert to become academies. The relevant local members will be informed of any planned conversions.

#### **4.8 Public Health Implications**

4.8.1 There are no significant implications.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Martin Wade
<b>Have the procurement/contractual/Council Contract Procedure Rules</b>	Yes Name of Financial Officer: Chris Malyon

<b>implications been cleared by Finance?</b>	
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Fiona McMillan
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Keith Grimwade
<b>Have any engagement and communication implications been cleared by Communications?</b>	Name of Officer: Matthew Hall
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Keith Grimwade
<b>Have any Public Health implications been cleared by Public Health</b>	Not Applicable Name of Officer:

<b>Source Documents</b>	<b>Location</b>
Academy conversion costs incurred to date. List of academies and maintained schools. Grant award letter March 2017. Schools Causing Concern Guidance 2016. Academies Act 2010 and 2011 School Standards and Framework Act 1998	Octagon second floor

**LEGAL SUPPORT IMPROVEMENT PLAN**

*To:* **Children and Young People Committee**

*Meeting Date:* **12<sup>th</sup> September 2017**

*From:* **Quentin Baker, Director of LGSS Law Ltd**

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

*Forward Plan ref:* **n/a** *Key decision:* **No**

*Purpose:* **To inform the Committee on the development of the People and Communities legal support Improvement Plan.**

*Recommendation:* **To note the content of the Improvement Plan and its progress to date in meeting the objectives.**

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
Name:	<b>Quentin Baker</b>	Names:	Councillor Simon Bywater
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Email:	Quentin.baker@LGSSLaw.co.uk	Email:	Simon.Bywater@cambridgeshire.gov.uk
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## **1. BACKGROUND**

- 1.1 LGSS Law Ltd is a social enterprise law firm jointly owned by Cambridgeshire County Council, Northamptonshire County Council and Central Bedfordshire Council. It utilises a company model as a framework for the delivery of a shared legal service and commenced trading in April 2015.

The model was developed to:

- i) Facilitate local authorities to collaborate on the provision of legal services and retain real ownership and influence of the service.
  - ii) By exploiting economies of scale to deliver improved value for money to its owner/clients in respect of their use of legal services.
  - iii) To enable the development of specialist teams to reduce the volume of work outsourced to commercial legal service providers thereby reducing the overall legal spend by clients.
  - iv) To foster a more business-like relationship between service provider and client resulting in a more effective and appropriate deployment of legal services and a more client focussed service.
  - v) To deliver financial benefits to its owners, such as dividends and fee reductions, through the trading of services to external client organisations within the public and not for profit sectors.
- 1.2 LGSS Law undertakes legal work for a number of teams within People and Communities, covering the full range of children's and adults social care and education functions.
- 1.3 During the first two years of trading LGSS Law has undertaken a dramatic transformation as a result of its move to this more business like model and the considerable increase in the volume of work it undertakes. This initial start-up phase saw a number of significant challenges which have at points impacted upon the service for clients. Some key examples include the major ICT upgrades which were needed to improve the functionality of the accounting and case management systems. This project culminated in the first half of 2017 with the implementation of a new practice management system for LGSS Law that caused major service disruption. The implementation is now almost fully completed and the service is no longer experiencing problems of the same nature.
- 1.4 Another challenge has been the cultural change that for some members of the team has proved particularly difficult to embrace. The team has seen a number of long serving team members retire or move to other employment and this coupled with the unprecedented increase in demand from the Children's Social Care teams has placed LGSS Law under some pressure to maintain service levels, particularly when balancing the need to prioritise the high volume of urgent child protection applications with less urgent work.
- 1.5 In November 2016 the Children and Young People (CYP) Committee requested that Wendi Ogle-Welbourn investigate the Council's practices in relation to early interventions to reduce legal costs. During these investigations, it became clear that CFA, as it was then known, did not have a clear enough understanding of their relationship with LGSS Law and



how to fully access the legal services available through LGSS Law. A paper summarising these issues was taken to CFA Management Team in March 2017. LGSS Law and People and Communities colleagues then undertook an intensive piece of work to identify how the delivery of the legal service could be brought more in to line with the needs of the rapidly changing People and Communities teams, in order to ensure that the Service is able to provide residents with the best possible support.

- 1.6 The Joint Improvement Plan (attached at Appendix A) referred to in this report has evolved out of this piece of work.

## **2. MAIN ISSUES**

- 2.1 A joint workshop took place in late June 2017. The workshop, along with other consultation between LGSS Law and CFA, highlighted concerns regarding legal services in several areas which can be summarised as follows:

- i) Lack of capacity impacting upon service responsiveness (resulting, in some limited cases, in missed deadlines) and upon quality of legal provision.
- ii) The need for greater clarity as to the escalation points for clients.
- iii) Lack of sufficient management information in relation to the progression of children's care proceedings cases.
- iv) Requirement for greater control/influence over decisions that have financial consequences for clients such as the use of external experts such as independent social workers/ psychologists/ psychiatrist and the use of barristers to present cases at court.
- v) Need for greater clarity/consistency regarding the division of functions and responsibilities between Lawyer and Client.
- vi) The lack of general awareness about the LGSS Law Social Enterprise Model and lack of visibility of information about team members.

- 2.2 The Improvement Plan was jointly designed in order to address the service issues identified through consultation and the workshop.

- 2.3 The implementation of the plan is led by the LGSS Law Principal Lawyer, Eve Chowdhury, as head of the Project Team. The project oversight is provided by a Project Board comprised of Theresa Leavy, Charlotte Black and Quentin Baker. A full review will be conducted in January 2018 to assess how effective the improvement activity has been.

### Progress

- 2.4 The LGSS Law finance team is working closely with People and Communities finance colleagues to tailor the billing/invoicing information to better reflect the information required by budget holders and managers within the Service and to improve the efficiency of the billing process. A review of the arrangement of cost centres within People and Communities may further enhance managers' ability to monitor expenditure at a more granular level.

- 2.6 To assist managers in predicting and managing their legal spend, LGSS Law provides a costs estimate and a time estimate to the instructing officer within People and Communities whenever it receives a referral to act on a new matter. These estimates are kept under review throughout the case, and any updates notified to the instructing officer.
- 2.7 In relation to Children's Social Care, LGSS Law has introduced a 'Case Tracker' to provide the necessary non-financial information with regards to children's care proceedings cases and families at the formal 'pre-proceedings' stage (known as PLO). LGSS Law has created a new post dedicated to the production of management information (MI) in order to provide improved visibility of costs and greater control over decisions which incur addition costs.
- 2.8 LGSS Law and Children's Social Care managers are working jointly on a Service Level Agreement (SLA) focussing on the main areas of work (in particular, the conduct of care proceedings). As well as showing the division of responsibilities within each service, this sets out service standards, expectations and turnaround times for key pieces of work. It also covers, for example, the circumstances in which LGSS Law may instruct a barrister to represent the Council at court, and the appropriate seniority of barristers (which has costs implications). Fees will be agreed in advance of the hearing to ensure that the best value can be achieved taking into account case complexities.
- 2.9 It is anticipated that Children's Social Care SLA will be finalised in September 2017.
- 2.10 Further discussions are underway to develop similar Service Level Agreements between LGSS Law and senior managers with responsibility for other People and Communities functions (Adults Social Care, Education, Commissioning). These agreements may address in detail how Lawyer and Client should work together on, for example, Court of Protection cases, Special Educational Needs Tribunals, Academy conversions.)
- 2.11 LGSS Law has undertaken a recruitment drive for both permanent and locum staff, to increase its capacity to respond in a timely way to all enquiries, recognising the unpredictable and often urgent nature of, for example, child protection and adult safeguarding work. There has been a particular focus on increasing the proportion of paralegals within the teams, to provide improved value for money and enable qualified lawyers to undertake the higher levels of work such as advocacy in Court and at Tribunals.

### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

#### **3.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

#### **3.2 Helping people live healthy and independent lives**

No significant implications.

#### **3.3 Supporting and protecting vulnerable people**

Implementation of the Improvement Plan will aid People and Communities in its ability to support and protect the County's children and vulnerable adults.

## **4. SIGNIFICANT IMPLICATIONS**

### **4.1 Resource Implications**

Implementation of the Improvement Plan will ensure that:-

- LGSS Law provides a high quality, value for money legal service.
- People and Communities has sufficient transparency regarding the cost of its legal service to enable it to predict, monitor and manage its legal spend.
- 

### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

No significant implications.

### **4.3 Statutory, Legal and Risk Implications**

People and Communities relies on the provision of high quality, timely legal advice to meet its many statutory functions and duties towards vulnerable people. Implementation of the Improvement plan will support officers in People and Communities to use the legal service appropriately, to take well-informed decisions, to better manage the risks associated with its functions and to secure favourable outcomes in cases where legal action does become necessary.

### **4.4 Equality and Diversity Implications**

No significant implications.

### **4.5 Engagement and Communications Implications**

No significant implications.

### **4.6 Localism and Local Member Involvement**

No significant implications.

### **4.7 Public Health Implications**

No significant implications.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Martin Wade
<b>Have the procurement/contractual/Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes Name of Officer: Paul White

<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Fiona McMillan
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes or No Name of Officer:
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes or No Name of Officer:
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes or No Name of Officer:
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Val Thomas

<b>Source Documents</b>	<b>Location</b>
<b>LGSS Law / CCC CFA Service Improvement Plan listing actions and timescales 4.6.17</b>	c/o Director of LGSS Law Ltd Scott House 5 George Street Huntingdon PE29 3AD

## LGSS Law/CCC CFA Service Improvement Plan Listing Actions and Timescales - 17-06-04

	Action	Comment	Target Date	RAG
1	Formulate, agree and implement service level agreement (SLA) encapsulating the division of responsibilities between lawyer and CFA client officer.	Draft SLA (agreed by LGSS Law and Paul Finon/ Emma Cooper) sent to CFA heads of service on 23.8.17 for approval.	01-09-17	G
2	LGSS Law to establish regular Case Tracker (MI) reporting mechanism for S.31 cases	Case Tracker for S. 31 cases and PLO cases owned and updated by LGSS Law and sent to Paul Finon (CFA Court Practice Development Manager) at least every 14 days.	03-07-17	G
3	LGSS Law to review and agree a billing/invoicing format to ensure that CFA client is provided with sufficient information regarding expenditure on legal fees and other legal costs such as disbursements to enable it to identify and monitor the spend.	Invoicing format agreed and in use. Time costs invoiced monthly and sent to Fiona Van Den Hout (legal budget holder) and Roger Brett. As agreed with CFA, costs shown as split between 4 areas (Cambs & South; E. Cambs; Huntingdon; Disability units) and by matter types (S. 31 proceedings; PLO; LPM; other)	01-08-17	G
4	LGSS Law to devise additional Finance Management Information in order to inform CFA of average spends for different types of cases and to ensure continued value for money.	Monthly time costs breakdown sent to Fiona Van Den Hout (legal budget holder) and Roger Brett, shown as split between different matter types (S. 31 proceedings; PLO; LPM; other). Disbursements invoiced weekly.	01-09-17	G
5	CFA to devise scheme of authorisation setting out the parameters of authority for the various officers or posts within the team. In particular, authorisation for use of counsel, experts and for revising initial estimates for costs.	Costs and time estimate sent to relevant district safeguarding manager (for Children's social care matters) at the start of each case; revised estimates also notified. Further details / changes to scheme awaited from CFA (for Adults,	01-09-17	G

		Education, Commissioning and for Community Safety.)		
6	LGSS Law to formalise its Business Partner arrangements resulting in greater clarity as to whom within LGSS Law clients can liaise with and escalate service matters to. This will include the provision of information to clients regarding the LGSS Law senior team and their responsibilities.	Child care team structure and detailed contact list sent to all district safeguarding managers. Client care letter for each case (sent to instructing officer) includes details of relevant LGSS Law managers/ supervisors.	01-08-17	G
7	CFA to review the architecture of its client cost/budget centres with a view to more closely reflecting the existing structures so as to facilitate reporting and costs monitoring.	Current invoicing format (costs split for 4 areas) has been agreed between Fiona Van Den Hout and LGSS Law. Further details / changes to structure / cost codes or budget centres awaited from CFA for services other than Children's social care.	TBA	G
8	LGSS Law to implement a revised system of payment for disbursements to provide client with more information regarding the cost and service received. Client provided with scanned copy of invoice and invoiced for cost.	Disbursements invoiced to CFA weekly. LGSS Law provide CFA with scanned invoice from external supplier (and summary spreadsheet for all cases); CFA transfer funds to enable LGSS law to make payment.	03-07-17	G
9	LGSS Law to continue recruitment drive in order to achieve:- i) Additional capacity ii) A greater proportion of permanent employees and iii) A greater number of paralegal staff.	i) Additional capacity achieved through use of locum lawyers and paralegals, pending permanent appointments. LGSS Law child care team now comprises 8.5 FTE lawyers, 1.6 FTE principal paralegals and 5 paralegals. Barrister from local chambers seconded 2 days per week. ii) Interviews for permanent staff took place in early August 2017	ongoing	G

		iii) Paralegals increased from 3 to 5.		
10	LGSS Law to develop and implement a pro forma to be completed by all CFA clients when requesting legal advice.	Draft pro-forma awaited from CFA (Paul Finon / Emma Cooper) for Children's social care. Adults pro-forma already in use. LGSS Law (Practice manager) devising generic pro-forma which other CFA services may adopt.	01-08-17	R
11	LGSS Law and CFA to develop communications around the legal offer: i) Increase LGSS Law presence on Camweb, e.g. an LGSS Law Page and/or link to the LGSS Law website. ii) Better advertising of the legal training available to teams in CFA. iii) Improved visibility of structure charts/team lists and contacts in LGSS Law.	Link to <a href="http://www.lgsslaw.com">www.lgsslaw.com</a> on Camweb, highlighted on Daily blog on 1.8.17.	01-09-17	G





**CAMBRIDGESHIRE LOCAL SAFEGUARDING CHILDREN BOARD (LSCB)**  
**ANNUAL REPORT 2016-17**

**To:** Children and Young People Committee

**Meeting Date:** 12<sup>TH</sup> September 2017

**From:** Dr Russell Wate, Local Safeguarding Children Board and  
Safeguarding Adults Board Independent Chair

**Electoral division(s):** All

**Forward Plan ref:** n/a **Key decision:** No

**Purpose:** To deliver the LSCB Annual Report 2016-17.

**Recommendation:** The Committee is asked to note the report.

<b><i>Officer contact:</i></b>	<b><i>Member contact:</i></b>
Name: Theresa Leavy Post: Interim Service Director Email: <a href="mailto:Theresa.Leavy@cambridgeshire.gov.uk">Theresa.Leavy@cambridgeshire.gov.uk</a> Tel: 01223 703286	Name: Councillor Simon Bywater Post: Chairman, Children and Young People Committee Email: Simon.Bywater@cambridgeshire.gov.uk Tel: 01223 706398

## **1. BACKGROUND**

- 1.1** Working Together 2015 requires Local Safeguarding Children Boards (LSCBs) to publish an Annual Report. The Cambridgeshire LSCB Annual Report is being brought to the Committee to ensure it has information on the current position on safeguarding in Cambridgeshire. Alongside it is a summary of LSCB Annual Report 2016-17 (Appendix 1).

## **2. MAIN ISSUES**

- 2.1** The LSCB Annual Report is:

“...an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area.

17. The report should provide a rigorous and transparent assessment of the performance and effectiveness of local services. It should identify areas of weakness, the causes of those weaknesses and the action being taken to address them as well as other proposals for action. The report should include lessons from reviews undertaken within the reporting period.” Working Together 2015 Pg. 70

- 2.2** As such it will cover areas of responsibility and priority for the Committee. A summary of the Annual Report can be found at Appendix 1 and the full Annual Report can be found at Appendix 2.

## **3. ALIGNMENT WITH CORPORATE PRIORITIES**

- 3.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

- 3.2 Helping people live healthy and independent lives**

The extent to which Safeguarding is delivered effectively will have an impact on:

- the capacity of families to meet their own needs independently and
- the long term health of children and young people.

- 3.3 Supporting and protecting vulnerable people**

The Report covers the safeguarding of children and young people, all of whom are deemed to be vulnerable by age. It contributes to establishing how far the Council:

- meets its statutory responsibilities towards safeguarding children.
- provides a relevant service to all children within its area irrespective of culture and context
- is part of a purposeful and effective partnership in meeting the needs of children and young people
- is responsive to the views of children, young people and their families.

#### **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**

There are no significant implications within this category.

##### **4.5 Engagement and Communications Implications**

There are no significant implications within this category.

##### **4.6 Localism and Local Member Involvement**

There are no significant implications within this category.

##### **4.7 Public Health Implications**

There are no significant implications within this category.

<b>Source Documents</b>	<b>Location</b>
Summary of LSCB Annual Report 2016-17	Appendix 1
LSCB Annual Report 2016/17	Appendix 2
	<a href="https://www.cambslscb.co.uk/about-us/%23annual%20report/#annual-report">https://www.cambslscb.co.uk/about-us/%23annual%20report/#annual-report</a>



## SUMMARY OF LSCB ANNUAL REPORT 2016-17

### The Board

The Board has continued to operate effectively with high attendance levels at meetings and a successfully delivered Business Plan.

Over the year the Board moved to a position where all sub groups are joint with Peterborough LSCB, part of a wider review and amalgamation of Safeguarding Board functions. As a result, the Local Authority and its partner agencies are in a good position to respond to the anticipated requirements in the new Statutory Guidance, replacing Working Together 2015, which will be published shortly for consultation.

This has been a year of major restructuring in Children Services within CCC, alongside re-organisations and reviews in partner agencies. The Board has made a positive contribution to the implementation of these changes, working to maintain the quality of safeguarding in a time of change, realising the potential offered by the new approaches and supporting high quality multi-agency working.

### How has the LSCB carried out its Functions?

- *Coordinate what is done by partners to safeguard and promote the welfare of children and young people*
  - Launched a Domestic Abuse Strategy
  - Launched a Neglect Strategy
  - Adopted the CSE Protocol
  - Drafted, consulted and approved a new Threshold Document
- *Ensure the effectiveness of what is done by each partner*
  - Completed the Section 11 Action Plan
  - Monitored Ofsted, HMIP, HMIC and CQC Inspection reports and action plans
- *Demonstrate inclusion and co-operation*
  - Built on the Inclusion project with the Eastern European communities.
- *Undertake reviews of cases and practice*
  - Undertaken Multi-Agency Audits on Domestic Abuse, Neglect, referral decision Threshold's and MASH processes
  - Undertaken four Multi-Agency single case reviews where learning was identified and used to promote improvement
- *Monitor, evaluate and challenge—listen to feedback*
  - Developed a new Dashboard and Dataset of performance information across agencies
  - Consulted children and young people with SEND
  - Heard from the Participation Service
  - Used service user feedback in the development of CSE provision
  - Challenge practice where issues are identified, such as children being held in cells

and initial health assessments for looked after children.

- *Maintain Learning and Improvement framework*
  - Revamped the Learning and Improvement Framework
  - Ensured learning turns into change
  - Mapped the evidence available on Safeguarding in Cambridgeshire to give a coordinated picture of what we know and any gaps
- *Policy and procedures including thresholds, training, recruitment, supervision, allegations*
  - Launched Threshold Document
  - Undertake a major review of LSCB multi-agency procedures
- *Communicate and encourage to raise awareness*
  - Provided a well-respected Website
  - Developed use of social media and emails for communication
  - Delivered multi-media campaigns
  - Supported Local Practice Groups
  - Ran training to over 2,000 professionals
  - Undertook a training needs survey
- *Participate in planning of services*
  - Chair MASH Governance Board and delivered new MASH arrangements
  - Participated in the MASH operational group
  - Membership of Change Programme Strategic Boards
  - Led work strands supporting the Children Service change programme

### **Cambridgeshire Safeguarding Snapshot**

- 13% of Cambridgeshire children live in poverty - 16455 children. In some areas up to 38.7% live in poverty.
- By 2031 the number of children and young people is forecast to grow 17% compared to 2011.
- In the average three month period 3385 children received services from Early Help
- Between 49 and 60 children & young people were recorded as missing from care or home each month, in the main being missing for a number of hours or days before returning.
- Cambridgeshire had nearly 50% more than the national average 10 to 20 year olds admitted to hospital for self-harm.
- In 2016-17 Children Social Care received 4373 referrals, of whom 203 had a disability.
- 18% of cases referred in were re-referrals
- 5061 single assessments were completed, 84% of them within timescale
- As of March 2017 560 children were on a Child Protection Plan.
  - The number of children subject to Child protection Plans has risen significantly over the year.
  - There has been a noticeable increase in older children on plans.
  - When comparisons are made against other areas, the number of children on Plans does not look disproportionate

- 675 children & young people were looked after as of March 2017. At that point Cambridgeshire was responsible for 67 Unaccompanied Asylum Seekers
- 12% of Looked After Children cases had 3 or more placement breakdowns.

### How has the LSCB responded to the Safeguarding issues it identified?

ISSUE		RESPONSE
There is no evidence that Neglect is present in Cambridgeshire to a disproportionate extent but there is a high level of Neglect in the referrals and CSC caseload.	➔	The LSCB has built on its Neglect Conference in 2016 and launched a Neglect Strategy, supported by an Action Plan and training programme to enable staff to be more effective. An audit of practice will follow in 2017/2018.
There is evidence of higher than national average figures for hospital admissions from self-harm and regional average for misuse of substances	➔	A) There was a major, and successful, initiative to reduce waiting lists for specialist psychiatric services B) Health have embarked on the redesign of provision for young people and commissioned services for those who have emerging needs.
There remains a significant rise in CSC caseloads over the	➔	Working with the LSCB the local authority has launched a major reorganisation to ensure that the right services are available to the right child at the right time.
Domestic Abuse and Parental Mental Health are the most significant factors in CIN and CP cases.	➔	The LSCB has undertaken a major audit of Domestic Abuse cases, launched a Domestic Abuse Strategy, delivered training, and promoted good practice.

### Priorities 2017-18

#### *Ensure effective safeguarding of children against neglect*

- demonstrate the successful implementation of the neglect strategy.
- show that staff are equipped to make informed, consistent assessments of families where neglect is an issue using the graded care profile.

#### *Child sexual exploitation & missing*

- continue the focus on ensuring that children who are vulnerable to exploitation are safeguarded
- ensure the risk and vulnerability of children missing from care, home and education has been effectively managed
- safeguard children from the risk of exploitation by gangs.
- safeguard children from the risk of exploitation by extremism and radicalisation.

*The voice of the child*

- continue developments in obtaining the views of children and young people for decision making and identify the impact of those views.

*Enhancement of LSCB effectiveness in discharging its responsibilities*

- working together is being reviewed in the light of the social care act.
- the LSCB is re-structuring how it works to prepare for this change. It will continue to show it is effective, in line with statutory requirement and meets the needs of Cambridgeshire children.

*Developing and supporting effective workforce*

- to have in place
  - adequate resources and capacity to deliver or commission training.
  - policies, procedures and practice guidelines to inform and support training delivery in line with the learning and implementation framework
- undertake reviews of local training needs, taking into account research, national developments, learning from SCRs and child death reviews (not only those carried out locally), and board priorities.





# CAMBRIDGESHIRE LOCAL SAFEGUARDING CHILDREN BOARD

Annual Report 2016/17

Page 45 of 308





# Foreword by the Independent Chair

It gives me great pleasure to present to you Cambridgeshire's Safeguarding Children Board annual report for the period April 2016 – March 2017.

The report outlines the activity and contribution of the Board and its partners over the last year.

This has been a very active year for all agencies and it has included a major review of Cambridgeshire County Council services that put it in the best possible position to meet the needs of children in the challenging years ahead. The Board has been a key player in ensuring that the changes were made in a context of effective multi-agency working.

Our overarching objectives through Working Together 2015 were to:

- 1) Co-ordinate what is being done by each person or body represented on the board to safeguard and promote the welfare of children in Cambridgeshire, and*
- 2) Ensure the effectiveness of what is done by each such person or body for those purposes.*

We have worked well through our priorities for the year and are continuing with them into the year ahead. They are achieved in conjunction with other boards working in Cambridgeshire and Peterborough and demonstrate clear joint agency working arrangements in Cambridgeshire.

The next year is an exciting one with lots of opportunities for the partnership to continue our work and to move to be a very good, if not outstanding, Safeguarding Board.

We have reviewed how the Board operates and are very well placed to meet the opportunities and challenges that the new Social Care Act brings.

I would like to thank all of the Board members (in particular the Lay Members) and their organisations, especially the frontline staff, for the hard work they have carried out to keep children and young people safe from harm in Cambridgeshire.

Finally I would like to thank Andy Jarvis and all of his team for their unstinting commitment to the work of the Board and keeping children in the County safe.



A handwritten signature in blue ink, appearing to read 'Dr Russell Wate', is located in the bottom left corner of the page.

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# How has the LSCB Carried out its Functions

# How has the LSCB carried out its Functions?

## ► **Coordinate what is done by partners to safeguard and promote the welfare of children and young people**

Launched a Domestic Abuse Strategy  
Launched a Neglect Strategy  
Adopted the CSE Protocol  
Drafted and consulted on the new Threshold Document

## ► **Ensure the effectiveness of what is done by each partner**

Completed the Section 11 Action Plan  
Monitor Ofsted, HMIP, HMIC and CQC Inspection action plans

## ► **Demonstrate inclusion and co-operation**

Built on the Inclusion project with the Eastern European communities.

## ► **Undertake reviews of cases and practice**

Undertaken Multi-Agency Audits on Domestic Abuse, Neglect, Threshold's and MASH  
Undertaken four Multi-Agency single case reviews where learning was identified and used to promote improvement

## ► **Monitor, evaluate and challenge—listen to feedback**

Developed a new Dashboard and Dataset of performance information across agencies  
Consulted children and young people with SEND  
Heard from the Participation Service  
Used service users in the development of CSE provision  
Challenge practice where issues are identified, such as children being held in cells and initial health assessments for looked after children.

## ► **Maintain Learning and Improvement framework**

Revamped the Learning and Improvement Framework  
Ensured learning turns into change  
Mapped the evidence available on Safeguarding in Cambridgeshire to give a coordinated picture of what we know and any gaps

## ► **Policy and procedures including thresholds, training, recruitment, supervision, allegations**

Launched Threshold Document  
Undertake a major review of LSCB multi-agency procedures

## ► **Communicate and encourage to raise awareness**

Provided a well-respected Website  
Developed use of social media and emails for communication  
Delivered multi-media campaigns  
Supported Local Practice Groups  
Ran training to over 2,000 professionals  
Undertook a training needs survey

## ► **Participate in planning of services**

Chair MASH Governance Board and delivered new MASH arrangements  
Participated in the MASH operational group  
Membership of Change Programme Strategic Boards  
Led work strands supporting the Children Service change programme

# Glossary of Terms

# Glossary of Terms

Acronym	Full Title	Description	Acronym	Full Title	Description
CAMH	Child and Adolescent Mental Health	Secondary services covering child mental health	CPFT	Cambridgeshire and Peterborough Foundation Trust	Local provider of CAMH
CCC	Cambridgeshire County Council		CQC	Care Quality Commission	Health Inspectorate and regulatory body
CCG	Clinical Commissioning Group	Responsible for organising the provision of health services in the area	CSC	Children's Social Care	CCC Division working with CP cases
CDOP	Child Death Overview Panel	To identify the avoidable causes of child death and reduce or prevent future deaths	CSE	Child Sexual Exploitation	Child sexual exploitation (CSE) is a type of sexual abuse in which children are sexually exploited for money, power or status
CJB	Criminal Justice Board	Strategic Board of agencies involved in the Criminal Justice System	DOLs	Deprivation of Liberty	The legal context that authorises controlling restrictions being placed on children and adults
CP	Child Protection	The formal multi-agency process for safeguarding children at immediate risk of serious harm	GCP	Graded Care Profile	An assessment tool for Neglect

# Glossary of Terms

Acronym	Full Title	Description	Acronym	Full Title	Description
GP	General practitioner		QEG	Quality and Effectiveness Group	LSCB monitoring and audit committee
HWB	Health and Wellbeing Board	Statutory partnership responsible for integrating Health and Social Care provision	SAB	Safeguarding Adults Board	Statutory partnership responsible for the safeguarding of adults with care and support needs
LPG	Local Practice Group	Open meetings for all staff involved in working with children to improve practice and communicate learning.	SCR	Serious Case Review	A Statutory case review held when a child dies or is seriously harmed where neglect and/or abuse is a factor.
LSCB	Local Safeguarding Children Board	Statutory partnership responsible for monitoring and supporting effective safeguarding of children	TDWSG	Training, Development and Workforce Strategy Group	LSCB Training Committee
MASE	Multi-Agency Sexual Exploitation	A meeting to coordinate the protection of individual children at risk from CSE			
NICE	National Institute for Health and Care Excellence	National Health body responsible for setting Standards and Guidance on practice issues.			



# The Board

# The Board

The Cambridgeshire LSCB is the statutory body overseeing multi-agency safeguarding arrangements for children across Cambridgeshire. Compliant with guidance in Working Together to Safeguard Children 2015 and the Local Safeguarding Children Board (LSCB) Regulations 2006, the Cambridgeshire LSCB Board brings together the senior leaders from the core agencies. It has two objectives; to co-ordinate the safeguarding work of agencies and to ensure that this work is effective.

## KEY ROLES AND RELATIONSHIPS

Up to September 2016 the Independent Chair of the Cambridgeshire LSCB was Felicity Schofield. From September 2016 this role has been carried out by Dr Russell Wate QPM.



The chair has the professional authority and organisational standing to challenge Board members over the performance of their agency, and works to ensure that national policy and strategy has a local response from partner agencies. The independent chair engages in the national debate and activity around Safeguarding.

As Chair they ensure the Board fulfils its statutory objectives and functions. A culture of transparency, challenge and improvement is key.

Whilst being unable to direct organisations, an LSCB does have the authority to hold agencies to account for their safeguarding. Its influence includes governance as well as direct services that impact on the welfare of children and young people.

In Cambridgeshire, the independent chair of the LSCB also chairs an operational Business Committee and the Child Death Overview Panel. The latter also includes Peterborough. This arrangement brings continuity and consistency whilst driving the delivery of the Business Plan.

The Serious Case Review Sub Committee is chaired by Felicity Schofield.

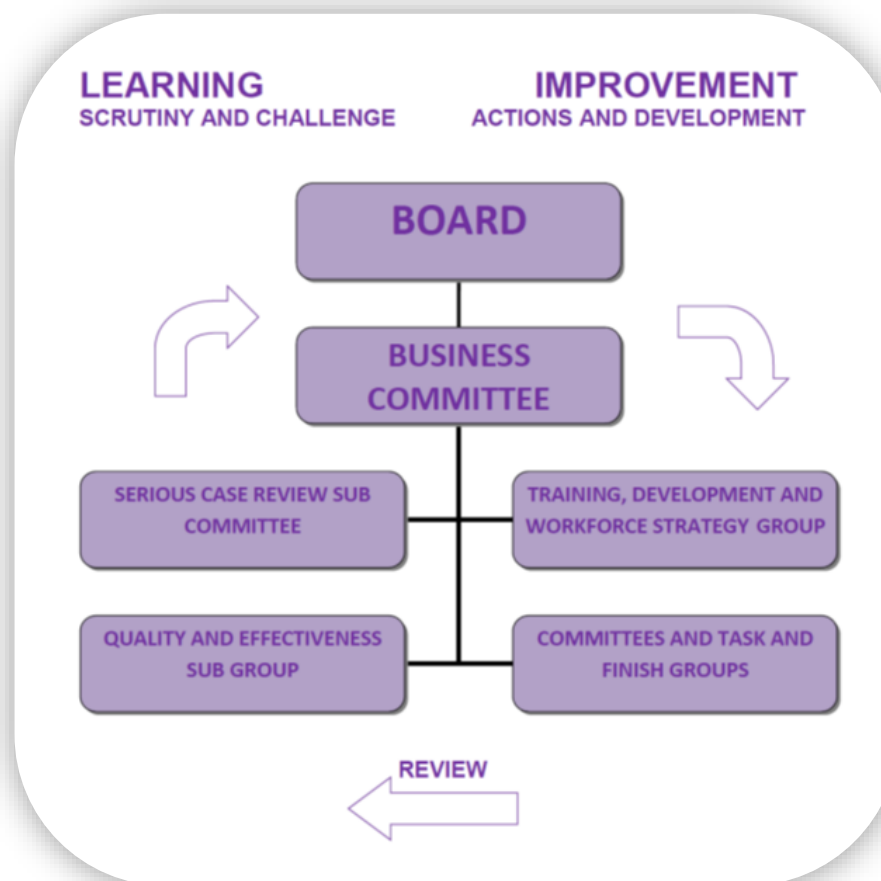
# The Board

## BOARD MEMBERSHIP

### The Board includes representatives from:

- ▶ Adult Social Care
- ▶ BeNCH
- ▶ Cafcass
- ▶ CCC Children Services
- ▶ Clinical Commissioning Group
- ▶ Council Representative
- ▶ Cambridgeshire Community Services
- ▶ CCG Children Services Designated Doctor and Nurse
- ▶ District councils
- ▶ Lay members
- ▶ NHS England
- ▶ NPS
- ▶ Primary School
- ▶ Police
- ▶ Secondary School
- ▶ Voluntary Sector
- ▶ YOS

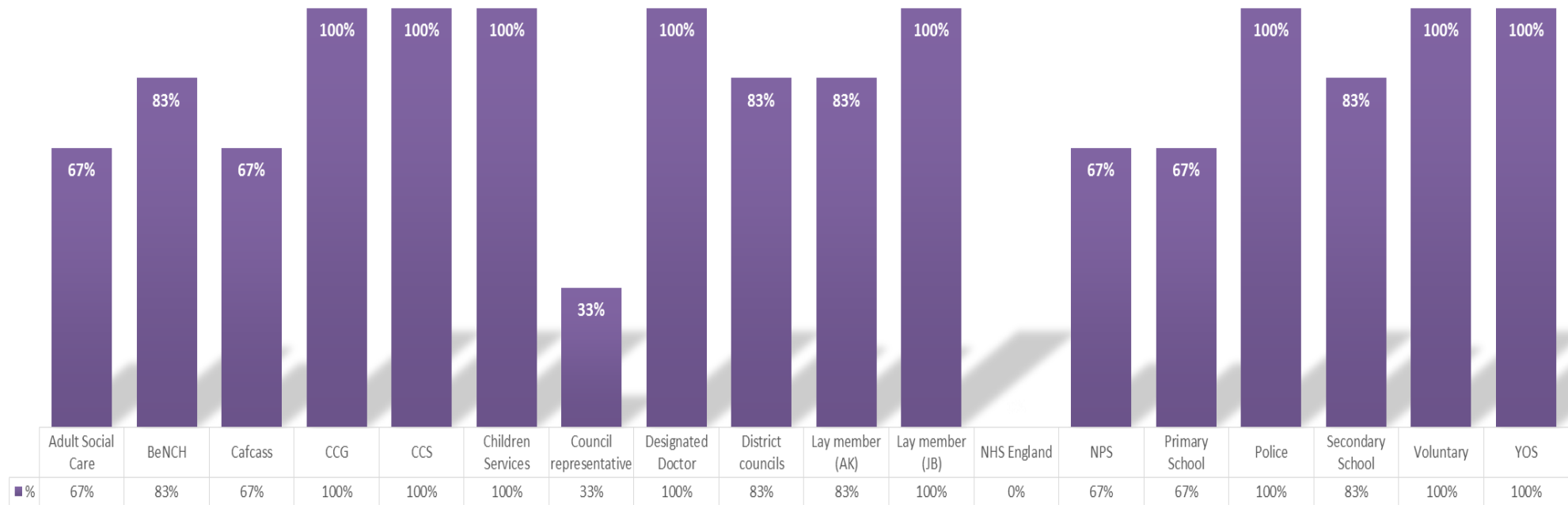
The Board has overall responsibility for the strategic direction of the LSCB. Work is delivered through Sub Committees, Standing Committees and Task and Finish Groups. Each meeting has a clear remit, timescale and purpose linked with the business cycle of the LSCB.



# The Board

## LSCB ATTENDANCE

LSCB attendance (2016-17)

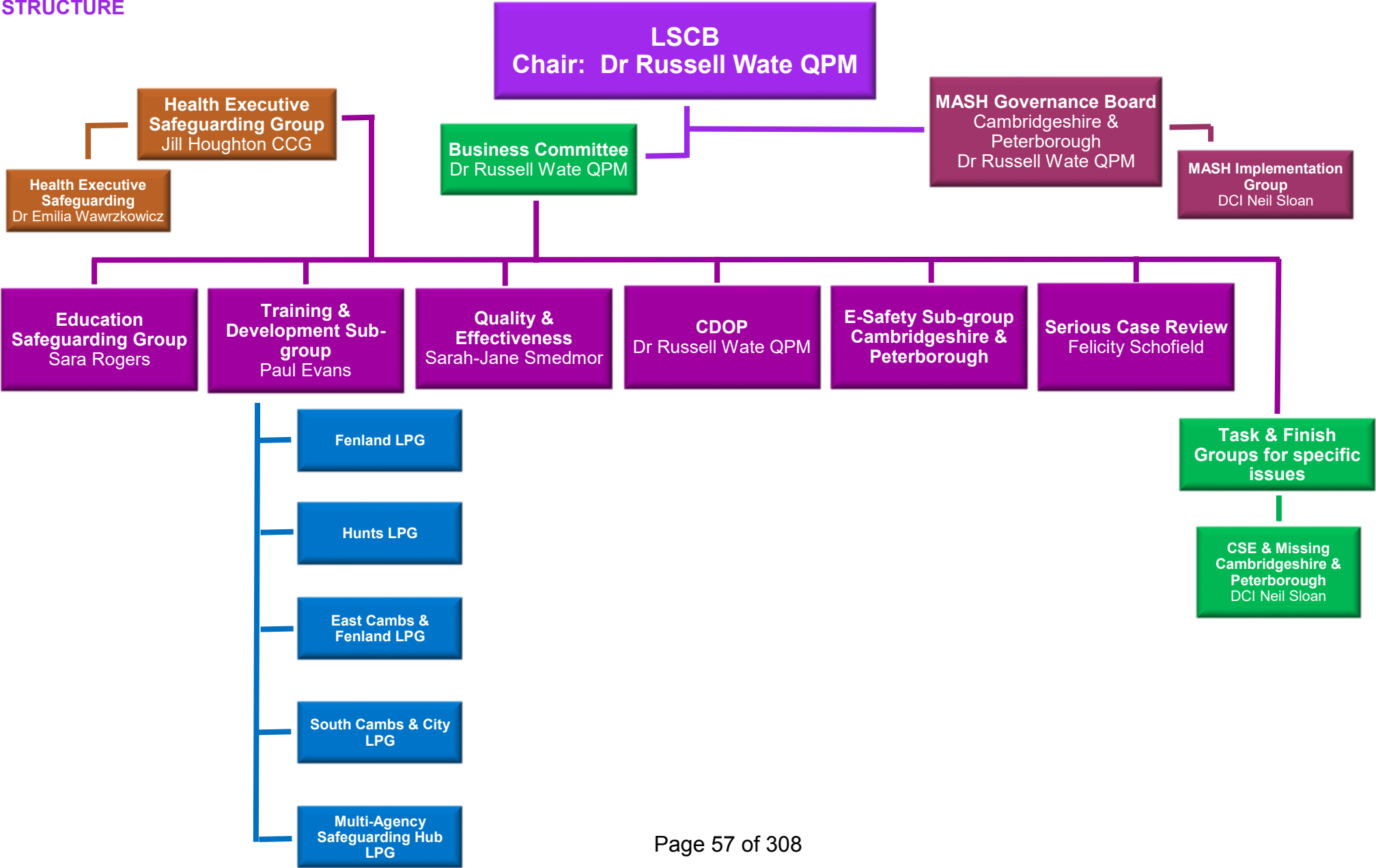


### LSCB Board Attendance; April 2016 – March 2017 (6 Meetings)

Figures in this diagram include deputies where used. NHS England had formally indicated that they are unable to attend Board meeting. Communication is through the CCG representative.

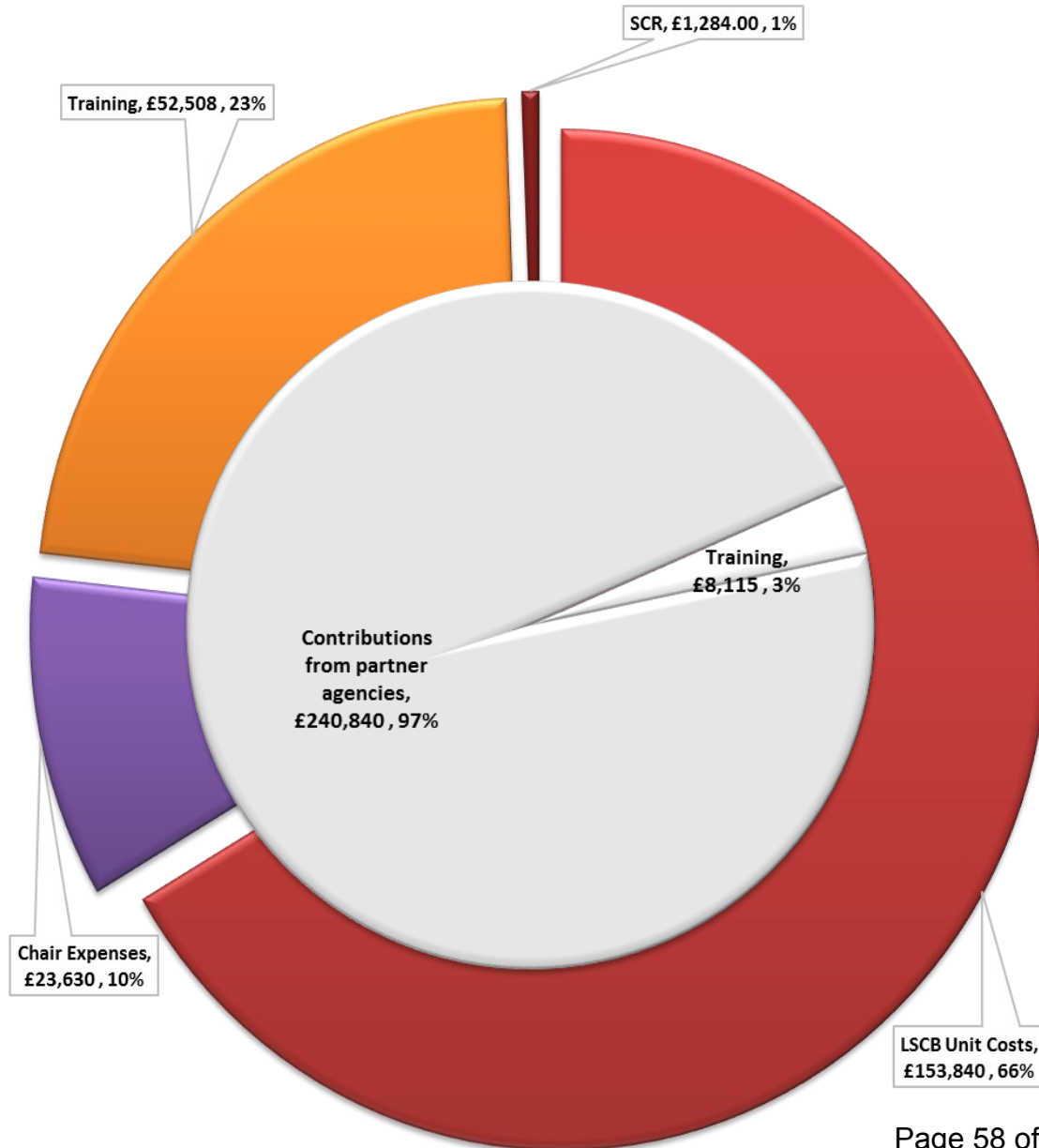
# The Board

## STRUCTURE



# The Board

## FINANCIAL ARRANGEMENTS



LSCB INCOME 2016/17	
Contributions from partner agencies	£240,840
Training	£8,115
<b>Total</b>	<b>£248,955</b>

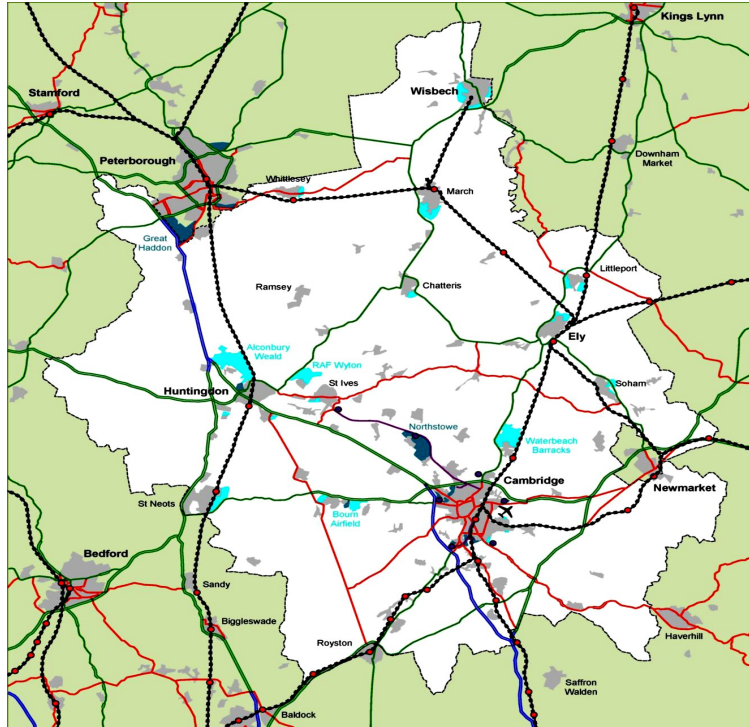
LSCB EXPENDITURE TO END MARCH 2017	
LSCB Unit Costs	£153,840
Chair Expenses	£23,630
Training	£52,508
LSCB – Serious Case Review	£1,284.00
<b>TOTAL</b>	<b>£231,262</b>

The LSCB runs a surplus in the SCR Budget allocation in order to manage the significant differences in expenditure that comes from variations in the number of SCR's held. In 2016/17 we had an SCR budget of £29,809.00. In 2017-18 we have an SCR reserve of £27,989.

There was a shortfall in the non SCR budget of £10,296. This was covered by a reserve created from previous underspends allocated to meet the costs of a temporary CSE Coordinator post.

# The Board

## What our Lay Members say



There are two Lay Members who, together with the Chair, represent the independent element of the LSCB and serve on the main Board. Our role is to provide a different perspective to the professional Board members, to challenge when required and to act as a critical friend. We have had access to training that supports us in undertaking this role.

We have regularly attended Board meetings and have played a full and active part in the work of the Board. We both have a wide experience of local government and the voluntary sector giving us some insight into the difficulties and challenges faced by the statutory services. This is a time of ever tightening budgets and of significant change to the way that services are delivered. It is very important, in the face of these pressures, that the safety of our children remains our top priority. To make sure this is the case is our key role.

During the course of this year we have joined two of the LSCB Sub Groups, the one that monitors the quality and effectiveness of the work done by agencies and the Education Committee that coordinates the Boards work with schools and other providers of education.

The Board represents one of the few, possibly the only place where all the most senior officers with responsibilities for the safeguarding of our children come together around a table. If for that reason alone the LSCB plays a key role in making sure that all partner agencies communicate with each other and share experiences.

We have been impressed by the commitment and determination of all the partner agencies to learn from shared good practice and to take on the lessons learned from past poor practice. To our mind the LSCB has, and continues to have, an important contribution to make towards protecting our children from harm. We are pleased to have the opportunity to play a small role in this important work.

# Cambridgeshire Safeguarding Snapshot



# Cambridgeshire Safeguarding Snapshot

13% of Cambridgeshire children live in poverty - 16455 children. In some areas up to 38.7% live in poverty.

By 2031 the number of children and young people is forecast to grow 17% compared to 2011.

In the average three month period 3385 children received services from Early Help

Between 49 and 60 children & young people were recorded as missing from care or home each month, in the main being missing for a number of hours or days before returning.

Cambridgeshire had nearly 50% more than the national average 10 to 20 year olds admitted to hospital for self-harm.

In 2016-17 Children Social Care received 4373 referrals, of whom 203 had a disability.

18% of cases referred in were re-referrals

5061 single assessments were completed, 84% of them within timescale

As of March 2017 560 children were on a Child Protection Plan.

675 children & young people were looked after as of March 2017. At that point Cambridgeshire was responsible for 67 Unaccompanied Asylum Seekers

12% of Looked After Children cases had 3 or more placement breakdowns.



# Cambridgeshire Safeguarding

# Cambridgeshire Safeguarding

## WHAT DOES THE DATA TELL US?



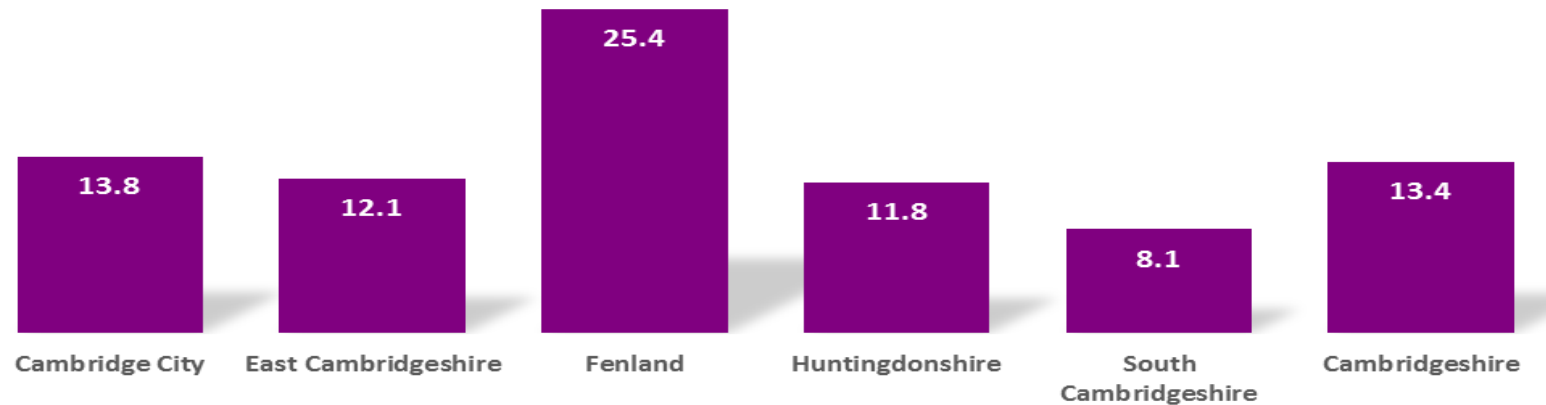
- ▶ There is significant deprivation in Fenland, and some wards within Huntingdonshire and Cambridge City
- ▶ There is evidence of higher levels of harm being present for children and Young People in Huntingdonshire than the deprivation figures might anticipate.
- ▶ There is no evidence that Neglect is present in Cambridgeshire to a disproportionate extent but there is a high level of Neglect in the referrals and CSC caseload
- ▶ There is evidence of higher than national average figures for hospital admissions from self-harm and regional average figures for substance misuse.
- ▶ There was a significant rise in CSC caseloads over the year
- ▶ Domestic Abuse and Parental Mental Health are the most significant factors in CIN and CP cases.

# Cambridgeshire Safeguarding

## CAMBRIDGESHIRE DEMOGRAPHICS

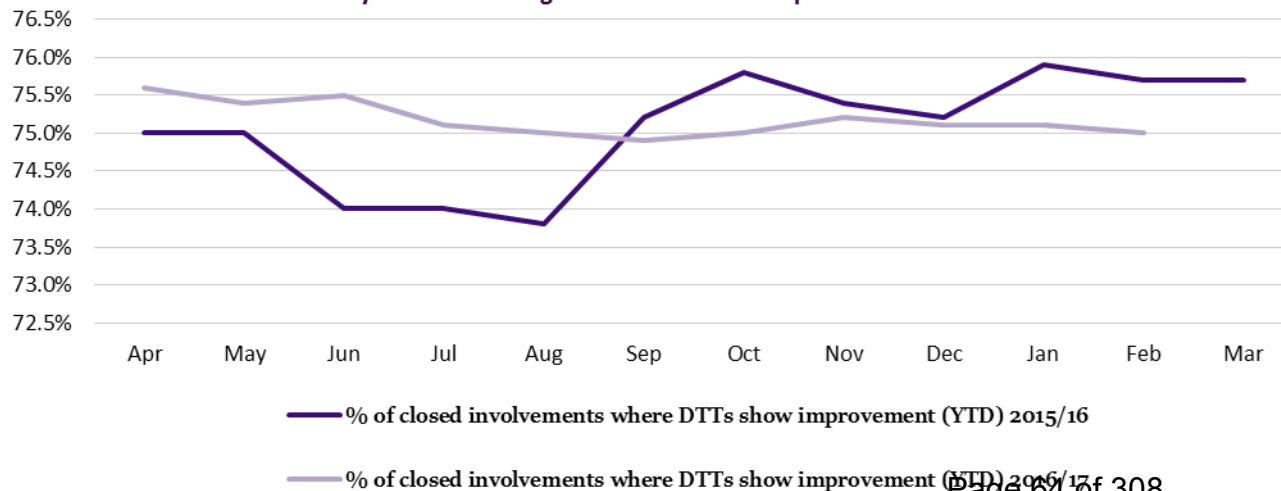
“Indices of Deprivation” show the overall picture of deprivation faced by children within each District. Fenland stands out as having the most significant issues.

Indices of Multiple Deprivation (IMD) by District Council 2015



## EFFECTIVE EARLY HELP

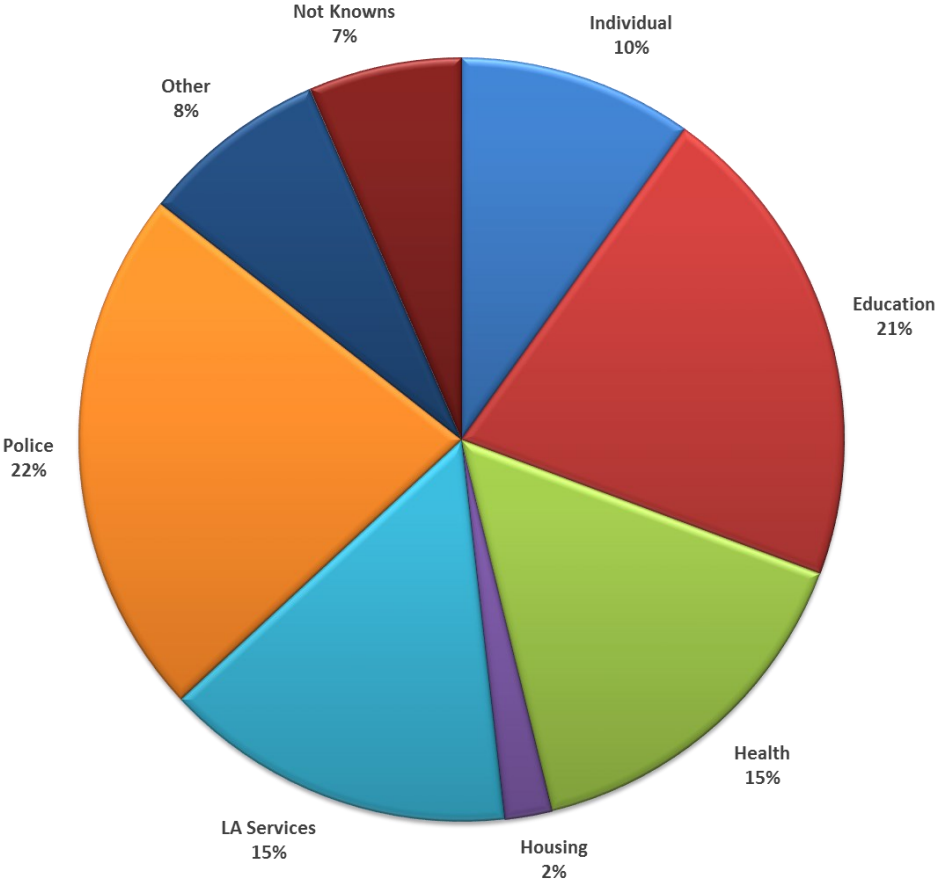
Family Worker: Closing Assessments with Improvement recorded



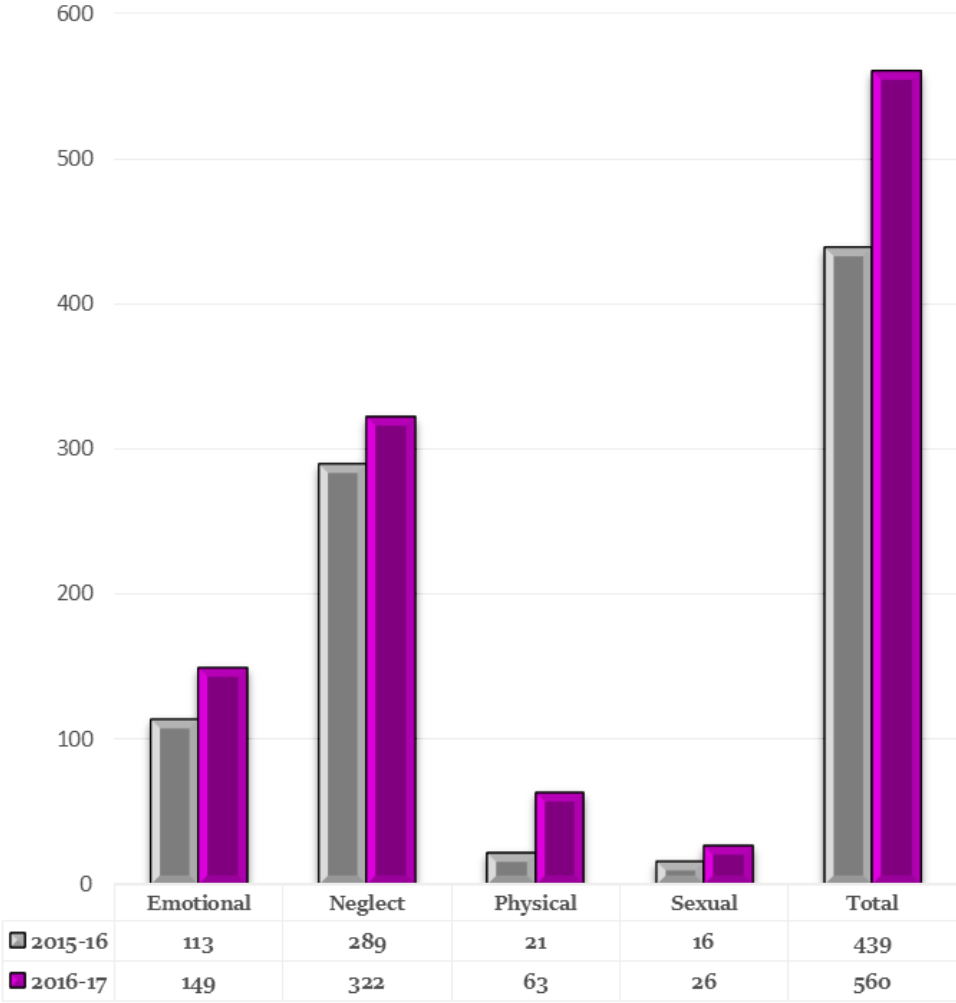
- ▶ Closing assessments of Early Help intervention show a consistent level of agreement that there has been improvement.
- ▶ On average **4.3%** of Early Help cases became open to Children Social Care each month. **52%** of new Children Social Care cases received Early Help in the preceding year. Early Help that identified and met need effectively would have a low first figure and a high second.

# Cambridgeshire Safeguarding

## 2016-17 REFERRAL SOURCES



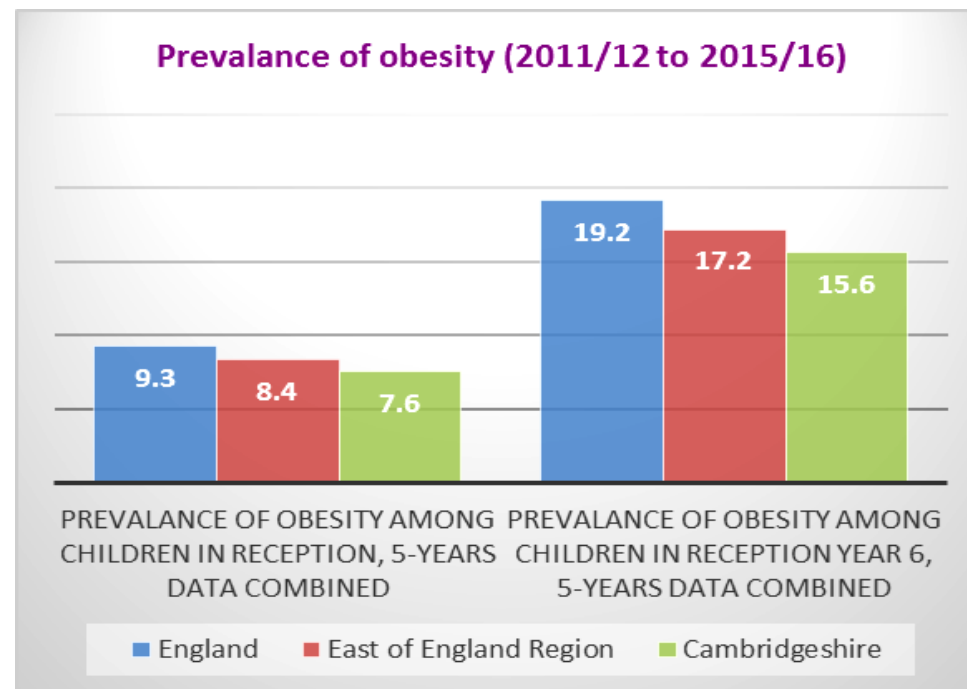
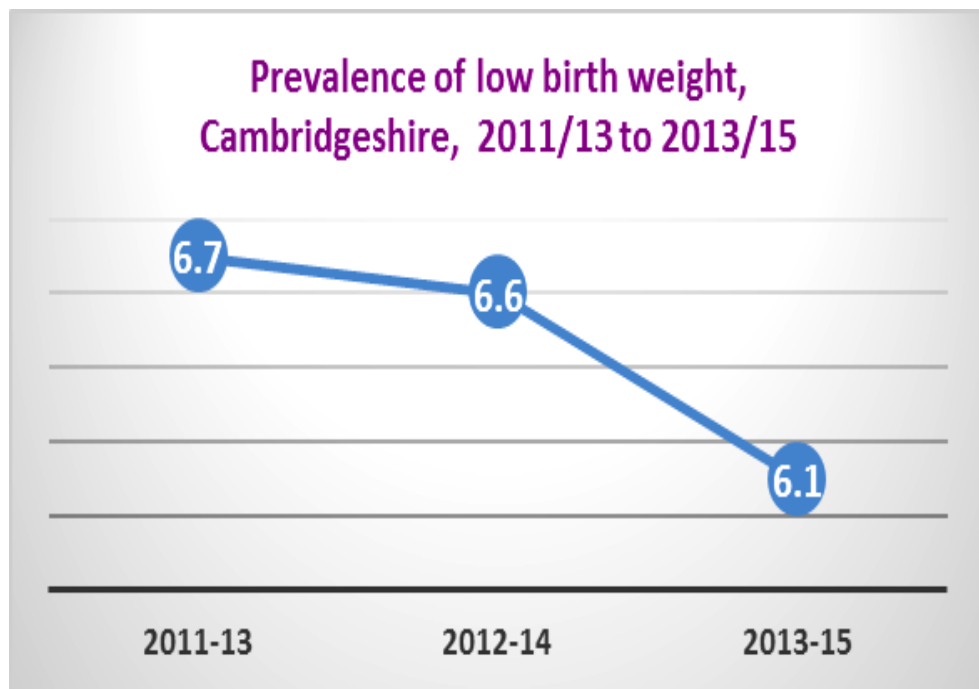
- ▶ Referrals have increased in number, but there is little change as to the proportion that comes from each source.
- ▶ Just under **1 in 5** referrals is a re-referral of a previously opened case.



- ▶ CSC caseloads continue to increase. Neglect remains the most significant criteria for a Child Protection Plan.

# Cambridgeshire Safeguarding

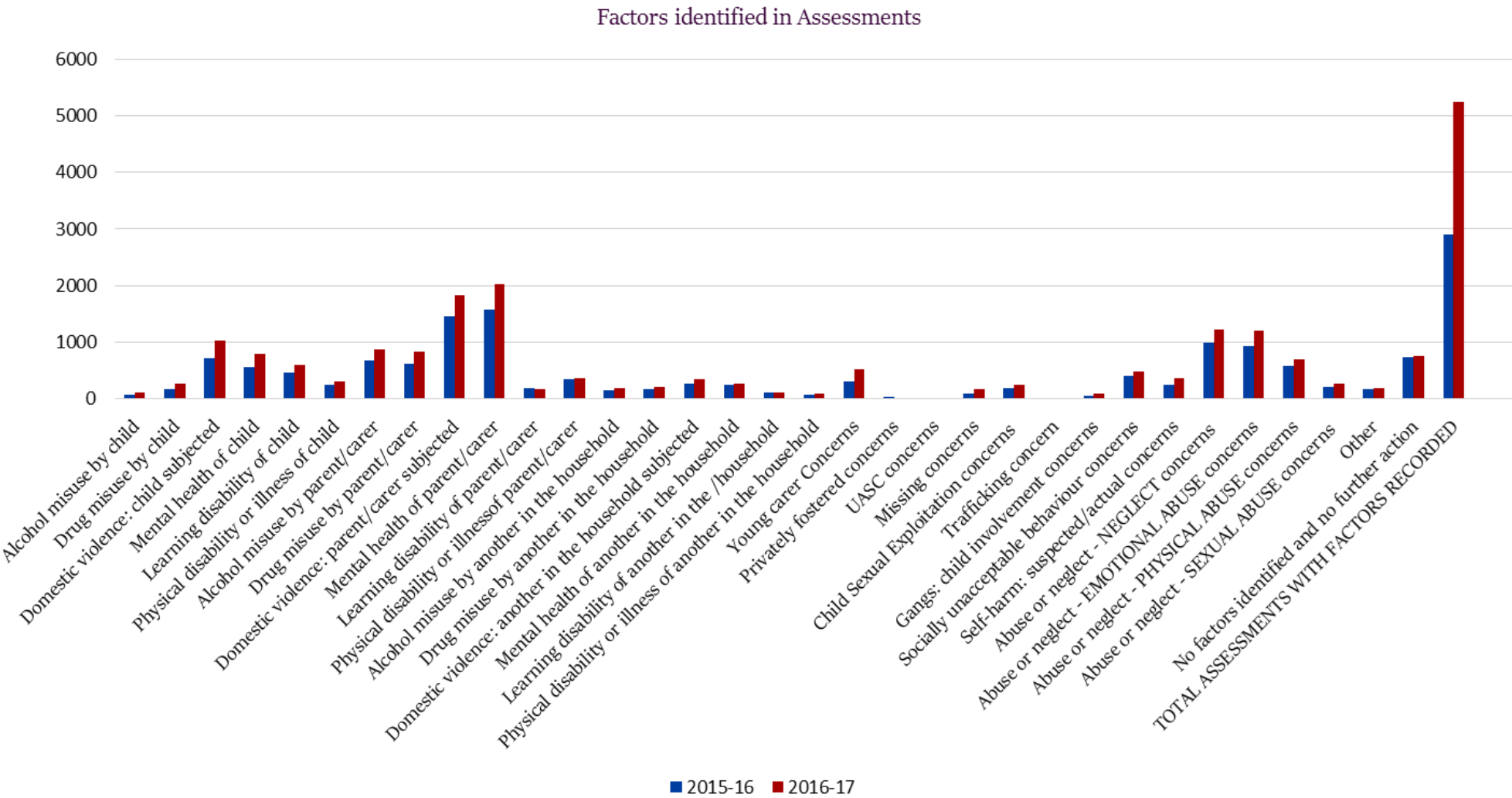
## NEGLECT



- ▶ The prevalence of low birth weight has reduced over the past five years and obesity in primary school aged children is below the national and regional averages.
- ▶ Whilst Neglect remains the largest criteria for Social Care intervention, evidence suggests the actual level of neglect present in Cambridgeshire communities is below the national average.
- ▶ Cambridgeshire has lower than average rates of under-age pregnancy and sexually transmitted diseases.

# Cambridgeshire Safeguarding

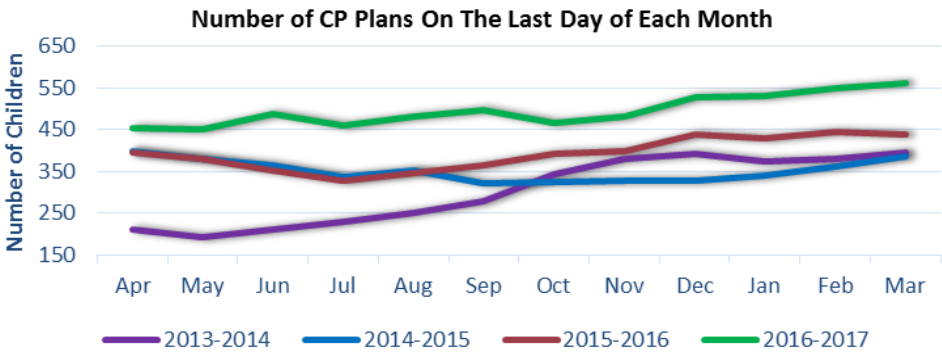
## ISSUES PRESENT IN CASES



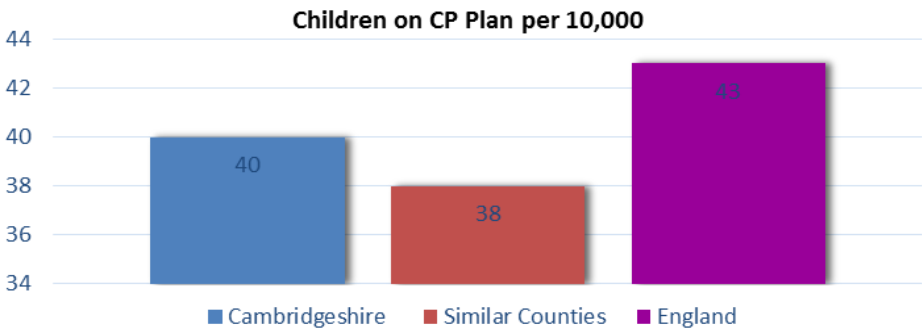
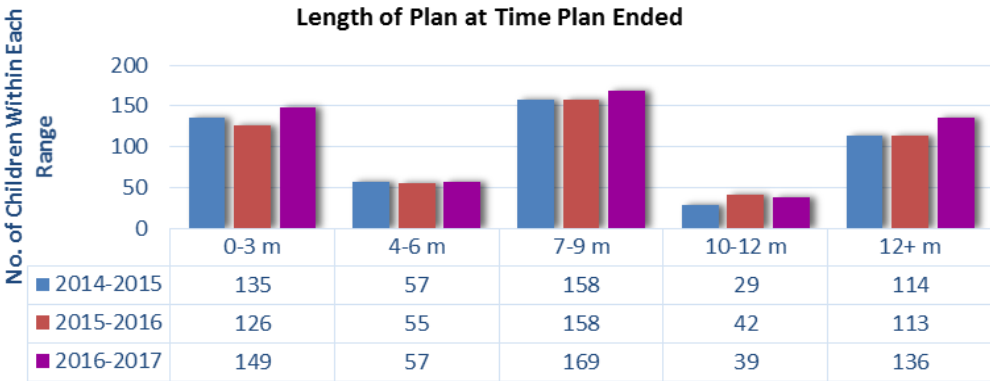
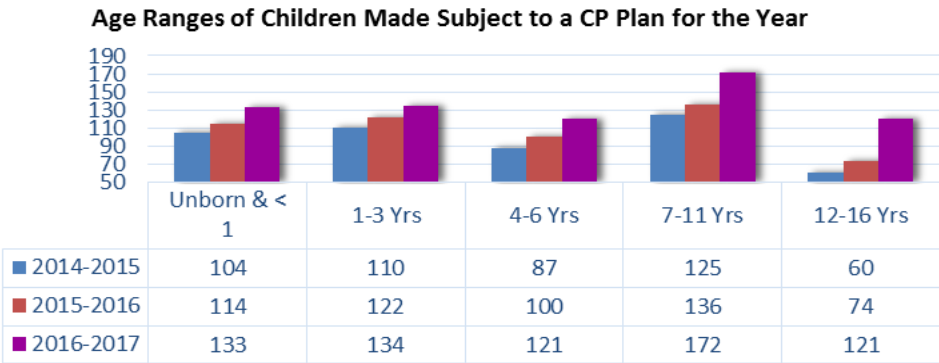
The Factors identified show the nature of issues present in cases when the initial assessment is undertaken. Services should be in place to address these issues effectively if children are to be safeguarded. The most significant presenting issues remain Domestic Abuse and Parental Mental Health.

# Cambridgeshire Safeguarding

## CHILD PROTECTION PLANS



- ▶ The number of children subject to Child protection Plans has risen significantly over the year.
- ▶ There has been a noticeable increase in older children on plans.
- ▶ When comparisons are made against other areas, the number of children on Plans does not look disproportionate

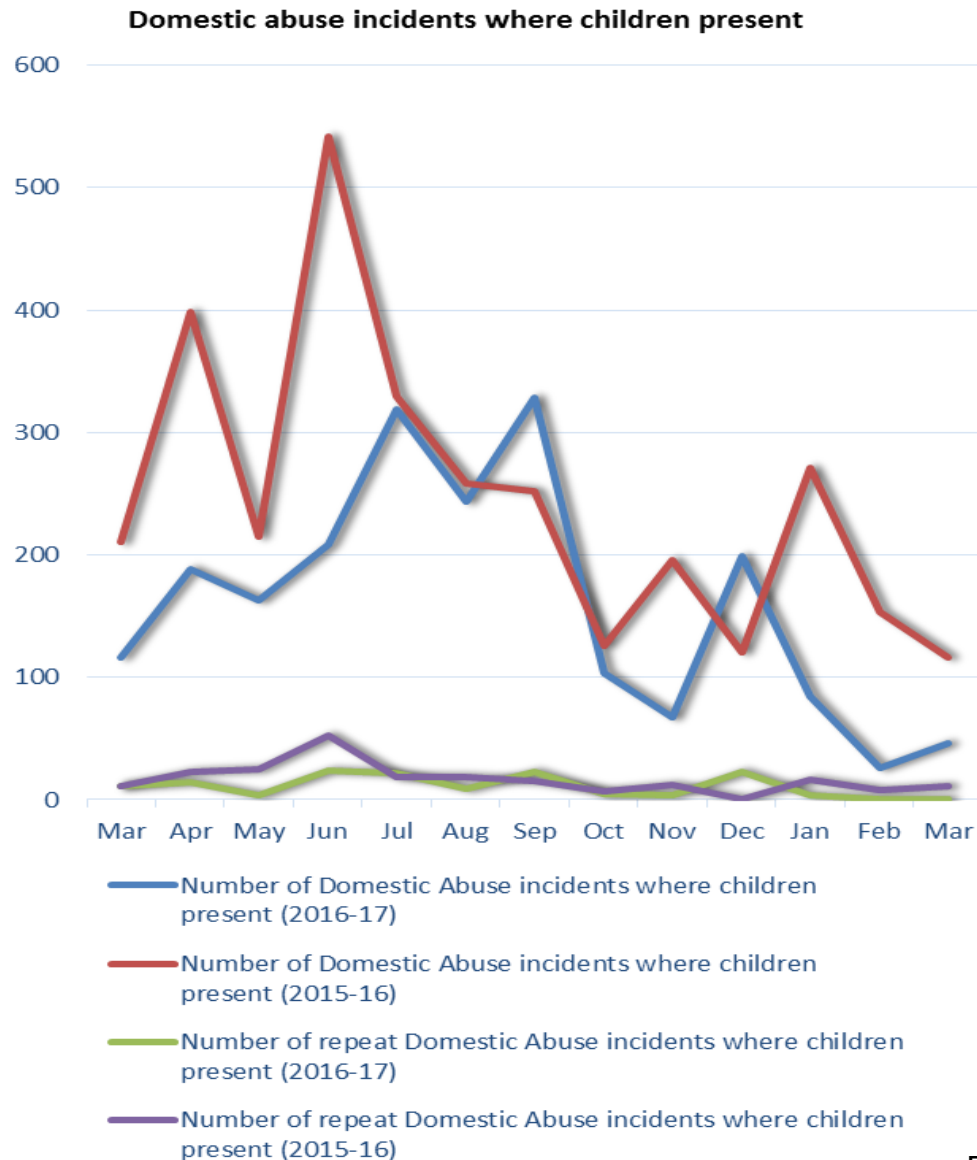


- ▶ Plans that end within three months or have been in place over two years will almost invariably involve legal proceedings to decide on the appropriate placement of the child.



# Cambridgeshire Safeguarding

## DOMESTIC ABUSE



- ▶ There is evidence of a gradual decline in the number of Domestic Abuse incidents dealt with by the Police where children were present..

## LOOKED AFTER CHILDREN

- ▶ The number of looked after children rose over the year from **615** to **675**.
- ▶ Whilst there was an increased percentage of cases where there were repeated placement breakdowns, there was significant success in increasing the stability of longer term placements for children under sixteen.
- ▶ Over the year the LSCB worked with Children Services and Health staff to improve the number of children coming into care who had a comprehensive health assessment within the first twenty days. These are vulnerable children who are at a point of crisis in their lives. A proper understanding of their physical and psychological needs is critical to providing them with the services they need. This will remain a priority

# Cambridgeshire Safeguarding

## HOW HAS THE LSCB AND ITS PARTNER AGENCIES RESPONDED TO WHAT DATA SHOWED?

ISSUE		RESPONSE
There is no evidence that Neglect is present in Cambridgeshire to a disproportionate extent but there is a high level of Neglect in the referrals and CSC caseload.	➔	The LSCB has built on its Neglect Conference in 2016 and launched a Neglect Strategy, supported by an Action Plan and training programme to enable staff to be more effective.
There is evidence of higher than national average figures for hospital admissions from self-harm and regional average for misuse of substances.	➔	A) There was a major, and successful, initiative to reduce waiting lists for specialist psychiatric services B) Health have embarked on the redesign of provision for young people and commissioned services for those who have emerging needs.
There remains a significant rise in CSC caseloads over the	➔	Working with the LSCB the local authority has launched a major reorganisation to ensure that the right services are available to the right child at the right time.
Domestic Abuse and Parental Mental Health are the most significant factors in CIN and CP cases.	➔	The LSCB has undertaken a major audit of Domestic Abuse cases, launched a Domestic Abuse Strategy, delivered training, and promoted good practice.

# Cambridgeshire

## KEY AREAS OF WORK

### Looked After Children

The key principles for working with looked after children and young people are:

- Providing early help to reduce calls on specialist services
- Increasing in county foster care provision and reducing out of county residential provision.

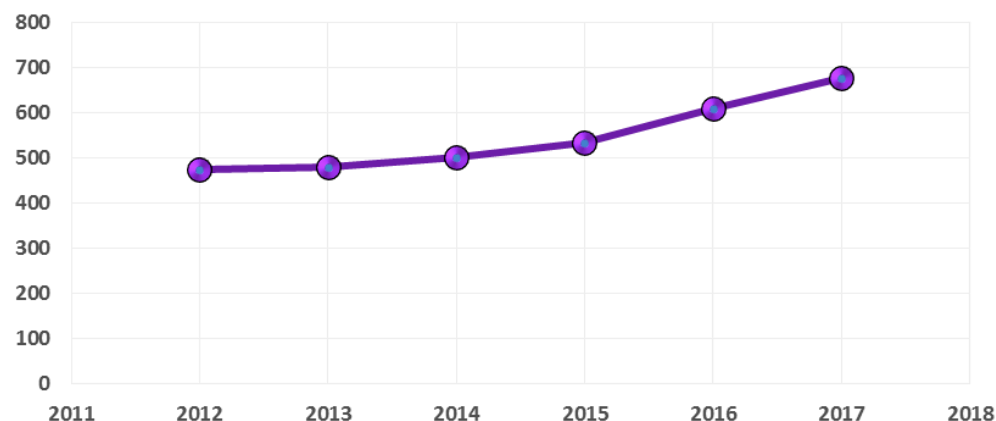
Ensuring reunification as quickly as possible or moving children quickly through to adoption.

All Services should be aware that these children have experienced disruption, trauma and distress prior to being looked after. They need an approach that sets them on a journey towards stability and permanence with a focus on their individual needs and views.

### Number of Children who are looked after

There has been a 35% increase in the number of looked after children, in line with national trends.

The number remains below both national and regional average.



There are nearly 700 children who are looked after, with just over 300 moving into being accommodated during the year.

- Adoption: 39 adoption orders were made, 42 children were placed in potential adoptive homes and 62 placement orders were made.
- Fostering: 96 children were referred for a new family placement during April 2016 – March 2017. 41 children were matched to long term foster carers.

For both adoption and fostering the number of sibling groups that are being referred is a key issue. There is a lack of available adopters and long term foster carers who can take three or more children.

Each child or young person will have an Independent Reviewing Officer (IRO), an experienced independent professional whose role is to ensure that the child's care plan fully reflects their needs and to ensure that each child's wishes and feelings are given full consideration.

# Cambridgeshire Safeguarding



The 2017 **Voices Matter Young People Champion Award** is chosen by the children and young people themselves.

They have selected the IRO Service for their total dedication to having the young people at the centre of what they do. They ensure that young people feelings and views get heard and they work tirelessly for young people ensuring the best possible outcomes happens.

This service promotes and celebrates the individual achievements for the young people they work with and many times without recognition for the work they do.

For many young people they are one of the consistent workers in their lives and support them all the way until they become 18.



This award is to say thank you for what they do and that what you do makes a huge difference to the young people you work with. The **Voices Matter Young People Champion Award** goes to the **Independent Reviewing Service.**



“They are good because they are there to support you and help and are independent.”

“My review meeting was excellent, everyone supports me and I feel able to say what I would like help with. My IRO always does excellent meetings”

“I had my IRO for over 10 years and she really listened to me and understood me and I really miss her now I am over 18”.

“My IRO was really helpful and listened to me and helped me stay with foster carer.”

# Cambridgeshire Safeguarding

## KEY AREAS OF WORK

### Private Fostering

Private Fostering is where children or young people aged under 16 years (18 if they have a disability) are living with someone who is not a close relative for 28 days or more. Local authorities have a statutory duty to assess the suitability of the arrangement and to ensure that the welfare of privately fostered children is safeguarded. We have a comparatively large number of placements in Cambridgeshire.

- **Mainstream placements.** 27 Children were in placements, an increase on recent years. All have a social worker to ensure effective oversight of their safety and welfare. In recent years our work with these children has been reviewed and the Board is increasingly confident that private foster parents know they need to inform the local authority about the children and that they are then safeguarded and given the opportunities they need.
- **Language Schools.** 21 of the 33 Language schools in our region are in Cambridgeshire. Nearly all of the young people coming to these schools, often being housed with local families, are from abroad. They frequently come in large, organised groups. Many of the schools work with the Local Authority as it promotes good practice and proper safeguarding for these children. However, there is no requirement for Schools to engage and there remains concern about the safety of children placed through non-cooperating

schools. The LSCB has written to the Department of Education raising this issue and proposing a statutory duty on the schools to inform the local authority about their children..

### Young Carers

Young carers are young people or children who provide care for another person of any age where that care is not provided for payment. The Local Authority must assess whether a young carer within their area needs support and, if so, what those needs are. There have been growing numbers of young carers identified as more attention has been given to their needs.

In Cambridgeshire the staff from the County Council assess the needs of young carers and develop a support plan. Centre 33 then work to deliver the support plan.

When the young person's circumstances change, service providers are expected to work closely with the local authority worker to review and update the assessment and plan.

# Cambridgeshire Safeguarding

## KEY AREAS OF WORK

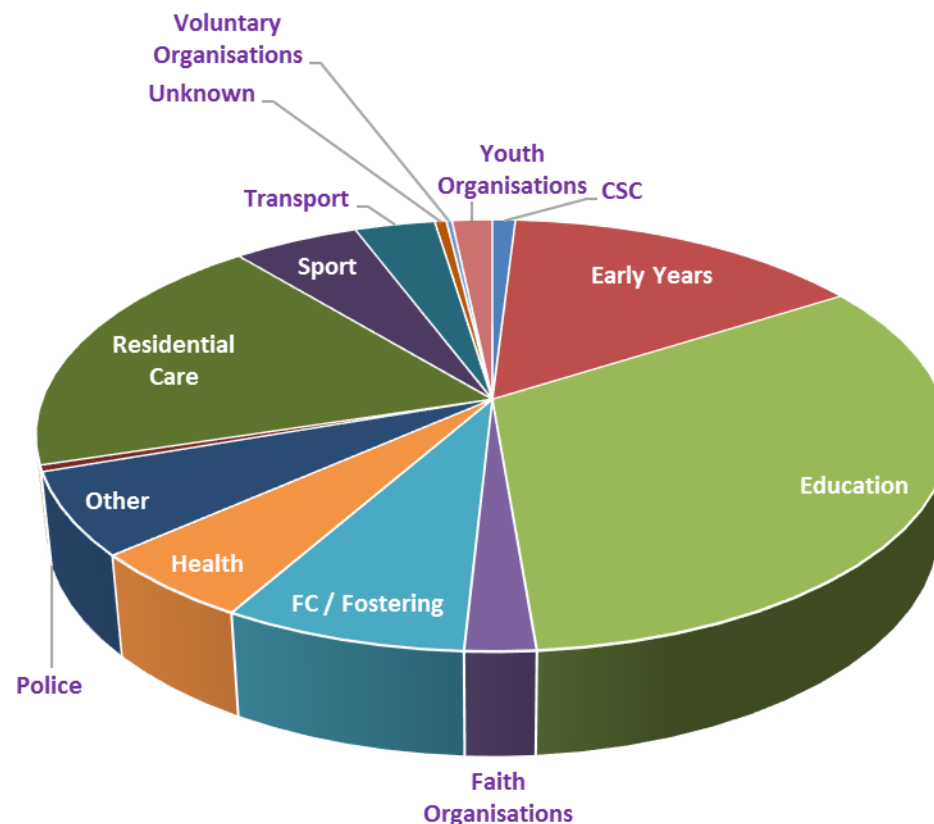
### Local Authority Designated Officer (LADO)

The LADO manages allegations against adults who work or volunteer with children in the public, independent or voluntary sectors. The LADO must act where it is alleged that a person who works with children has:

- ▶ Behaved in a way that has harmed, or may have harmed, a child
- ▶ Possibly committed a criminal offence against, or related to, a child; or
- ▶ Behaved towards a child or children in a way that indicates they may pose a risk of harm to children.

There are three pathways for referrals once made:

- ▶ 'Logged and Closed'. Cambridgeshire LADO provides and advice to referrer, records and closes the case.
- ▶ Internal Investigation. Where there are safeguarding concerns but no immediate evidence to suggest that a criminal offence has occurred. LADO will advise the employer to undertake an internal investigation.
- ▶ Multi-Agency Response. Safeguarding concerns have been raised which indicate a possible criminal offence may have occurred. MASH, child protection and criminal investigation processes will be followed.

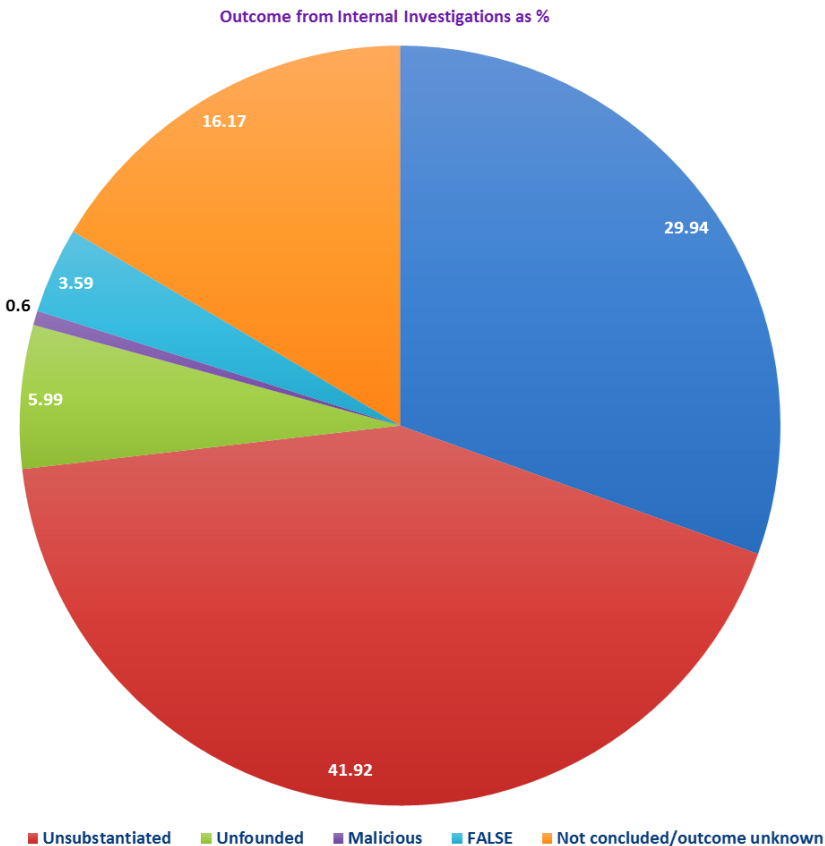
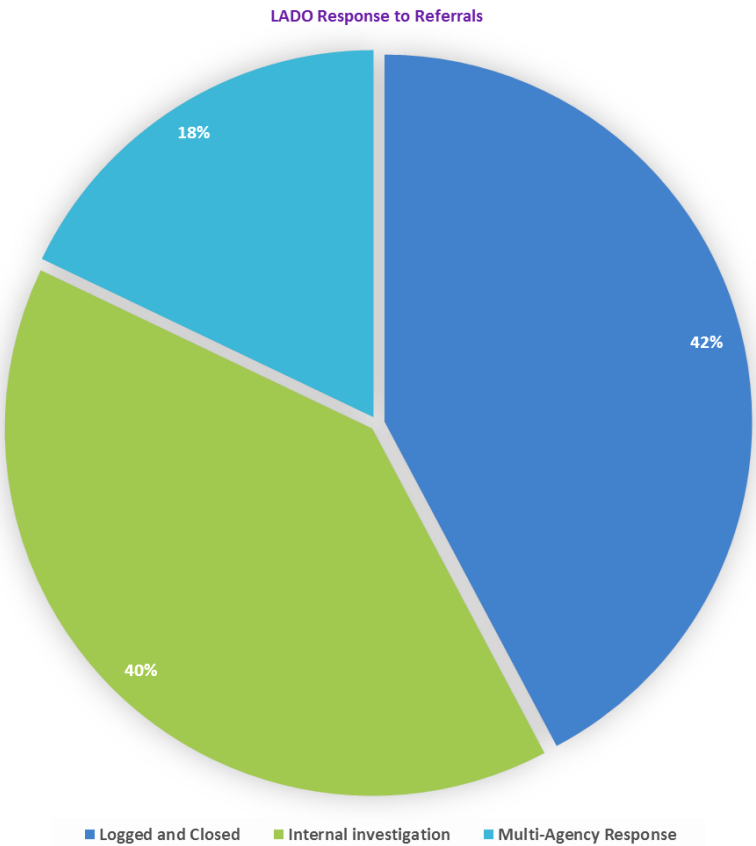


Where do LADO referrals come from?

# Cambridgeshire Safeguarding

## KEY AREAS OF WORK

### Local Authority Designated Officer (LADO)



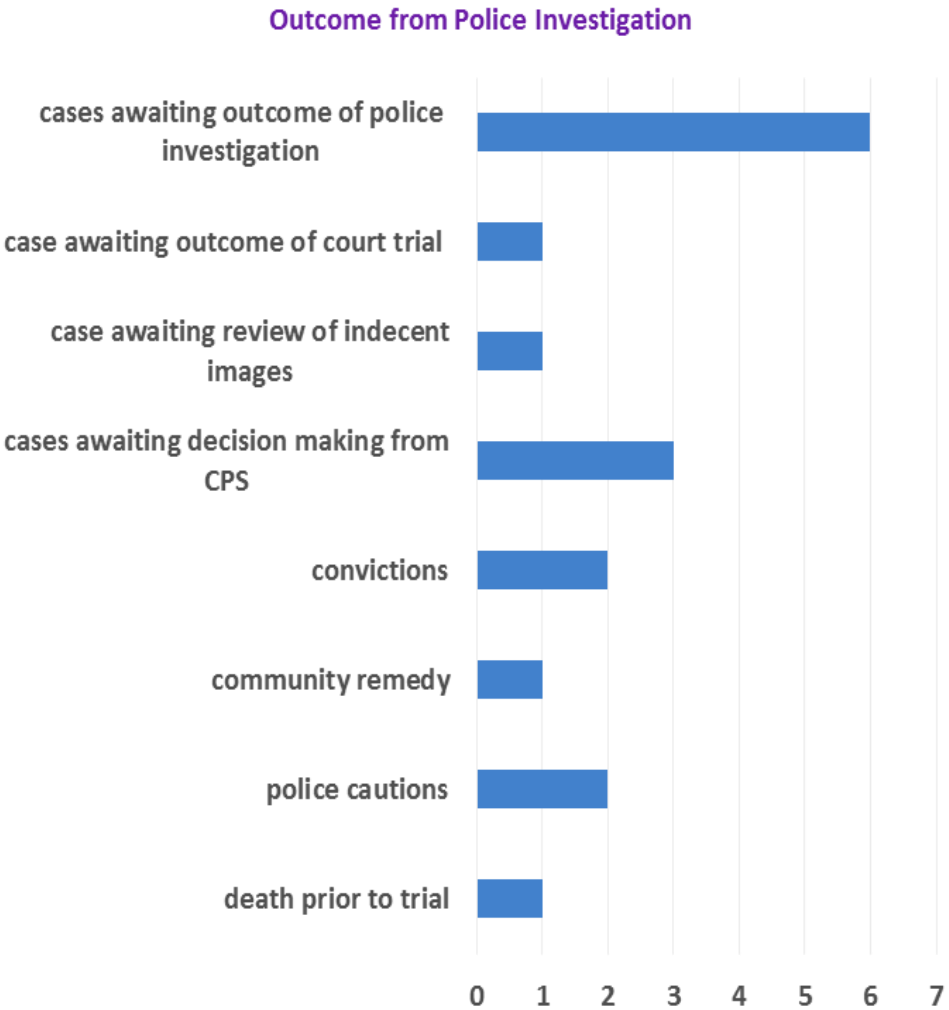
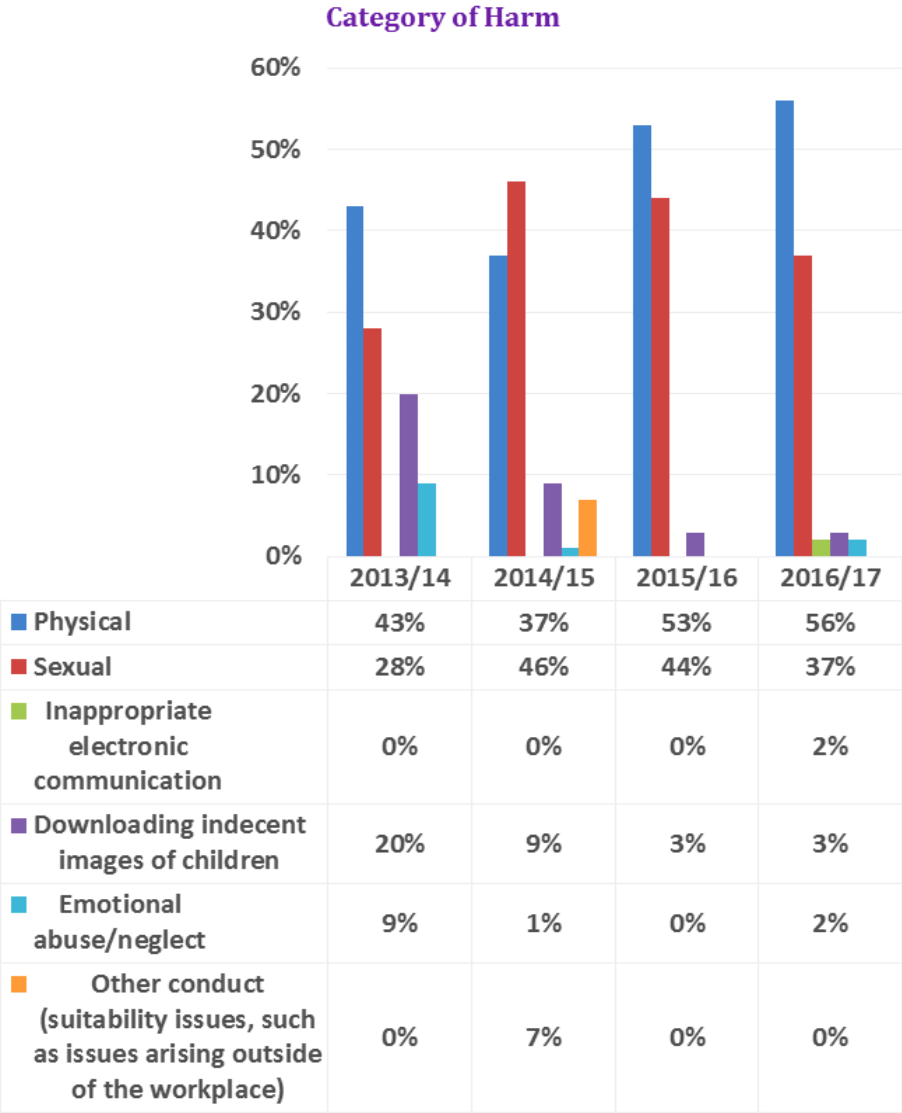
- ▶ Over the year there has been a 12% decline in the number of referrals.
- ▶ The reduction in referrals has coincided with a reduction in Logged and Closed cases and in increase in internal investigations and multi-agency responses.

# Cambridgeshire Safeguarding

## KEY AREAS OF WORK

### Local Authority Designated Officer (LADO)

- ▶ Multi-Agency responses will ensure that identified children are safeguarded.
- ▶ Not all allegations required police investigations, but of those that did:





# Cambridgeshire Safeguarding

## KEY AREAS OF WORK

### Children with Disabilities and SEND

#### **Ofsted inspected Cambridgeshire services and found an improving outlook for children and young people with special educational needs and/or disabilities (SEND)**

The outcomes for these children and young people are improving, and strong leadership from organisations and agencies is making a difference. In March, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection to judge Cambridgeshire's effectiveness in implementing the disability and special educational needs reforms in the Children and Families Act 2014.

The full findings of that inspection are published by [Ofsted](#), but the main points highlighted by inspectors were that council, health and education leaders understand well the issues around the development of SEND services, improvements they've already made are having an effect and they are clear about what they still need to do.

They found all organisations understood that while they might not have been quick enough to implement changes, there are now credible plans in place to make rapid improvement; and that the actions being taken are making a difference.

#### Main findings included:

- ▶ Leaders collaborate effectively with parents to develop services that meet the needs of children and young people, such as the design of a lifelong pathway for SEND.
- ▶ Providers and local area officers make sure that the views of parents and carers, children and young people are included in the plans.
- ▶ Safeguarding for this group is given a high priority – particularly for those placed out of county with regular visits and scrutiny of providers.
- ▶ Children and young people with SEND progress as well as others at secondary schools and colleges. However, the children receiving SEN support make less progress than all pupils nationally during key stage 2.
- ▶ Young people are well supported into adulthood with high proportions in work, further education or in training.
- ▶ Specialist health services are providing care within the target 18 weeks.
- ▶ Health professionals hold joint clinics to identify those with SEND needs early.
- ▶ A high proportion of new education, health and care plans (EHCPs) are completed within the required 20-weeks.
- ▶ Specialist services provided by education, health and social care professionals are of high quality and are well regarded.

# Cambridgeshire Safeguarding

## Main findings included: (cont..)

- ▶ Professionals across the local area are organised in geographical teams and make sure that there is close joint working between agencies, including services that are available to all and some targeted at specific groups.
- ▶ Professionals share information about individual children and young people, making their work more cohesive and ensuring that needs are met more effectively.

## Inspectors found that senior leaders in the local area are working well together to improve services:

- ▶ The number of permanent exclusions has reduced by three quarters in a 12-month period.

## Strong and effective leadership is evident in joint commissioning arrangements:

- ▶ As an example health and social care are jointly commissioning face-to-face and online counselling services as part of their work to improve emotional health and well-being.
- ▶ Children and young people were involved in the design of the services provided. [Keep Your Head](#) and [Kooth](#).

## LADO

37 (9%) of referrals to LADO were in relation to an adult who worked or volunteered with children with a disability. Of these

- ▶ 8 Logged and Closed
- ▶ 23 went to Internal Investigation
- ▶ 5 led to Multi-Agency involvement
- ▶ 1 involved a police investigation



# Cambridgeshire Safeguarding

## Youth Offending

During the year there was a Full Joint Inspection on Youth Offending Work in Cambridgeshire. The key findings were:

Reducing Reoffending  
Protecting the public  
Protecting children & young people  
Making sure the sentence is served  
Governance & partnerships



### Reducing reoffending

- ▶ Staff and managers were committed to the delivery of high quality work to make a positive difference to those affected by offending.
- ▶ Managers and staff should be commended for maintaining their services over a difficult period
- ▶ Some attention was needed to return aspects of practice to the levels they expected.
- ▶ Good attention was given to the quality of engagement with children and young people.
- ▶ A broader range of approved interventions was needed.
- ▶ Work in the courts was strong and custodial sentences were used only in the most serious cases.
- ▶ There was a strong Intensive Surveillance and Supervision scheme in place.

### Protecting the public

- ▶ Assessment of the risk of harm to others was generally good.
- ▶ Planning, and making effective use of assessment tools to support it, required improvement.
- ▶ Multi-Agency Public Protection Arrangements were not understood well and partnership work was not effective
- ▶ There were good examples of restorative justice
- ▶ More attention needed to be given to the needs of victims
- ▶ Oversight by managers was not always effective
- ▶ Police intelligence sharing needed to be more comprehensive
- ▶ Children and young people were able to describe work undertaken with them to reduce their risk of harm

### Protecting children & young people

- ▶ Work carried out to safeguard or reduce vulnerability of children & young people was often good
- ▶ Joint work and information sharing with children's services was not always effective
- ▶ Planning and management oversight required some improvement
- ▶ The sexually harmful behaviour service was well integrated with the YOS, and Multisystem Therapy was used as well

# Cambridgeshire Safeguarding

## Making sure the sentence is served

- ▶ This was an area of significant strength
- ▶ Staff were good at understanding and then seeking to address those factors in the lives of children and young people that were likely to affect their engagement with the YOS
- ▶ Where children and young people did not comply with the sentence appropriate action was taken to encourage future compliance or, when necessary, to return the order to court
- ▶ Good attention was given to health and well-being factors.

## Governance and partnerships

- ▶ Outcomes against national criminal justice system indicators were consistently among the best in England and Wales
- ▶ There were important gaps in attendance at the Management Board
- ▶ The partnership had not been effective in improving education, training and employment outcomes for those known to the YOS post-16
- ▶ The YOS was highly valued by partners and well led by a respected YOS manager
- ▶ Cambridgeshire County Council had shown a high degree of commitment to the work of the YOS and to maintaining a unique identity for youth offending work
- ▶ Difficulties with IT systems had a substantial impact on the work of the YOS

- ▶ An action plan is in place to address the areas for improvement and the LSCB will receive an update on progress.

## Youth Offending Service



[www.cambridgeshire.gov.uk](http://www.cambridgeshire.gov.uk)

# Progress on Cambridgeshire Priorities

# Progress on Cambridgeshire Priorities

This year has seen a major review and re-organisation of how Children Services are delivered in Cambridgeshire. The LSCB has been a key point for consultation and communication between the local authority and its statutory partners.

The LSCB has been closely involved in the development of cross agency working. The two most significant areas of activity have been

- ▶ a new Threshold Document to replace the MOSI and
- ▶ the development of the Multi-Agency Safeguarding Hub (MASH).

The MASH has joined up with the new Early Help Hub to make the two halves of an Integrated Point of Entry for all local authority services for children. This Integrated Point of Entry is designed to make it easier for the right children to get the right service at the right time.

These developments were built on the learning from effective practice in Cambridgeshire and across the country.

The LSCB will receive performance information and audit findings from the Integrated Front Door in order to establish its effectiveness.

## INTEGRATED POINT OF ENTRY

The MASH and Early Help Hub (EHH) together make up the Integrated Front Door. The Integrated Front Door is the single point of contact for all safeguarding and wellbeing concerns regarding children and young people in Cambridgeshire. It does this by:

- ▶ Acting as a “front door” to manage all safeguarding referrals including Child Protection investigations where required
- ▶ Acting as a “front door” to Early Help advice and support

The MASH and Early Help Hub are designed to meet the two key principles of effective safeguarding as defined by Working Together 2015.

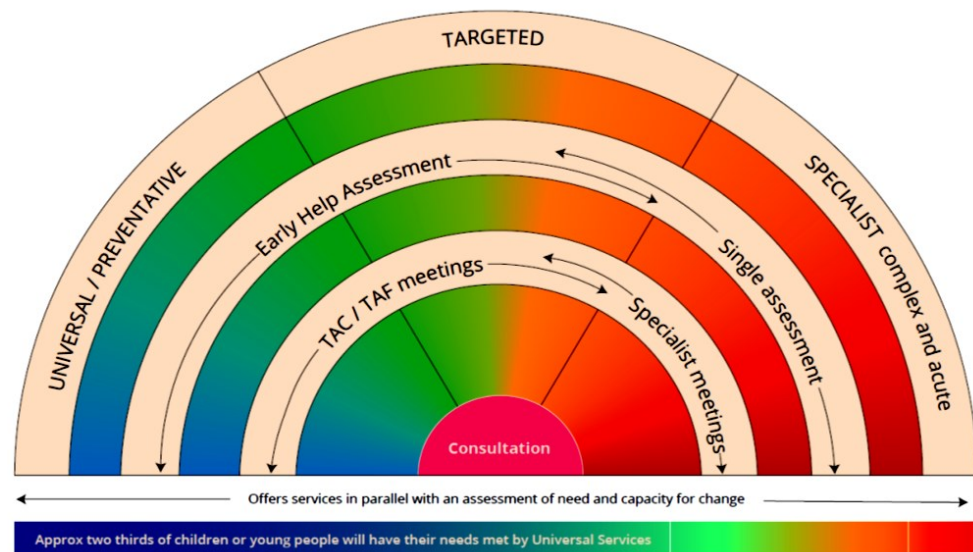
- ▶ Safeguarding is everyone’s responsibility: for services to be effective each professional and organisation should play their full part; and
- ▶ A child-centred approach: for services to be effective they should be based on a clear understanding of the needs and views of children.

Both MASH and EHH operate within a Think Family approach and the Thrive framework. They identify and develop the capacity of the whole family to meet the needs of its children, adjusting services to the changing needs of the family over time.



# Progress on Cambridgeshire Priorities

## THRESHOLD DOCUMENT



Each LSCB is required to have a Threshold. Ours sets out how Cambridgeshire services approaches keeping children and young people safe and protected from harm. At its centre is the continuum of need, a model that emphasises that the assessment of a child's needs, and meeting those needs, is never a static process. Situations change and as a result so does the level of need and risk.

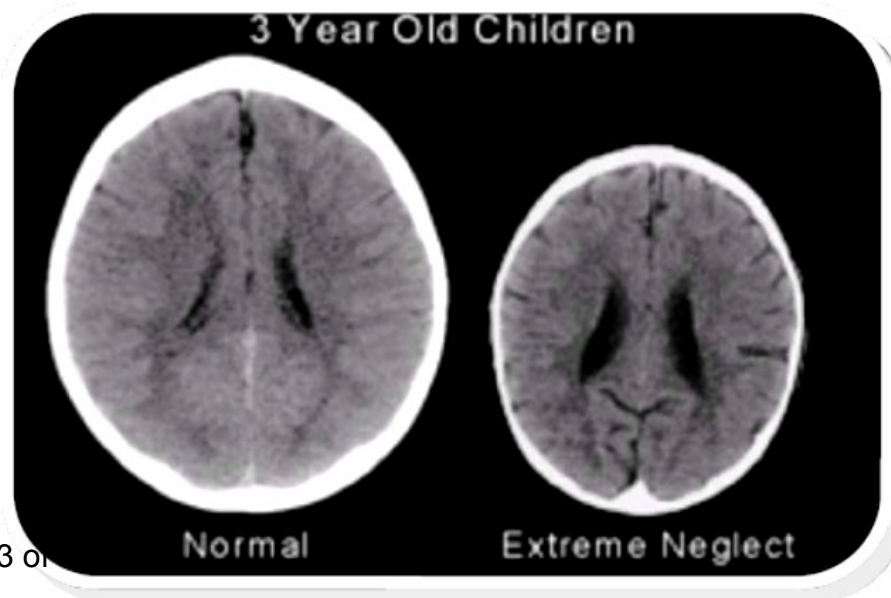
The guidance, which covers the threshold of need and intervention, is a vital tool that underpins the local vision to provide targeted support services at an early stage through to specialist and statutory interventions when it is needed. It offers a clear framework and a common understanding of thresholds of need for practitioners within all agencies. This promotes a shared awareness of the different interventions required

to effectively support children, young people and their families or carer. The Document provides information, advice and guidance that enables any practitioner working with children to know when additional services may be required, including when there is a risk of harm, and how to access those services.

The Document and Integrated Point of Entry were supported by an LSCB publicity campaign and a training programme delivered to a thousand professionals across the county.

## NEGLECT


Neglect remains the single most significant reason for a child to be on a Child Protection Plan.



# Progress on Cambridgeshire Priorities


Following our Conference in February 2016 it has been an area of priority of Cambridgeshire. We have:

1. Developed better data on the prevalence of neglect in Cambridgeshire
2. Adopted and launched a Strategy that sets out how agencies in Cambridgeshire recognise and respond to “neglect”
3. Outlined what this means for professionals and agencies exercising their duties and responsibilities to protect children and young people
4. Defined how agencies should work together to reduce the chances of children and young people being neglected
5. Reviewed and relaunched the Cambridgeshire Graded Care profile (GCP)
6. Supported the GCP with publicity and a training programme
7. Planed a series of Neglect Workshops to promote good practice and awareness of the available resources



## TOOLS: Graded Care Profile

- Based on Maslow's Hierarchy of Needs
- Identifies four areas of care: Physical, Safety, Responsiveness and Esteem - these are then broken down into sub-areas
- LSCB supports the use of the GCP for **assessing Neglect**
- Informs the child protection referral process/improves referrals
- Identifies needs of each individual child within a family
- Can be used to 'work with' and to 'engage' the family
- Objective **Assessment Tool**
- Can be used as a 'Targeted' Action Plan'
- Evaluate changes for children
- Can be used as supportive evidence
- Reflects the Cambridgeshire Threshold Document levels



[http://www5.cambridgeshire.gov.uk/lscb/info/12/child\\_neglect](http://www5.cambridgeshire.gov.uk/lscb/info/12/child_neglect)



# Progress on Cambridgeshire Priorities

## MULTI-AGENCY SAFEGUARDING HUB (MASH)

### Evidence of the performance and effectiveness of Cambridgeshire services

- ▶ Through the Cambridgeshire Children's Change programme there is increased partnership representation within the MASH responding to safeguarding concerns across the county.
- ▶ There is a stronger governance structure for the MASH and associated partner agencies. There is a Governance board, chaired by the LSCB chair, and attended by suitably senior representatives of MASH agencies covering the three MASH thematic areas of child protection, domestic abuse and vulnerable adults.
- ▶ The MASH operations meeting sits monthly with appropriate managers from MASH partners.
- ▶ The Early Help Hub is now up and running and situated next door to the MASH.
- ▶ The developments of the MASH through the Cambridgeshire Children's Change programme have increased safeguarding partners within the MASH and created the Missing Exploited Trafficked (MET) hub within the MASH.

- ▶ A MASH dataset has now been created and will be subject to monthly scrutiny through the MASH operational meeting.
- ▶ There are weekly multi agency audits of 10 cases that have moved through the MASH.

### Strengths and weaknesses

- ▶ At the start of this year the governance arrangements around the MASH were weaker than previously experienced. This is now addressed with an embedded Governance Board and the previously mentioned Operational meeting.
- ▶ Developments within the MASH have targeted children related services over this year. There is still a focus on developing multi agency services for adults in the coming year.

### Actions undertaken by LSCB and partners

- ▶ There is a single threshold document for child protection / concern matters.
- ▶ There is a defined CSE protocol.
- ▶ There is a single CSE risk management tool used within the MASH.

# Progress on Cambridgeshire Priorities

## Impact of the actions taken

- ▶ The MASH has enhanced partnership representation in a collocated environment to deliver multi agency safeguarding responses.
- ▶ The MASH is aligned to the early Help Hub.
- ▶ Agencies all working to and understanding the defined thresholds.

## Future Plans

To develop the MASH estate and infrastructure to deliver a bespoke MASH environment across child and adult safeguarding concerns alongside related domestic abuse issues.

## CHILD SEXUAL EXPLOITATION

We have two key objectives:

- ▶ Develop a model of staged intervention or “Offer” for the victims and potential victims of CSE
- ▶ Ensure the risk and vulnerability of children Missing from Care, Home and Education has been effectively managed

Work has continued to realign how we structure services to meet the needs of the children and young people at risk. The ability of professionals to identify and respond to CSE has been enhanced by the

creation of a Joint Risk Management tool specifically for CSE which now clearly highlights the level of risk and the correct level of intervention necessary to reduce it.

There is a coordinated multi-agency response to CSE:

## LSCB Joint CSE and Missing Strategic Group

This is the forum to manage our services through the joint CSE action plan. Issues arising with partners can be dealt with at this meeting and it is the forum where we would apply lessons from national themes and trends.

## MASE Meeting

This meeting ensures we respond to the identified themes and trends in Cambridgeshire. We have access to significant data surrounding CSE and Missing for analysis and respond to areas of concern as they emerge.

## Operation Makesafe

This is a police led monthly meeting concentrating specifically on an identified “cohort” of individuals most at risk. The intelligence provided focuses specifically on potential victims, locations and offenders.

Actions arising from the meeting are managed by the CSE and Missing coordinators who will ensure that the right agencies are engaged.

# Progress on Cambridgeshire Priorities

## Actions undertaken by LSCB and partners

- ▶ There has been targeted CSE education programmes have been delivered to schools across Cambridgeshire.
- ▶ They engaged with hotels and identified that wider engagement across this industry was required. This has been progressed via a wider regional CSE forum and national Police safeguarding leads.
- ▶ There was partnership engagement with a range of hotels across the county to deliver education in relation to spotting indicators of CSE and seeking such establishments to be more proactive in raising concerns to appropriate safeguarding agencies.

## Future Developments

- ▶ We are developing measures to show impact of our work that will go alongside the existing data on numbers of young people at risk and Missing incidents.
- ▶ Respond to the recognition that exploitation can be broader than just sexual and may include gang association or gang related exploitation.

## HEALTH

The 'Health Family' have continued to seek to champion the needs of vulnerable children within the health sector and to work effectively with partners during 2016/17.

## Together we have

- ▶ Maintained high levels of compliance within health providers for safeguarding children training
- ▶ Engaged with multi agency audit programme
- ▶ Embedded recommendations from CQC Inspections county wide.
- ▶ Ensured due process is followed in the event of a child death, and provided a Consultant led rapid response process
- ▶ Monitored timeliness and quality of LAC Health Assessments.
- ▶ Ensured an effective high quality service for children who are victims of child sexual abuse.
- ▶ Embedding a case conference report template into primary care to strengthen their contribution to case conferences.
- ▶ Strengthened engagement within the Multi Agency Safeguarding Hub
- ▶ Strengthened the use of a "think family" approach in emergency department settings.
- ▶ Developed a pathway for unaccompanied asylum seekers to manage blood born viruses.
- ▶ Developed and utilised a personal health care record for care leavers.
- ▶ Reviewed processes around transitioning of children to adult services in accordance with NICE guidance.
- ▶ Annual Safeguarding GP conference focussing on referrals to social care, fire safety, and unaccompanied asylum seekers.



# Progress on Cambridgeshire Priorities

## This has improved outcomes for children and young people by

- ▶ Improvements in Primary Care contribution with Case Conferences.
- ▶ Raising awareness of adults presenting in Emergency Departments where there may be hidden children who need support.
- ▶ Improved engagement around LAC health processes
- ▶ Supporting care leavers to be aware of their health needs.
- ▶ Enabled partners to know where to access information and support for young people with emotional wellbeing concerns.

## In the year to come we will seek to

- ▶ Fully embed the Child Protection Information System across the county.
- ▶ Engagement with No Wrong Door project for looked after children to improve their life chances.
- ▶ Further embed neglect tool kits across health.
- ▶ Implement resources and awareness of the work of the Lucy Faithful Foundation across the health family
- ▶ Quality audit Child Protection Medical and Sexual Abuse services

## SCHOOLS & COLLEGES

The LSCB has a designated group looking at the Education sector that includes representation from all education sectors, LA, Locality, LADO, school nurse and this year one of the LSCB lay Members joined the group.

Its main impact has been to ensure messages get to the right groups and that consistent advice and guidance is provided to schools and settings across all sectors. It has also ensured that LSCB priorities are highlighted with schools and settings, often through the conferences that are run throughout the year

- ▶ All changes across Children's Services have been highlighted and the Threshold document considered
- ▶ Reports have been submitted to the group on safeguarding Reviews and Safer Recruitment Audits carried out in schools.
- ▶ Changes and updates in Government guidance has been scrutinised including Keeping Children Safe in Education.
- ▶ There has been a response to particular issues: Sexting, Exploitation, Neglect and Children Missing



# Progress on Cambridgeshire Priorities

## VULNERABLE GROUPS & CURRENT ISSUES

### Unaccompanied Asylum Seekers

At any time around sixty unaccompanied asylum seekers are in the care of Cambridgeshire County Council. The overwhelming majority are from Iran, Iraq and Eritrea. Over 80% are male, sixteen or seventeen and placed in another local authority area. They have needs assessments and plans in place to support them but these processes were identified as needing to be enhanced. Specialist provision is being established within the Children Services 14 to 25 Team to support this and their effective integration.

### Looked after children

The outcomes for Looked After Children remain unsatisfactory. The Council's Corporate Parenting Strategy is supported by workstreams to improve this and the LSCB has received reports on the progress made, providing support and challenge as required.

The number of children getting the medical assessment they need within a month of being accommodated was low and attention has been focussed on this issue at the Board. Action has been taken to improve performance and there is evidence it has been successful.

### Children detained in cells overnight.

There was considerable attention paid during the year to the impact on young people of their being held overnight in police cells.

The most significant action to reduce the number of children detained in police cells overnight has come from increased access to responsible adults able to support the child or young person in interview. The Office of the Police and Crime Commissioner provided temporary funding to improve access and this provided ample evidence that this facility was needed. The LSCB has supported agencies in finding a long term solution to meeting this need.

### Safeguarding and Sport

The LSCB undertook a review of current safeguarding within organised football and was able to confirm the good level of Safeguarding practice now within the Football Associations.

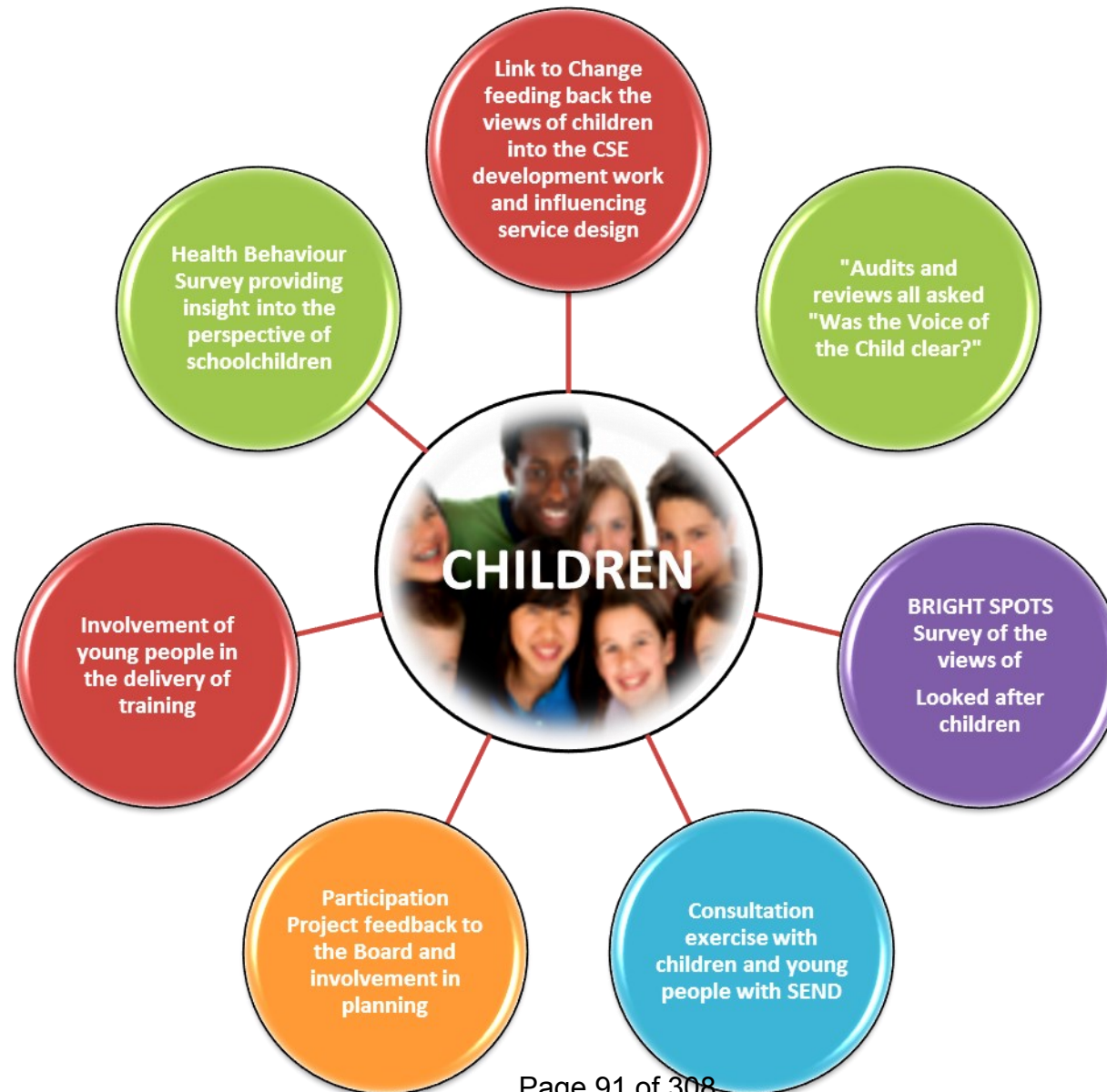
## JOINED UP WORKING

- ▶ Work with the other statutory partnerships to develop an integrated plan on how key shared objectives will be met to reduce duplication, confusion and delay.
- ▶ Work with the Adult Safeguarding Board and Peterborough Safeguarding Boards to increase efficiency and simplify the safeguarding message for staff across the partnership.

# Learning and Improvement

# Learning & Improvement

## VOICE OF THE CHILD





# Learning & Improvement

## THE VOICE OF FAMILIES

Partner agencies all have a responsibility to get the views of families and service users, through consultation, survey and Customer Care Teams. The LSCB is kept informed of the key messages that come through.

### Over the last year:

- ▶ Updated and clearer information has been made available by the LSCB and agencies to service users, including those becoming involved with the Child Protection process or Court proceedings.
- ▶ The LSCB and the Children Services emphasised the need for timely reports and minutes to be prepared and shared with young people and their families. Everyone needs to be ready and prepared if they are to engage productively in discussion and decision making.
- ▶ Children Services staff have been reminded of the need to keep service users informed of progress in actions, and if there is no progress the helpfulness of making certain families know and understand how things stand and that they have not been forgotten.
- ▶ Even greater care is being exercised with information being used and shared in meetings where there is more than one family member involved, including when it is recorded on Flip Charts. Agencies have continually remind their staff about the importance of confidentiality and the safe communication of personal information.
- ▶ Professionals have been reminded that families need to know who professionals are, how they can be contacted and what their role is.
- ▶ We have been reminded that good customer service, be it answering the phone, proper use of Out of Office or displayed ID, is important when working with young people and families.
- ▶ It has been confirmed that professionals need to be particularly careful to provide information and a supportive service to people at points of greatest importance and sensitivity to them. This includes when services begin to be involved, if there is a start to any legal process, or when there are changes in contact arrangements.
- ▶ The LSCB has embarked on producing a web based film giving important information to children and families about how services work and what they can expect to happen when they become involved.



# Learning & Improvement

## REVIEW OF PRACTICE (SCR)

For the second year running there have been no SCR in Cambridgeshire. We have, however, undertaken a number of Multi-Agency Reviews on cases which did not meet the criteria for a SCR but about which there were some concerns about multi-agency working.

Examples include:

- ▶ a boy with specialist mental health needs for whom an appropriate placement could not be identified
- ▶ two families linked by the same father where the children had been physically abused by him for a considerable period of time before the abuse was discovered
- ▶ a young woman who was in care and who was vulnerable to further abuse once she had returned to live in her local community.
- ▶ a case where historic information about sexual abuse was not appropriately shared with partners, potentially putting children at risk

In each of these cases, practitioners and managers from the relevant agencies met together and discussed their involvement with the case and identified where lessons might be learned for the future. Action plans were developed for each of the cases.

The learning points were then shared with other practitioners within the partner agencies and included in relevant LSCB training and development events. Where necessary, practice guidance and procedures were reviewed and amended. A 'lessons from practice' leaflet also summarises the learning from these Multi-Agency Reviews.

Throughout the year, work has continued with an independent school where two teachers were convicted of sex offences. The aim has been to ensure that appropriate changes had been made to the school's safeguarding practice. This work will continue into 17/18. The school have made significant changes since the offenders were identified.

From January 2017, Peterborough and Cambridgeshire combined their respective SCR sub-committees in recognition that the majority of members covered both local areas.

**Felicity Schofield**

Independent SCR Chair

# Learning & Improvement

## AUDITING

### Section 11 Audit

Every two years agencies audit how well they comply with their legal requirements to safeguard and report the audit findings to the LSCB. This was the second year of the cycle. We required confirmation that issues had been addressed as planned. This is how we know if agencies have the leadership, policies and training in place required to safeguard children effectively.

In Cambridgeshire the key agencies were able to show they met these requirements and were set up to safeguard children.

There was a separate Section 11 Audit of GP surgeries carried out this year by the CCG. This highlighted Safeguarding with this key group of professionals and enabled the CCG to work with GPs in enabling them to safeguard children.

## THRESHOLDS

Are children getting the right services at the right time? Prior to the changes in Children Services there was an audit of how the MASH responded to referrals that didn't go into Children Social Care.

### It found:

1. Thresholding decisions were appropriate.
2. Subsequent work had been undertaken within Early Help to address the needs of the children referred.
3. Referring agency records had some information missing.
4. Feedback to referrers by MASH, and therefore to families, wasn't always understood and used effectively.
5. There was only limited evidence that families understood the referral process and the reasons that CSC had decided it was not in the child's interest they become involved.
6. Some agencies are required to provide information to CSC and/or to request information from Children Services when risk is not so high that a referral was required. This causes difficulties in communication between referrers and CSC.

### As a result

1. The new MASH arrangements have clearer referral pathways for professionals and feedback to referrers is a priority.
2. Early Help and Children Social Care are working ever more closely together to ensure a child's needs are met by the right service at the right time.
3. The MASH navigator role will simplify appropriate information sharing between children services and other agencies.
4. MASH and the Early Help Hub have a multi-agency audit process to ensure the right decisions are being made to meet children's needs consistently and on time.

# Learning & Improvement

## DOMESTIC ABUSE

Agencies participated in an audit using the Ofsted inspection processes with a focus on Domestic Abuse cases

### It found:

1. There was evidence of good work being done between agencies.
2. It could be difficult to get a clear picture of the child or young person's perspective on their home life and needs
3. Professionals continued to feel that resources were not readily available to respond to Domestic Abuse
4. Professionals found it difficult to manage the complex tension involved in responding to the needs of the adults present, particularly the victim, whilst focussing on safeguarding the children.

### The key actions coming from it were:

1. The LSCB has adopted a Domestic Abuse strategy and resource pack which includes assessment models and interventions that practitioners can use when working with cases of Domestic Abuse
2. The LSCB ensures that the following are addressed in all multi-agency training. a) That the perspective of the child and significant adults must be present in all cases. b) Communication between agencies should include accurate information about the assessed needs of parents and carers.
3. Agencies will ensure that they have robust ways to identify relevant

cases and quality assure the work being done

4. The Cambridgeshire QEG should continue to monitor and improve the Child Protection Conference invitation process and attendance by agencies.
5. A review of the communication process following the identification by the police of a domestic abuse incident with a child present, including passing this information to early years provision, schools and Early Help Teams.

## CSE

Shortly before the start of the year we undertook a multi-agency audit of CSE cases. The learning was used during 2016-17.

### It found:

1. There was a need for more effective risk assessment of cases
2. There was an under developed range of resources available to meet the needs of young people at risk of CSE
3. Return Interviews were not being used to establish the views of the child and ensure their voice was heard by agencies.

All of these concerns have been addressed by the actions outlined in the CSE section of this report.

# The Child Death Overview Panel

# The Child Death Overview Panel



## THE PROCESS

The primary function of the Cambridgeshire and Peterborough Child Death Overview Panel (CDOP) is to review all child deaths in the area. It does this through two interrelated multi-agency processes; a paper based review of all deaths of children under the age of 18 years by the CDOP and a rapid response service, led jointly by health and police personnel, which looks in greater detail at the deaths of all children who die unexpectedly.

This is a statutory process, the requirements of which are set out in chapter 5 of 'Working Together to Safeguard Children 2015'. The CDOP is chaired by the Independent Chair of the LSCB. The CDOP annual report can be found on the LSCB website.

There are two versions of the annual report, one for professionals and one for general publication. This second version summarises some information in order to prevent individual children from being identified.

The information in this summary relates only to Cambridgeshire children.

## NUMBER OF CHILD DEATHS REPORTED AND REVIEWED

During the period of this report, 35 children's deaths were reported in Cambridgeshire, which is 6 deaths more than the previous year. Of those children who died, 66% were less than a year old, the majority of whom never left hospital.

## MODIFIABLE FACTORS

It is the purpose of the Child Death Overview Panel to identify any 'modifiable' factors for each death, that is, any factor which, with hindsight, might have prevented that death and might prevent future deaths.

There were two deaths in Cambridgeshire where a modifiable factor was identified. Both of these deaths were babies that died following complications during delivery.

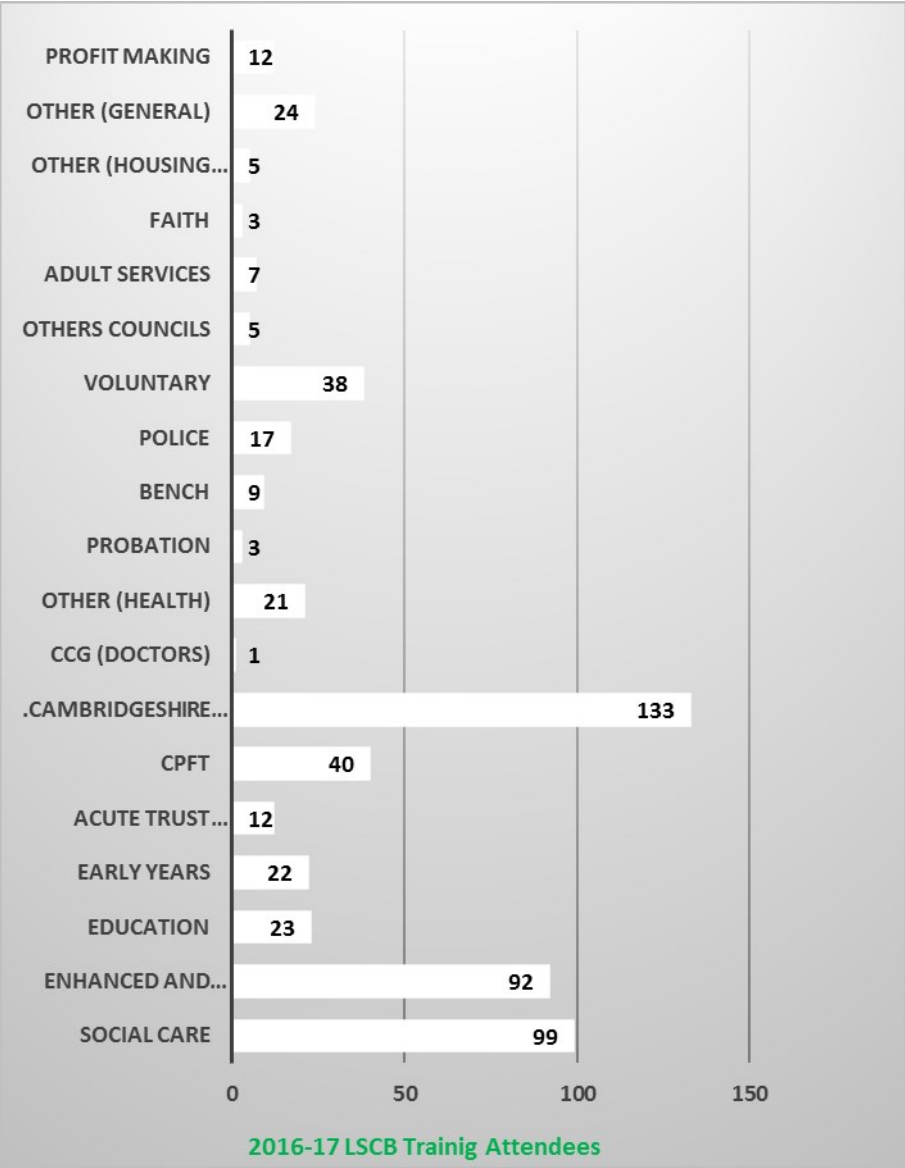
# Training & Development

# Training & Development

## LSCB TRAINING PERFORMANCE & IMPACT

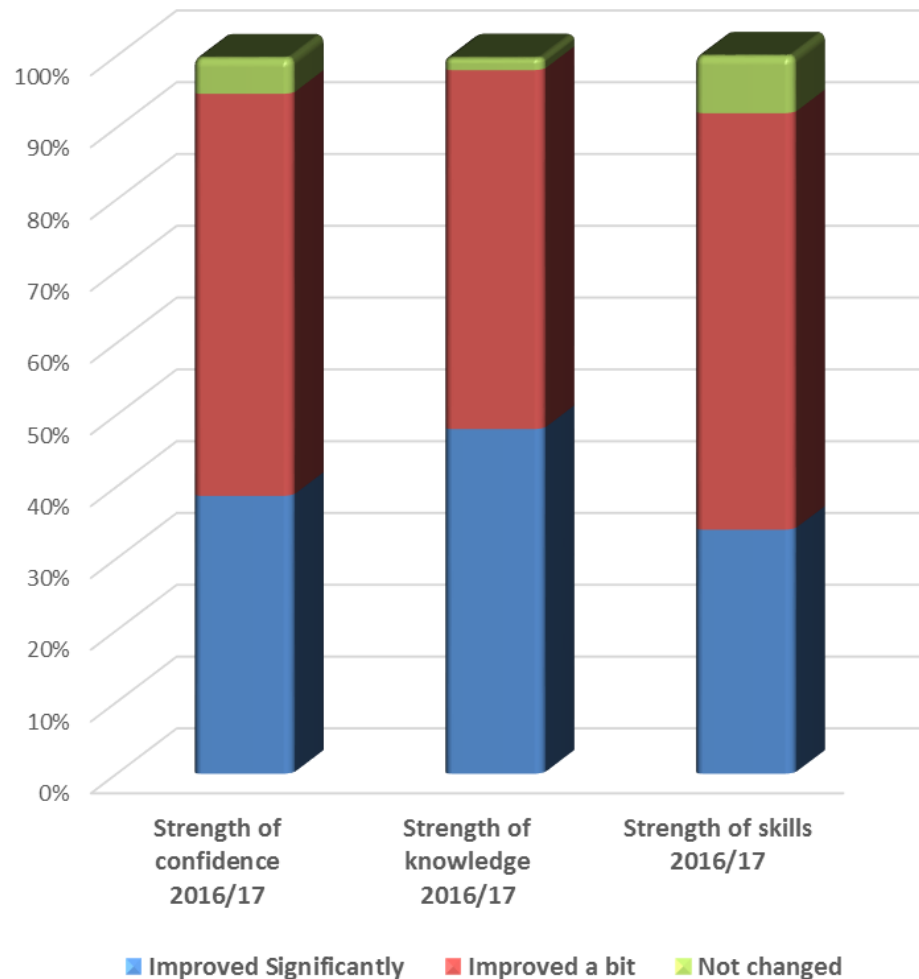
Just over 2000 professionals attended LSCB training events, free at point of delivery to LSCB contributing agencies.

- ▶ 578 practitioners attended 42 safeguarding training courses. 17 Local Practice Groups took place with approximately 217 practitioners attending. Overall, 1,289 practitioners attended 48 LPG Specialist workshops, facilitated to cascade important messages and safeguarding priorities to front line practitioners from a wide range of agencies.
- ▶ 161 people attended the joint LSCB Annual Conference day. 92% of attendees rated the day as ‘excellent to good’.
- ▶ As in previous years the LSCB training continues to offer a high standard of training; according to attendees over 90% rated the LSCB training as excellent to good, achieving the aims and outcomes. Overall the feedback on all aspects of the conference were resoundingly positive and practitioners valued the time to reflect on practice and to ‘network’, finding out about other agencies, their roles and responsibilities for safeguarding children. Local Practice Groups continue to be a safeguarding ‘mainstay’ for practitioners offering focussed safeguarding workshops and networking opportunities. Practitioners report that *‘trainers are brilliant, I feel more confident, will feedback to my team and has increased knowledge and skills’*.



# Training & Development

Training data for 2016-2017 to show improvements in practitioner skills, knowledge and confidence after attending the LSCB training courses



- ▶ Practitioner and manager reviews on the impact of the LSCB training indicate that practitioners feel that they are '100% better informed' and that the training 'is relevant to practice'
- ▶ More importantly practitioners state that their confidence, skills and knowledge has improved for working to safeguard children and young people.
- ▶ Only 3 single agency training courses have been validated by Cambridgeshire LSCB and 1 by Peterborough LSCB (3 health 1 from CCC workforce development) over the year;
- ▶ The LSCB continues to provide and support safeguarding training for those professionals who are deemed as 'hard to reach'



# Training & Development

## STRENGTHS & WEAKNESSES

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>A comprehensive LSCB training programme</li> <li>Training is well evaluated and reviewed - is shown to impact upon improving practice to safeguard children and young people</li> <li>Voice of the child within the training / child centred</li> <li>Well received annual conference</li> <li>Excellent partnership working</li> <li>Validation panel to validate single agency training</li> <li>Proactive quorate workforce development group soon to be joint</li> <li>Leaflets / information designed to support training on the LSCB website</li> <li>Booking bug and survey monkey utilised for getting people on courses and evaluation / impact tools</li> </ul>	<ul style="list-style-type: none"> <li>Depleted training pool with few people available to facilitate courses- courses cancelled</li> <li>Few planning leads for the LPGs/ LPG's closing</li> <li>Partners not taking responsibility for LSCB training – to co-ordinate / update / contribute / enable trainers to facilitate</li> <li>Partners putting pressure on LSCB training with practitioners to be trained as limited single agency courses available</li> <li>Single agency training not being validated</li> <li>Website will be changed over shortly may not have all previous programmes available</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Peterborough and Cambridgeshire LSCB Business Units joining- joined up working shared training opportunities</li> <li>LSCB Business Unit restructure – new roles and responsibilities could enhance training</li> <li>Assessment Tools becoming mandatory across the council leading to potential single agency training champions to take specialist training forward</li> <li>New LSCB website / joint with Adults safeguarding and Peterborough</li> <li>Workforce development group bi annual joint meetings for joined up approach</li> <li>New CCC structure to support LPGs</li> </ul>	<ul style="list-style-type: none"> <li>LPGs at risk if there are no planning leads to take forward</li> <li>Restructure and cost savings within agencies- reducing availability of support and staff involved within LSCB training</li> <li>Training calendar reduced as no training pool to facilitate the training- courses deleted or cancelled</li> <li>Lack of validation may impact on child protection and safeguarding – how do we know the training is happening and it's valid / robust and effective?</li> <li>LSCB Training Manager role is changing – may impact on full time support for training in terms of planning, oversight, development and delivery</li> </ul>

# Training & Development

## Action Undertaken by LSCB and Partners

There is little match between agency use of training and commitment of resources to the training pool, and an increase in support for the pool from some agencies is needed if we are to maintain training with reliable levels of delivery.

To support a local multi-agency approach the LSCB partners need to renew their commitment to allowing staff to continue to facilitate in both the LSCB training pool and the LSCB specialist training pool or both pools will close and the LSCB training will be at risk. Trainers should be willing to commit their time to the training and to plan accordingly.

Business Committee and Workforce development members need to agree on what training is a priority. Both LSCBs are in discussion regarding what courses can be cross the county and what issues are coming out of research, section 11 returns, serious case reviews as local training needs.

Heads of service from social care and Early Help are meeting with the LSCB with a view to bolstering the planning group's membership, reviewing the terms of reference for the LPGs and mapping the LPGs onto the new district model.

In terms of validating courses agencies need to understand that this is a statutory requirement and to ensure that their safeguarding training is either validated or accredited to ensure the training is fit for purpose for a competent and skilled workforce in terms of child protection.

## Impact of Actions Taken

The impact of the actions suggested above should ensure the continuation of LSCB training programme and local practice groups for the foreseeable future. This will inform practitioners and improve practice for safeguarding and protecting our children and young people. Additionally by monitoring and reviewing single agency safeguarding training we can be assured that practitioners within agencies are equipped and confident to undertake safeguarding work with children and families.

## Future Plans

Cambridgeshire LSCB training is a grounded and respected safeguarding resource for front line practitioners and managers. Moving forward, we need partner support and trainers for the programme. There will be a joint training programme with Peterborough and we will explore the possibility of a different focus on our training, holding shorter days and workshops to enable staff to attend.

# Priorities for Next Year & Beyond

# Priorities for Next Year & Beyond

## ENSURE EFFECTIVE SAFEGUARDING OF CHILDREN AGAINST NEGLECT

- ▶ Demonstrate the successful implementation of the Neglect Strategy.
- ▶ Show that staff are equipped to make informed, consistent assessments of families where neglect is an issue using the Graded Care Profile.

## CHILD SEXUAL EXPLOITATION & MISSING

- ▶ Continue the focus on ensuring that children who are vulnerable to exploitation are safeguarded
- ▶ Ensure the risk and vulnerability of children Missing from Care, Home and Education has been effectively managed
- ▶ Safeguard children from the risk of exploitation by Gangs.
- ▶ Safeguard children from the risk of exploitation by extremism and radicalisation.

## THE VOICE OF THE CHILD

- ▶ Continued development in obtaining the views of children and young people for decision making and identify the impact of those views.

## ENHANCEMENT OF LSCB EFFECTIVENESS IN DISCHARGING ITS RESPONSIBILITIES

- ▶ Working Together is being reviewed in the light of the Social Care Act.
- ▶ The LSCB is re-structuring how it works to prepare for the changes. It will need to continue to show it is effective, is in line with statutory requirement and meets the needs of Cambridgeshire children.

## DEVELOPING AND SUPPORTING EFFECTIVE WORKFORCE

- ▶ To have in place adequate resources and capacity to deliver or commission training.
- ▶ That policies, procedures and practice guidelines inform and support training delivery in line with the Learning and Implementation Framework
- ▶ Undertake reviews of local training needs, taking into account research, national developments, learning from SCRs and child death reviews (not only those carried out locally), and Board priorities.

**EDUCATIONAL OUTCOMES: PROVISIONAL RESULTS**

**To:** Children and Young People Committee

**Meeting Date:** 12<sup>th</sup> September 2017

**From:** Wendi Ogle-Welbourn, Executive Director, People and Communities

**Electoral division(s):** All

**Forward Plan ref:** n/a **Key decision:** No

**Purpose:** To brief the Committee on the provisional exam results for Cambridgeshire.

**Recommendation:** To note the provisional exam results for Cambridgeshire

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
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## **1. BACKGROUND**

- 1.1 The Learning Directorate reports annually to the Children and Young People (CYP) Committee on the performance of Cambridgeshire's maintained schools and academies in the end of key stage assessments and tests for the Early Years Foundation Stage (EYFS), which is end of Reception year; Key Stage 1 (KS1), which is the end of Year 2 [infants] and Key Stage 2 (KS2), which is the end of Year 6 [juniors]; and in the end of Key Stage 4 examinations (GCSEs or equivalent).

## **2. MAIN ISSUES**

- 2.1 At the time of publishing the reports for the meeting on 12 September 2017 the local authority had not yet received all of the provisional GCSE results. Therefore a presentation will not be available until 11<sup>th</sup> September and it will be publicised at that point.

## **3. ALIGNMENT WITH CORPORATE PRIORITIES**

### **3.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

### **3.2 Helping people live healthy and independent lives**

There are no significant implications for this priority.

### **3.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

## **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**

There are no significant implications within this category.

#### 4.5 **Engagement and Communications Implications**

There are no significant implications within this category.

#### 4.6 **Localism and Local Member Involvement**

There are no significant implications within this category.

#### 4.7 **Public Health Implications**

There are no significant implications within this category.

Source Documents	Location
<i>None</i>	





**CAMBRIDGESHIRE CHILDRENS AND SAFEGUARDING SELF ASSESSMENT REPORT**

*To:* **Children and Young People Committee**

*Meeting Date:* **12<sup>TH</sup> September 2017**

*From:* **Theresa Leavy Interim Director Children and Safeguarding**

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

*Forward Plan ref:* **n/a** *Key decision:* **No**

*Purpose:* **The Committee is being advised on the self assessment of performance across Children's Services and the regional challenge exercise undertaken in Summer 2017.**

*Recommendation:* **The committee is asked to note the content of the report, including the areas where services are performing well as well as those where there is a continuing need for improvement.**

<b><i>Officer contact:</i></b>		<b><i>Councillor Contact</i></b>	
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Tel:	01223 703286	Tel:	01223 706398

## **1. BACKGROUND**

- 1.1 This report summarises the arrangements for the self-assessment of the quality of children's services in Cambridgeshire. The report also describes the arrangements for assuring the robustness of the self-assessment through the Eastern Region of the Association of Directors of Children's Services.
- 1.2 A key element of any inspection by OfSTED is an assessment of the extent to which the leaders and managers of children's services understand the quality of the services for which they have responsibility, including their understanding of any areas for continuing development.
- 1.3 Children's services in Cambridgeshire received their last full inspection in June 2014, when within an overall grading of Good, services for children in need of help and protection were graded as Requires Improvement with Ofsted noting that the local authority recognised that there needed to be a continued focus on improvement to ensure that all children were appropriately safeguarded and the remaining variability and inconsistency in the quality of some case work was addressed.
- 1.4 The Joint inspection of services for children with Special Education Needs or Disabilities undertaken in March 2017 stated:

"Senior leaders in the local area are working well together to improve services for children and young people who have special educational needs and/or disabilities. They have clear plans in place to address their key priorities for improvement. Consequently, outcomes for the children and young people are improving *and* Leaders' self-evaluation of the local area's strengths and priorities for development is accurate." *Ofsted*
- 1.5 Ofsted are presently reviewing their inspection framework and future inspections of children's services are anticipated to be more varied and responsive.
- 1.6 Appropriately Ofsted and other inspectorates have raised both the bar for inspection outcomes and the focus on key areas (for example, Neglect/Child Sexual Exploitation/Missing/Involvement in gangs etc.) over the past few years
- 1.7 Inspections will be largely unannounced or are announced with minimal notice and it is therefore difficult to predict when an inspection will take place. However, given it is now more than three years since the last full inspection, a further full inspection is likely within the next twelve months.

## **2. MAIN ISSUES**

- 2.1 As noted above, self-assessment provides evidence of the extent to which leaders and managers know the services for which they are accountable. This includes knowing about strengths and good practice as well as about areas for development and the extent to which there are plans in place to address these.

- 2.2 Sell-assessments also help local authorities to be prepared for when they are notified of an inspection. Inspections are either unannounced or announced with minimal notice, meaning that it is helpful to have a regularly revised assessment of local service provision.
- 2.3 In common with all local authorities in the Eastern Region, Cambridgeshire completes an annual self-assessment using the Association of Directors of Children's Services (DCS) Eastern Region template. The most recent of these self-assessments is attached as Appendix 1 to this report. It is very detailed, but the main findings are summarised later in this report.
- 2.4 The self-assessments produced by each local authority in the Eastern Region are subject to peer-challenge. This means that Directors of each authority undertake to analyse the quality of the self-assessments of two other authorities and provide a view about the extent to which assessments are evidenced-based.
- 2.5 Feedback from the DCS challenge was that our self-assessment described accurately our strengths and areas for development as reflected and in line with our national performance indicators. The DCS group felt that there was strength in the level of self awareness depicted across the assessment and would be improved further by incorporating more impact on outcomes data as it becomes available.
- 2.6 **Summary of Self Assessment**  
The main self-assessment at Appendix 1 contains detailed information about Cambridgeshire its population and demographics.
- 2.7 The self assessment highlights the level of increase in demand the council have experienced across children's services in the past three to five years. This has led to an increase in the number of children subject to Child Protection planning and the numbers of Looked after Children
- 2.8 The self-assessment reports that we are able to demonstrate many areas where practice has improved and continues to improve in light of changes within the Children's Change Programme.
- 2.9 In particular, we can evidence:
- An effective Integrated Front Door incorporating a Multi Agency Safeguarding Hub (MASH) and Early Help Hub allowing us to access families into the right service in a more effective and timely manner.
  - An increasingly effective and accessible Early Help Service offer delivering good outcomes to more families;
  - An increase in both social work and clinician capacity within our social work units, which supports the Cambridgeshire model of systemic practice.

- Improved Quality Assurance and increased management oversight in many areas including in respect of children subject to child protection plans;
- Consequently we have seen a decrease in the numbers of children subject to multiple child protection plans.
- Improvements in a range of compliance areas including in relation to the timeliness of completion of assessments and regular visiting of children.
- Our Looked after Children and Care Leavers report good relationships with their social workers and carers.
- We have established a No Wrong Door model of practice to provide young people with complex needs who are experiencing family breakdown, those looked after, and those leaving care with flexible accommodation and support from a single multi-agency service.
- We have a strong participation service and increasingly an effective structure for gathering feedback from all of our customers and using that feedback to shape our services.
- Our Special Educational Needs and Disability (SEND) service is increasingly focussed on improving the outcomes for our vulnerable groups.
- An improved career structure and workforce development programme for all staff.
- Good retention and recruitment rates in most teams within the children's and safeguarding workforce with very few management vacancies and vacancies across services now generally at or below 10%;
- We have developed an effective monthly dashboard that managers use within a robust performance management structure.

Areas where we have identified a need for some continuing development include:

- Educational outcomes for our vulnerable groups require improvement
- Some areas of service presently have higher caseloads than we would want whilst recruitment is finalised.
- The Health Assessment compliance for our Looked after Children especially those placed out of county continues to require improvement.
- The numbers of children placed out of county and in other than our own foster care is too high.

- The numbers of children who are subject of a child protection investigation but ultimately receive no service has been too high – this is decreasing but requires continuing attention.
- Many of the assessments and much of the care planning undertaken by our staff is good; analytical, outcome focused and well recorded. However the consistency and quality of these activities remains a focus of our attention.
- The consistency and quality of management oversight and supervision, which links to the quality of assessments and care planning is also an on-going area for attention

- 2.10 • We want more of our Care Leavers to be in good accommodation and to be in work or education.

- 2.11 Each Workstream within the Local Authority has a detailed service plan within which these and other areas for development are detailed and monitored.

The Children's Performance Board, the LSCB and the Corporate parenting Committee track the delivery of improvements across the service.

### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

#### **3.1 Developing the local economy for the benefit of all**

- 3.1.1 There are no significant implications for this priority.

#### **3.2 Helping people live healthy and independent lives**

- 3.2.1 The extent to which Safeguarding is delivered effectively will have an impact on:
- the capacity of families to meet their own needs independently and
  - the long term health of children and young people.

#### **3.3 Supporting and protecting vulnerable people**

- 3.3.1 The Report covers the self assessment of the services responsible for the safeguarding of children and young people, and the services we provide for children with SEND and those who are Looked After by the council. It contributes to establishing how far the Council:
- Meets its statutory responsibilities towards safeguarding children.
  - Provides an effective service to all children within its area.
  - Meets its Corporate Parenting statutory responsibilities towards Looked after Children.

### **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**

There are no significant implications within this category.

**4.5 Engagement and Communications Implications**

There are no significant implications within this category.

**4.6 Localism and Local Member Involvement**

There are no significant implications within this category.

**4.7 Public Health Implications**

There are no significant implications within this category.

<b>Source Documents</b>	<b>Location</b>
Children's Self-assessment	Appendix 1

# EASTERN REGION ADCS

## CHILDREN'S SERVICES SELF-ASSESSMENT

### August 2017

<b>Local Authority:</b>	<b>CAMBRIDGESHIRE</b>
-------------------------	-----------------------

Self-Assessment Contact name:	Lou Williams
Telephone:	
Email:	Lou.Williams@cambridgeshire.go.uk

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## PART A: CONTEXTUAL INFORMATION

### 1. Key Personnel in post

Job Title	Name	Start date in current role
Chief Executive	Gillian Beasley	November 2015
Chair of Children and Young People's Committee	Cllr Simon Bywater	May 2017
Shared Executive Director for People and Communities (Peterborough City Council and Cambridgeshire County Council)	Wendi Ogle-Welbourn	Interim from October 2016 Permanent July 2017
LSCB Chair (Shared with Peterborough)	Russell Wate	October 2016
Service Director Children and Safeguarding	Lou Williams	July 2017
Service Director Learning	Keith Grimwade	January 2013
Service Director Commissioning	Will Patten	July 2017

### 2. Key Documents

Key documents should be publically available, and links to these or to other documents relating to specific services are provided below or within the body of the self-assessment.

Publication of key over-arching documents		
Document	Date	Link to website or document where appropriate
Business Plan 2016-17		<a href="http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/90/business_plan_2013_to_2014">http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/90/business_plan_2013_to_2014</a>
Joint Strategic Needs Assessments	various	<a href="http://www.cambridgeshireinsight.org.uk/joint-strategic-needs-assessment/current-jsna-reports">http://www.cambridgeshireinsight.org.uk/joint-strategic-needs-assessment/current-jsna-reports</a>
Key Strategies relating to services for children can be found on the Council's webpage – these include <ul style="list-style-type: none"> <li>• Strategy for Children's Families and Adult Services</li> <li>• Building Family Resilience -</li> <li>• Sufficiency statement</li> <li>• Accelerating Achievement of Vulnerable Groups Action Plan</li> <li>• School Improvement Strategy</li> <li>• Community Resilience Strategy</li> </ul>	2015 /16 onwards	All available at:  <a href="http://www.cambridgeshire.gov.uk/info/20076/children_and_families_practitioners_and_providers_information/370/providing_childre_n_and_families_services/5">http://www.cambridgeshire.gov.uk/info/20076/children_and_families_practitioners_and_providers_information/370/providing_childre_n_and_families_services/5</a>

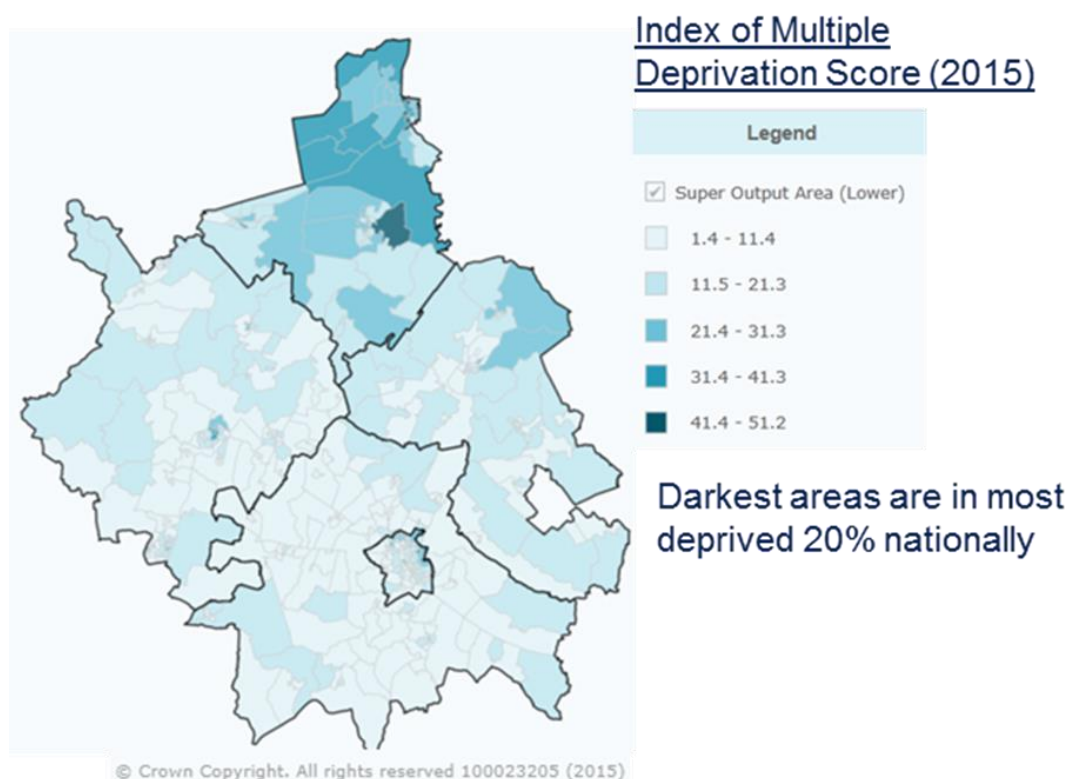


<ul style="list-style-type: none"> <li>• Special educational needs and disabilities Commissioning Strategy</li> <li>• Emotional Health and Well-Being strategy</li> <li>• Early Help Strategy</li> </ul>		
LSCB Annual Report and Business Plan	2015/16	<a href="http://www.cambridgeshire.gov.uk/lscb/info/1/home/12/lscb_structure_and_sub-groups/2">http://www.cambridgeshire.gov.uk/lscb/info/1/home/12/lscb_structure_and_sub-groups/2</a>

### 3. About The Local Area and Services for Children

#### Our Population – Rapid Growth and Inequalities

Cambridgeshire has a growing population with a resilient economy. The population of the County is forecast to increase by around a quarter from approx. 600,000 to just over 800,000 over the next 20 years. Despite the general affluence of the county there are also communities in Cambridgeshire with significant needs. There are pockets of real deprivation and some geographically isolated communities especially in the north of the County. The difference in income levels, parental skill levels and aspiration is marked in these communities and there are big gaps between the outcomes for children from prosperous and deprived families.

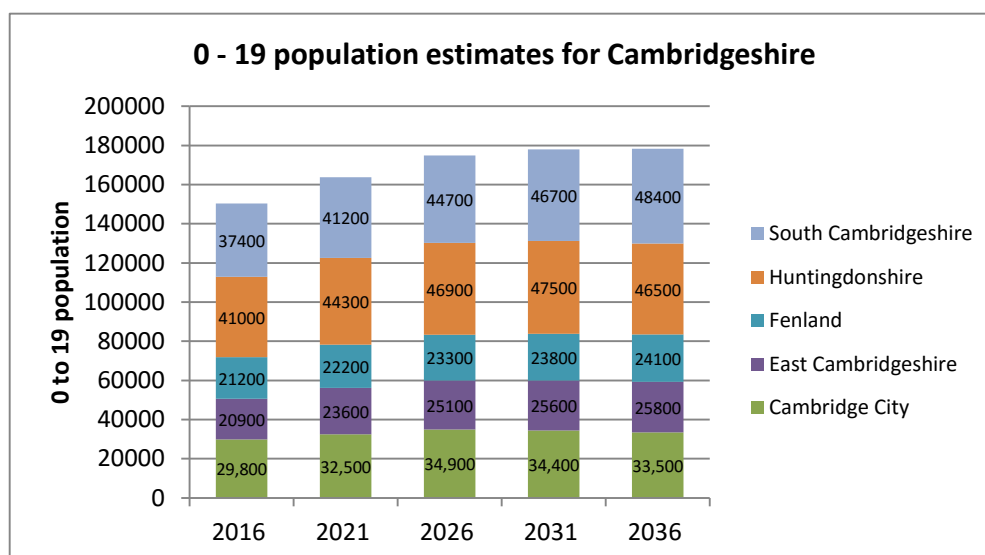


There are approximately 133,000 children and young people aged 0 – 17 living in Cambridgeshire. 12.5% of those children live in poverty, however over 65% of children who are living in poverty actually live in our less deprived areas and, the evidence base suggests, that it is these children for

whom outcomes are worst, in particular the gap between the educational attainment of pupils from deprived background and their peers.

### Growth

Current and planned housing developments in Cambridgeshire are creating an increase of young families. The 2015-based population and dwelling stock forecasts show a growth in Cambridgeshire and Peterborough's population of 23% between 2016 and 2036, an increase of almost 194,000 people. By 2036 the population of Cambridgeshire and Peterborough is forecast to total just over 1 million. The number of children and young people is forecast to grow by about a fifth. This is around 28,000 more 0-19 year olds than today.



The population growth between now and 2036 will not be spread evenly across the county. The largest increases are expected in South Cambridgeshire and in East Cambridgeshire.

### Diversity

The population is increasing in diversity. Across the county around 11% of school children are from a black or minority ethnic group. The number of pupils with an Eastern European language as a first language has increased with the Wisbech locality seeing the greatest increase from 5.4% of pupils in 2009 to 22.4% in 2015.

### Our services experiencing increased demand

We work with over 250 schools to ensure over 80,000 children get the high quality education they deserve. We look after about 660 children and find permanent placements for many of them.

We support those who have Special Educational Needs, including around 3,000 children with Statements/Education Health and Care Plans and we have provided more than 1,000 disabled children and young people with short breaks through the use of Personal Budgets, including almost 800 with Direct Payments for all or part of their support, 50,000 hours of individual support and 4,600 overnight stays.

Overall around 3,600 children are receiving services from Early Help, approximately 2,000 children and young people are receiving help from specialist local authority services, such as our Youth

Offending and therapeutic services including our SEND support teams and around 3,200 children and young people are open to Children's Social Care services.

Our own services, and our partners, have experienced an increase in demand especially in the area of increased mental health needs in children and young people and behavioural difficulties experienced in our schools.

We are aware of the "gap" between our vulnerable populations of children and the rest of our communities. Educational attainment for vulnerable groups, especially those with Special Educational Needs (SEN), those eligible for Free School Meals (FSM) and Children in Need (CIN), at all key stages is poor and the gaps between the achievement of vulnerable groups and their peers are still large, and bigger in Cambridgeshire than nationally.

Only 1 in 5 CIN achieved the KS2 benchmark in 2016 and 1 in 7 the GCSE benchmark level. Cambridgeshire CIN perform not only below other Cambridgeshire pupils but at KS2 also below their CIN peers in other authorities and in England as a whole.

Our CIN population has high levels of SEND and eligibility for Free School Meals and are also less likely to be in school and experience higher levels of persistent absence and fixed term exclusions.

We also know that our young people are more likely than their peers to be admitted to hospital as a result of self-harm. In 2014/15 there were 567 admissions to hospital of young people aged 10 to 24 years as a result of self-harm, significantly higher than the England rates.

For the combined period of 2013/14 and 2014/15 around 56% of self-harm admissions in under 18 year olds had a mental health diagnosis recorded, with the majority for mood [affective] disorders.

A number of areas of provision have been under substantial pressure in recent years with an increase of nearly 30% activity in the key areas of Child Protection and over 100% across Looked after Children (LAC) between April 2013 and July 2016. We have also seen an increase in the numbers of UASC arriving in the county.

In June 2016 we launched a Children's Change Programme (CCP) to re-shape services in order to ensure we make the best use of our resources to meet needs sooner, respond effectively to rising demand and improve outcomes for the groups of children who currently do least well in Cambridgeshire. This transformation is now complete with most new arrangements in place and embedding.

## **PART B: SUMMARY**

### **1. Review of the last year (April 2016 to March 2017)**

#### **1.1 Progress on LA Areas for Improvement from Last Self-Assessment**

<b>Area for Improvement</b>	<b>Outcome</b>	<b>Reference to further information</b>
Levels of attainment for all children at KS2 and for vulnerable groups, specifically those with SEN and who are also entitled to Free	Proportions of Good or better schools is improving and is now close to national levels.	Section 7

School Meals who continue to underperform. More children being able to attend a Good or better school will support this.	Although most vulnerable groups have made progress the gap between children in vulnerable groups and their peers remains too wide.	
Area for Improvement	Outcome	Reference to further information
Reduction in demand for highest tier services and high cost placements	Numbers of children in our highest tier services continue to rise, however we are increasingly securing placements in a family setting and in County. Children's Change Programme has been commissioned to better deploy our available resource to meet these expected levels of need in our communities.	Section 9, 10, 11
Improving the system to support children in need of help and protection particularly in regard to the quality of CP and CIN planning to make best use of resource available to meet rising demand.	Our Children's Change Programme has been commissioned to deliver improvements across Children's Services. This includes the development of new roles to develop practice within Children's Social Care to refocus on systemic practice and to find ways of better utilising resources within families and communities.	Section 2.3 Section 9 and 10

## 1.2 Regional Areas for Improvement Last Year

Area for Improvement	Outcome	Reference to further information
To narrow the gap in attainment of vulnerable groups with that their peers at Key Stage Two	Gaps remain large, particularly for children with SEN support who are also FSM eligible. Gaps remain larger in Cambridgeshire than between vulnerable groups and all children nationally. We have brought focus to this as part of an SEND peer review conducted in November 2016 and there is a continued focus on improvement via the SEN Support Action Plan.	<i>SEN Support Action Plan</i>
<p>"Doing things differently"</p> <ul style="list-style-type: none"> <li>Reduce reliance on social workers/broaden the skill mix</li> <li>Simplify processes and systems</li> <li>Share best practice interventions</li> <li>Move from 'process to change'</li> <li>Challenge parameters – innovate, sustain and embed change to support achieving sustainable Children's Services</li> </ul>	<p>Under the Children's Change Programme we have significantly reshaped our services to bring together our Children's Social Care and our Enhanced and Preventative Services within a shared management structure.</p> <p>Developed an Integrated Front Door with Early Help Hub and MASH to ensure families access the right service provision in a timely way.</p>	<i>Children's Change documentation</i>

	Development of integrated services across the threshold of need at a district level.	
	Transformation continues in 2017/8 with a review of Children's Centre services.	

### 1.3 Top Three Outcomes We Are Proud Of Achieving This Year

Strength or Outcome	Reference to further information
<b>Keeping children and young people in education and training:</b> Overall NEET performance continues to be good in comparison to our statistical neighbours and nationally. Cambridgeshire rates of permanent exclusions are low.	Section 7
<b>Outcomes for Young Offenders:</b> Compared to statistical neighbour and national trends Cambridgeshire continues to have low rates of reoffending. Recent inspection concluded 84% of work done to ensure young offenders complete their sentence was done well and that good attention was given to diversity factors and to responding to the individual needs of young people. Parents/carers are involved well and staff build positive relationships with children and young people. The inspection overall was positive about the work of the partnership in this area.	Section 14
<b>Improvement in the numbers of children attending Good or better schools</b> and the overall proportion of schools assessed as being good or better. We have also seen improvement in outcomes for some vulnerable groups this year at Key Stage 4.	Section 6
<b>Cambridgeshire performs well in all areas of the adoption scorecard</b> with care proceedings being completed in timescale and with children waiting for shorter times to move in with adoptive families than in other similar authorities.	Section 12

### 1.4 Summary of Reviews, Evaluations and Inspections

a) Ofsted Social Care, School Improvement Inspections, CQC inspections of health services, peer reviews, etc.

Title	Date	Outcome Reference to further information
CQC Safeguarding Inspection		Made positive reference to the adult facing substance misuse services commissioned by the Council
Inspection of youth offending services	November 2016	Inspection rated out of 4 stars - <ul style="list-style-type: none"> <li>Reducing re-offending - 3 stars</li> <li>Protecting the public – 3 stars</li> <li>Protecting children and young people – 3 stars</li> <li>Making sure the sentence is served – 4 stars</li> <li>Governance and Partnerships – 3 stars</li> </ul>
Pilgrim PRU (Medical Needs PRU)	November 2016	Outstanding

SEND Peer Challenge	November 2016	Made positive comments re a number of aspects of provision, eg. For children at risk of exclusion, and recommendations on how to develop the local offer for SEN support.
SEND Inspection	March 2017	A positive inspection not requiring a formal action plan.

## b) School Inspections

Source: <http://www.ofsted.gov.uk/resources/latest-monthly-management-information-outcomes-of-school-inspections> (June 2017 issue)

	Total number inspected	Outstanding	Good	Requires improvement	Inadequate	% Good or Better
Nursery	7	4	3	0	0	100%
Primary	193	20	144	27	2	85%
Secondary	30	7	18	4	1	83%
PRU	2	1	1	0	0	100%
Special Schools	8	2	5	1	0	88%
ALL SCHOOLS	240	34	171	32	3	85%

## 2. Looking Forward To 2017/18

### 2.1 Top Four Outcomes We Need To Improve

Area for Improvement	Reference to further information
<b>Our vulnerable children achieve at least as well as their peers-</b> Educational attainment for children eligible for Free School Meals, particularly those with SEND and those who are Children in Need or Looked After Children.	Section 7
<b>Families access the right services at the right time</b> - Timeliness of cases progressing through the new Integrated Front Door – this is improving but from low performance and needs to continue to improve.	Section 9
<b>Assessments and interventions are effective and have impact</b> - Reduce the number of children who become subject to child protection plans on more than one occasion.	Section 10
<b>Our children and young people at risk are effectively identified and receive impactful interventions</b> - Improving identification of children who go missing and who might be at risk of CSE along with providing more responsive services which can offer direct and expert support to these young people.	Section 15

### 2.2 Top Three Risks For The Future

Risk	Reference to further information
<b>Continued pressure on budgets</b> in a context of similar or rising demand including those arising from growing communities. Increasing complexity of cases means that our social care teams are increasingly working high risk cases which increases overall levels of risk in the system as a whole.	Risk Register
The current <b>IT systems</b> are limited in their flexibility –a new IT service has been commissioned but the implementation of this and the interim limits of current systems may impact on our ability to provide, record and produce analysis about the services we are providing and limit our ability to understand what work is most impactful	
<b>Children's Change</b> is a large scale and ambitious programme, which was commissioned to help us focus on improving both the experience of families and the use of resources. It aimed to simplify systems, integrate services and focus on working systemically to find and use family and community resilience. However, substantial change has taken place alongside change in other parts of the council and it has taken some time for new arrangements to start to work smoothly.	

### 3. INNOVATION, PILOTS AND GOOD PRACTICE

Title and Description	Date
<b>Partnership working:</b> Assessment by IPSO MORI of partnership arrangements to deliver the Troubled Families Programme in Cambridgeshire rated these as relatively mature and strong partnership working was commented on the recent SEND Inspection.	Report available on request
Systems for quality assuring and monitoring the use of <b>Alternative Provision</b> are recognised as best practice nationally. We have nationally recognised good practice in supporting schools to provide high quality Alternative Provision for children.	On-going
The <b>SPACE Project</b> works with mothers who have had at least one child permanently removed from their care to support them to significantly improve their circumstances before having any further children. It represents an innovative approach to reducing the numbers of children who need local authority care in the longer run.	Oct 2015 – April 2017
The <b>Autism Education Trust</b> promotes effective education practice for all children and young people on the autism spectrum. Through a network of regional hubs they provide training to early year's settings, schools and colleges on supporting children with autism. In the Eastern region, this is co-ordinated by Cambridgeshire County Council.	Ongoing
We have worked closely with North Yorkshire Council to develop a <b>No Wrong Door</b> approach to our most vulnerable young people in crisis and at risk of family breakdown. This project has been supported by the CCC Transformation Fund.	April 2017-
Cambridgeshire has established its first staff led mutual, through the spinning out of <b>Multi Systemic Therapy Services</b> during 2017. This follows extensive work over the last 18 months supported by a DFE Innovation Fund	April 2017



<b>Cambridgeshire DAAT</b> reached the finals of the National Learning Disability & Autism Awards for work raising awareness of drugs and alcohol harm for people with learning disabilities. This was a joint nomination with the Cambs treatment provider Inclusion and VoiceAbility. Cambridgeshire DAAT were invited to speak about this work at a national conference led by the Learning Disabilities Observatory.	May 2016
<b>Title and Description</b>	<b>Start and completion date</b>
The <b>IDVA Team</b> were nominated and reached the finals for a Suzy Lamplugh National Personal Safety Award in 2016 for their work to keep victims of domestic abuse safe in the community.	2016
Our Voices Matter panel – <b>Children in Care Council</b> were winners of the 'Children in Care Category' 2016 Children and Young People Now Awards.	2016
We continue to develop our <b>systemic training</b> . Training is run in-house, and addresses Unit working, and systemic family work to reduce risk. We are delivering training to the Slough Children's Trust, which has had good impact. We continue to innovate with our practice-based courses in domestic abuse work, and parent-infant mental health. Research into working with 'hard to reach' families informs innovative teaching and training methods using 'naturally occurring' data. We are working with academic partners such as UEA to evaluate different aspects of service development including systemic training.	ongoing
The <b>Siblings Together</b> project for creating contacts for children who are looked after and living separately was evaluated as successful.	ongoing
The <b>Cambridge District Team in partnership with Pinpoint</b> delivered a self harm group shortlisted as a finalist in the Mental Health and Wellbeing Award category of the 2017 CYPN National awards.	Nov 2017
<b>Children's Social Care Participation Services</b> shortlisted as finalists for the Public sector Children's Team award category of the 2017 CYPN National awards.	Nov 2017

## PART C: CURRENT SELF-ASSESSMENT

### 1. LEADERSHIP AND GOVERNANCE

- 1.1) There is a strong political focus on children's services.
- 1.2) Strategies and priorities are clear, and are driving the required improvement.
- 1.3) Senior Leaders, including the DCS, discharge their statutory responsibilities. They understand it's effectiveness, identify and deal with areas for developments; deficiencies; new demands; strengths and weaknesses of front line practice and the impact on children and their families. Shortfalls are identified and addressed. (M)
- 1.4) There is stability within the management structure. There is/has been low or no turnover and change in senior leadership and interim managers.
- 1.5) There are limited service reorganisations but where they do occur they are purposeful and effective.



1.6) Service/team meetings and development days occur regularly and staff are informed about priorities, performance and are supported to keep up to date. Feedback from frontline staff is listened to, and acted upon.

1.7) The vision, strategies, policies and procedures are up to date. Priorities and plan(s) for improvement are realistic, measurable, accessible, understood by all staff and can be seen from strategic level to individual appraisals.

#### **Summary and evidence:**

##### **Summary:**

**2016/17 has seen changes within the Senior Leadership Team and also the Children's Change Programme.**

**The newly integrated Senior Leadership Team for Children and Families is a mixture of previously existing Heads of Service from both Early Help and Children's Social Care, and new appointments both internal and external. April 2017 saw the launch of the consultation for the integration of the Executive and service Directors level across Peterborough and Cambridgeshire which came into effect in July 2017. Continuity of leadership has been provided through the appointment of the experienced DCS from Peterborough to a joint role across Cambridgeshire and Peterborough. All other managers (except the Head of Quality Assurance) at tier three and four are now permanent employees.**

**The Commissioning Directorate has been reviewed and redesigned to support the work required across services, there has also been a Corporate Capacity Review that has created a centralised Transformation and Business Intelligence Team.**

**The delivery of these transformation programmes will support improved business and service outcomes in the medium to long term, in the short term there are challenges in regard to managing through the level of change in the system.**

**There was a County Council Election in May 2017 alongside the election of the first Mayor for Peterborough and Cambridgeshire.**

#### Political structure

Following local elections in May 2017 the Council was returned as a Conservative majority council. Children's and Safeguarding Services are primarily governed by a Children and Young People Committee, the membership of which reflects the balance of party membership of the Council. The Chair of the CYP Committee is the Lead Member for Children's Services. Regular meetings with all party group representatives allow for discussion of policy with all group leads of the committee prior to committee meetings.

The Corporate Parenting Panel is chaired by the deputy chair of the Children and Young People Committee and is well attended across party and is scheduled to be converted into a sub committee of the Children and Young People Committee with seconded young carer leaver representatives.

#### Management structure

The Council's Children, Families and Adult Services executive directorate was established in April 2013 and has recently become a new People and Communities directorate. During 2016/17 there were 6 directorates within Children, Families and Adult Services. In June 2016, Children's, Families and Adults Services announced proposals to bring Children's Social Care and Enhanced and Preventative Services into a single management structure as part of the Children's Change programme.

Directorates within People and Communities are:

- Children and Safeguarding
- Learning
- Strategy and Commissioning
- Adults Services
- Community and Safety

Each directorate has a single shared Service Director with Peterborough City Council and two Assistant Directors who retain operational leadership in each of Cambridgeshire and Peterborough.

The Executive Director of People and Communities has the statutory role of Director of Children's Services and Director of Adult Social Services, and sits on the Strategic Management Team of the Council, chaired by the Chief Executive.

The post of Principal Social Worker was filled in June 2017. A number of new practice development roles have been created to ensure a forensic focus on Court Work Practice, Permanency planning and Family Network development.

Practitioner Groups are held for staff on a regular basis and provide an opportunity for senior leaders to meet those working face to face with families and children.

#### Service re-organisations

Informal consultation with staff at the start of 2016/17 asserted and supported change in order to remedy the following challenges: -

- The lack of integration of early help and social care services meant the potential for a gap or duplication in service provision;
- Families were not always effectively receiving services in a timely manner and children were coming into the 'care' system without preventative services having been provided;
- The absence of integrated commissioning of services across Early Help and Social Care to support children and families;
- An absence of clarity for social workers working with children and families as to what preventative/support services are available for families at the highest level of need.

In addition the Council was in a position of needing to respond to a £100m deficit by 2020 against the trend of increasing demand for its services.

The Children's Change Programme (CCP) was designed to improve further our children's outcomes, in time this will see significant savings due to a decrease in need and demand. In the short term it is also anticipated that there will be savings to be realised by the programme by deleting duplication and simplifying processes.

The work of the programme will ensure our service offer is agile, flexible and timely - 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.

The Children's Change Programme has delivered:

- An Integrated Front Door incorporating a fully developed MASH and an Early Help Hub
- Establishment of integrated district teams delivering Children Centre Provision, Family Work, SEN support and Social Work.
- Review and transformation of a number of our specialist services such as Youth Offending, Drug and Alcohol services, the Multi-Systemic Therapy service and the Alternative to Care service
- Establishment of a 0-25 SEND service, bringing together teams currently resourced over 4 directorates along with an all age pathway
- A new 14-25 service for looked after children and care leavers, including wrap around foster care
- An intensive support service for young people on the Edge of Care building on the Best Practice of the No Wrong Door Model from North Yorkshire
- A transformed Workforce Development offer to ensure a robust carer structure is in place, systemic practice is embedded and the entire workforce has sufficient and robust training and supervision.

Alongside the CCP the council is undertook a 2 phase Corporate Capacity Review designed to release £2million savings and to create a Corporate service providing strong, responsive and integrated corporate services to meet the significant financial and service challenges we face. This also enables the Council to drive a transformation agenda. The review affected staff working in information management, strategy, communication and IT and the arrangements for supporting children's service directorates with these functions.

Education Services are being reviewed in the light of increased Academisation, changes in schools funding and the core roles for LA's as set out in the government's 2016 White Paper.

Opportunities for joint working with other LA's and for developing traded services are being explored.

### Strategy and priorities

Our approach to working with children and families is underpinned by the Think Family approach which has been adopted across our services and broader partnership to ensure that families receive joined-up, clearly planned support which identifies and builds on their strengths, utilises the resources of their communities and works towards agreed outcomes. It sets out ways of working that research has identified as being cost effective in supporting families with complex needs.

We are as a wider Partnership adopting the Thrive model (see section 8) to focus our services intervention model on needs rather than thresholds.

Improving the quality of education and educational achievement has been driven through the School Improvement Strategy and the Accelerating Achievement action plan

These strategies describe arrangements for bringing services together around vulnerable children to help them do well at school, and work to encourage school to school support so that best practice is shared and standards across the board can improve.

The Council's Business Plan is developed around a number of key enablers:  
<https://www.cambridgeshire.gov.uk/council/finance-and-budget/business-plans/>

## 2. COMMISSIONING AND QUALITY

2.1) Commissioning across all services is evidence based to meet the needs of children and families (including vulnerable groups) through up to date needs assessments; sufficiency audits and research; what children and young people and families tell us their needs are; and understanding of current markets. This includes placements for looked after children and services for children and their families. (M)

2.2) Commissioned services are robustly monitored and commissioning is effective in achieving desired outcomes at the right price.

### **Summary and evidence:**

#### **Summary :**

***A Joint Commissioning Unit for Peterborough City Council, Cambridgeshire County Council and the single shared CCG has achieved significant success in the past two years. Increased school nursing provision for pupils at special schools; reduced ADHD/ASD waiting lists and improved access to some nursing services. An increase in funding and provision for children with poor emotional well-being. Commissioning is informed by service user input.***

A Joint Commissioning Unit (JCU) has been in place for two years bringing partners in Health and the Local Authority together to identify needs and work together to improve outcomes for children and young people. Sub-groups are established to focus specifically on the development of provision for SEND, CAMHS and 0-19 Programme. Joint Commissioning arrangements are well established through the Children's Health and Well-Being Board and there is visible impact e.g. improved waiting lists for Attention Hyperactivity Deficit Disorder (ADHD) and autism assessments and improved access to nursing services for children and young people with disability; improved interrelation between the Healthy Child Programme and Early Help Services.

The commissioning of universal services such as school place planning, school admissions, and ensuring sufficient early years settings is driven by population forecasts, the planning process for new developments, market research, and feedback from families and parents. These data sources are used to determine where there is likely to be insufficient provision and commissioning to address that follows, e.g. if more school places are necessary. The plans for ensuring sufficiency are in the 0-19 Education Organisation Plan

<https://www.cambridgeshire.gov.uk/residents/working-together-children-families-and-adults/strategies-policies-and-plans/strategies-for-schools-and-learning/>

The Access to Resources Team in Cambridgeshire commissions placements for looked after children and children with SEND. The team combines placement finding, procurement and contract monitoring functions and acts as the link between providers and social workers when planning for placements.

The Sufficiency Statement is updated on annual basis. This statement is published and is made available to service providers.

[https://www5.cambridgeshire.gov.uk/downloads/file/5066/sufficiency\\_statement\\_-\\_july\\_2016](https://www5.cambridgeshire.gov.uk/downloads/file/5066/sufficiency_statement_-_july_2016)

Services for children and young people with additional and/or complex needs are commissioned in a variety of ways. For example:

- Strategic commissioning of services, based on the development of a strategy that brings together research, needs assessment, the involvement of children, young people and their families, good practice and partnerships and policy.
- Trading – in some circumstances, using a traded model of services allows the most effective commissioning. Services that support schools and children in school are increasingly moving towards a traded model, which uses a market mechanism for ensuring that services are precisely tuned to the needs in the community. Traded services include those of Education Welfare Officers and support from SEND professionals.
- ‘Local’ commissioning – we recognise that as an increasingly diverse County the needs of one area could be different from needs in another area. Multi-disciplinary teams operate in small areas across the county, and a funding formula is used to provide teams with a small amount of resources they can use very flexibly to respond to local needs that might be specific to their area.

Informing all of these approaches is a range of Joint Strategic Needs Assessments, undertaken by Public Health at the request of the Health and Well Being Board, and used to inform commissioning priorities. A full list available for Cambridgeshire can be found here: <http://www.cambridgeshireinsight.org.uk/joint-strategic-needs-assessment/current-jsna-reports>.

2.3) Practice is informed by feedback, research and intelligence about the quality of services. There is rigorous management oversight and quality assurance frameworks (including audit) are in place to inform service improvement, learning and development. (M)

**Summary and evidence:**

**Summary :**

***New Partnerships and Quality Assurance team established to oversee all quality assurance and audit work across all Children and Families Services. Routine case file audits take place, alongside thematic audits which are often run in partnership and via the LSCB. Audits of CSE/Missing children and Domestic Abuse work have resulted in new practice initiatives.***

***A review of Engagement and Participation functions will be delivered in 2017/18***

A new Partnerships and Quality Assurance Team has been established as part of CCP to oversee the quality of practice in social work and district teams, leading and driving audit work.

Quality assurance frameworks for Children’s Social Care and for Early Help Services are brought together and simplified. Audit work is planned to shift audit from a compliance approach to one where outcomes for children is the main focus. Findings of case file audits have been presented to leadership groups for over 2 years and services reviewed and redesigned as a result.

Child Protection Conference Chairs (CPCs) and Independent Reviewing Officers (IROs) currently play a key role in planning for children who are subject of a child protection plan and those looked after, and checking the impact and quality of work undertaken by operational staff.

All staff are invited to attend area based good practice groups run by the LSCB to hear about developments in practice, particularly in regard to learning from serious case reviews and new

legislation. In the event of serious incidents staff from the authority take part in Learning Reviews and Serious Case Reviews and there is a robust process around this.

We have created two Family Network Facilitator posts to support Children's Social Care units in identifying and connecting with wider family members in order to help families identify and mobilise resources within their own family networks. This will not only help us refocus on systemic social work practice but should increase family and community resilience and over time decrease the need for statutory service intervention.

As part of the Children's Change Programme we have created a countywide permanence practice developer post and a court skills practice developer post to work alongside Children's Social Care units and support our continuous improvement journey. We are committed to ensuring our children have the benefit of sustainable and timely care solutions whether this is adoption planning or long term fostering.

### 3. NATIONAL AND LOCAL PRIORITIES AND PARTNERSHIPS

3.1) There are effective strategic partnerships across the local area, and shared understanding across key strategic groups (e.g. HWBB, LSCB, Children's Trust Board, LSAB).

3.2) Local authority children's services engage sufficiently with other agencies and services such as Police, Schools, Housing, Adults Services, CAFCASS and Family Courts, to develop a joint understanding of current service provision and outcomes, and agree strategies to improve performance where appropriate.

**Summary :**

***Partnerships are well established and have been rated as mature.***

***The authority has been subject to two partnership inspections (Youth Offending and SEND), both of which had positive outcomes.***

***The Children's Change programme has been driven by a partnership board.***

#### **The Local Safeguarding Children's Board (LSCB)**

The LSCB was rated "good" by Ofsted in June 2014. The LSCB has four priority areas in its business plan:

- Effective responses to specific safeguarding concerns (including leading the development of a CSE strategy)
- Effective early intervention and safeguarding
- Communication and engagement
- Performance management

#### **Children's Change Programme Board**

A Partnership Board developed to drive the transformation of Children's and Families services initially within the Local Authority and increasingly across the wider partnership – a range of Workstreams report to the bi monthly board -

- Development of MASH and Early Help Hub via the Integrated Front Door
- Development of District Delivery Model of Family Support and Social work including integrating the service provision of the Troubled Families Programme.
- Development of the Intensive Support Service – No Wrong Door

- Workforce Development Plan
- Simplify to Succeed Work Programme structured process to simplify all processes and interfaces with families

### **Partnership working to ensure Safeguarding**

The Multi-Agency Safeguarding Hub (the MASH) is managed By Cambridgeshire County Council, hosted by Cambridgeshire Constabulary and is now delivering service to both Peterborough City Council and Cambridgeshire County Council. The MASH is a point of contact for domestic abuse, sexual violence, honour based violence and safeguarding of children, vulnerable adults and missing persons. A range of agencies work together to coordinate the services and work together on information sharing, risk management and pathways. The MASH accepts and directs contacts received from any source, including police, education, health, NSPCC and members of the public. The MASH also supports the delivery of the Multi Agency Risk Assessment Conference (MARAC) which provides safety planning for high risk cases.

Specialist staff are co-located at the site, enabling coordination between the Independent Domestic Violence Advocacy Service (IDVA), the Independent Sexual Violence Advocacy Service, the Constabulary, specialist drug services and other relevant agencies. As part of the Children's Change programme we have been focussing on the development of the MASH to ensure that all relevant partners are part of these arrangements.

### **Health and Wellbeing Board**

The Cambridgeshire Health and Wellbeing Board leads on the Health and Wellbeing Strategy. 'Ensuring a positive start to life for children, young people and their families' is identified as one of 6 priority areas and within this there is a particular focus on:

- Strengthening our multi-agency approach to identifying children who are in poverty, who have physical or learning disabilities or mental health needs, or whose parents are experiencing physical or mental health problems.
- Developing integrated services across, education, health, social care and the vol. sector
- Supporting positive and resilient parenting,
- Creating and strengthening positive opportunities for young people to contribute to the community and raise their self-esteem,
- Recognising the impact of education on health and wellbeing and work to narrow local gaps in educational attainment.

Three Area Partnerships are now in place and supported by an officer from the local authority. Each Area Partnership has a local plan against which progress is monitored.

### **Health Partnerships and Commissioning Arrangements**

A single Clinical Commissioning Group covers all of Cambridgeshire and Peterborough local authority area. Its work is informed by the work and advice of the Public Health Directorate. A Joint Commissioning Unit (JCU) has been in place for two years bringing partners in Health and the Local Authority together to identify needs and work together to improve outcomes for children and young people.

### **Partnership Working to tackle Drug and Alcohol misuse**

The Cambridgeshire Drug and Alcohol Action Team (DAAT) is a multi-agency partnership working to implement the National Drug Strategy. The DAAT is responsible for commissioning of the Adult

Drug misuse treatment service and Young people Drug and alcohol misuse treatment service in Cambridgeshire.

### **Partnerships with Schools**

The County Council supports a number of partnership mechanisms with schools, including BAIPs (Behaviour, Attendance Improvements Partnership), Schools Forum and three groups of head teachers; Cambridgeshire Primary Heads, Cambridgeshire Secondary Heads and Cambridgeshire Special School Heads. We also work in partnership with Teaching School Alliances to support and promote them as they drive the school-led school improvement system. These alliances lead the development of school-led initial teacher training (ITT), lead peer-to-peer professional and leadership development and CPD; identify and develop leadership potential (succession planning and talent management); provide support for other schools; designate and broker specialist leaders of education (SLEs) and engage in research and development activity.

The Cambridgeshire School Improvement Board oversees the commissioning and delivery of school improvement services in the future.

### **Youth Offending**

The Youth Offending Service is overseen by a partnership board with representation from health, the police, Courts, voluntary and community sector and probation services as well as teams within the council. To support and develop a more strategic engagement with key partners, and the development of longer term strategic planning with partners in relation to youth justice, a joint youth justice management board has been established with Peterborough and Cambridgeshire. This board will drive forward a shared strategy with key partners such as Police and the Clinical Commissioning Group.

### **The Together For Families Steering Group**

The Together for Families Steering Group included a wide range of partners and has provided partnership oversight of the national troubled families programme. It developed a partnership group to oversee the work to embed think family working all partner organisations which became part of the Children's Change board during 2016/17.

A recent report by Ipsos Mori (conducted as part of the Phase II national evaluation of troubled families) has concluded that 'Multi-agency working appears to be at a comparatively mature stage in Cambridgeshire'. Our approach to working with troubled families is now embedding into our newly structured teams.

3.3) New national legislation, plans and areas of focus such as Educational Curriculum changes, Child Sexual Exploitation, Radicalisation, Female Genital Mutilation and Child Poverty are responded to in a timely manner to ensure compliance and good practice.

#### **Summary :**

***LSCB task and finish groups, updates of policies and practice standards by QA function and professional "County Leads". Thematic audits aligned with new areas of national focus have taken place in year, for example CSE / Missing children and domestic abuse.***

The LSCB has task and finish groups to drive changes in practice and offers a range of training opportunities, which are built into service based workforce development frameworks. For example, the response to the current focus on reducing Child Sexual Exploitation is driven by the



LSCB Task and Finish Group on CSE, and within the Council a CSE and Missing Strategic group directs the activity of Council services in response to that. Other examples include the Prevent duty.

In other cases, the Council sets up internal groups and identifies leads. For example, the implementation of the SEND reforms was led by a cross-directorate group of services that were affected by the reforms working in partnership with parents and carers, health and schools and settings.

We are currently reviewing all practice standards, policies and procedures in order to build a single simplified set of guidance to support practice within new structures. Review of policies will be led by the new Partnerships and Quality Assurance function to ensure these are compliant with statutory requirements. This service is also responsible for issuing a regular briefing for staff summarizing new research and policy changes. During the year the professional County Leads have maintained oversight of policy changes in their areas, for example the lead for Attendance and Behaviour has updated guidance to schools about reporting children joining and leaving school rolls.

#### 4. RESOURCE AND WORKFORCE MANAGEMENT

4.1) There is adequate workforce. There are few vacancies, low staff turnover, low sickness rates, and the workforce is appropriately experienced and skilled, in all areas within the service:

- a) education
- b) early help staff
- c) social work (M)

4.2) There is a comprehensive workforce development strategy, and a range of appropriate training and development opportunities which improve practice (M)

4.3) Staff are given an appropriate induction, including current policies and procedures relating to both the organisation and their specific duties, and know who/where to go to if there are any issues.

4.4) Supervision is routine, recorded, and used to quality assure practice and support decision making.

4.5) There is effective management action to achieve and sustain manageable caseloads including flow of cases through the system, and front line staff are able to discuss concerns about caseloads with their managers. (M)

4.6) There is evidence of a learning organisational culture, with 'systems leadership' at all levels, promoting a 'self-aware' learning culture.

##### **Summary and evidence:**

###### **Summary :**

***Significant challenges in recruiting teaching staff in Cambridgeshire. There are also challenges in retaining and recruiting our more senior social work practitioners. Our vacancy rates for social workers are a continued area of focus for us but not outside the statistical or regional norm, our use of agency workers has been reducing. Initiatives to improve recruitment and***

**retention are underway. Caseloads are presently higher than we wish and our new Units are resourced to see caseloads at a good level.**

## Recruitment and retention

### *Teachers*

There is a shortage of teachers in Cambridgeshire, particularly in the rural and more deprived parts of the County and we are offering support to schools around teacher recruitment as part of our ambition to raise both the proportion of Good schools in Cambridgeshire and the educational achievement for students attending them. A key challenge is that in the south of the county and in Cambridge city in particular the cost of accommodation is high and newly qualified teachers often cannot afford to live in these areas.

### *Social workers*

Our turnover rate for social workers has remained steady over the last couple of years at around 15% and has improved in 2016/17 to 12%. It is lower than for our statistical and regional neighbours, and nationally. More than half our leavers were in post for 2 years or less.

<b>Turnover Rates</b>	Cambs	Region	SNs	England
2014	15.0	16.0	19.7	17.0
2015	15.0	14.0	20.3	16.0
2016	13.1	14.9	14.7	15.1

\*(Source : LAIT presentation of Local Authority Child and Family Workforce Data Collection)

Absence rates are in line with national levels, at around 3%.

<b>Social worker absence rates</b>	Cambs	Region	SNs	England
2014	3.0	3.0	3.9	4.0
2015	-	3.0	3.1	4.0
2016	3.6	3.4	3.2	3.5

\*(Source : LAIT presentation of Local Authority Child and Family Workforce Data Collection)

Our vacancy rates for social workers increased and have come down again in 2016, however Cambridgeshire has a higher vacancy rate compared to national and SNs though is close that of other authorities in the Eastern Region:

<b>% of social work vacancies</b>	Cambs	Region	SNs	England
2014	15%	18.0%	16.3%	15.0%
2015	24%	17.0%	14.9%	17.0%
2016	19%	18.1%	13.5%	16.7%

\*(Source : LAIT presentation of Local Authority Child and Family Workforce Data Collection)

### Use of Agency staff

The number of agency social workers being employed to fill gaps were

55 in December 2015

31 in March 2016

32 in September 2016

33 in December 2016

Overall, the proportion of the social care workforce being filled by agency staff is relatively low in Cambridgeshire and is below regional and statistical neighbours and also below national rates.

% of Agency staff	Cambs	Region	SNs	England
2014	11.0	17.0	12.3	15.0
2015	10.0	14.0	15.2	16.0
2016	10.7	10.7	12.31	16.1

\*(Source : LAIT presentation of Local Authority Child and Family Workforce Data Collection)

In the financial year 2015/16 Children's Social Care (CSC) spent an additional £1.76 million on agency staff and as a result had an overspend of £911k due to the cost of agency workers. We will seek to reduce our reliance on agency staff in 2017/18.

#### Recruitment of Social Workers

We are taking a joint approach to recruitment in collaboration with LGSS (HR). The Strategic Recruitment and Workforce Development Board was created to proactively address the issues of recruitment and retention and the development of relevant skills and experience. The board is chaired by the LGSS Head of People with membership including Service Directors and Heads of Service.

This group owns a Recruitment and Retention Strategy which aims to address the current challenges through

- Recruitment – a streamlined recruitment process
- Rewarding Staff – improved benefits for staff
- Workforce Development – improved learning and development opportunities
- Flexible workforce – increasing the flexibility of our workforce to respond to needs

A Recruitment and Retention Task Force Group has been set up to drive forward any recommendations from the Strategic Recruitment and Workforce Development Board which meets on a monthly basis.

A new micro site, designed and run by Jobs Go Public went live October 2016. This has a greater emphasis on the benefits and work-life balance offered by Cambridgeshire County Council. This is a modern, user friendly website and used in conjunction with enhanced Google search and targeted emails is designed to attract potential social care staff.

A Recruitment and Retention Team has been set up with an Advisor dedicated to each service within Children, Families and Adults to undertake all recruitment administration and to ensure a consistent and professional approach throughout CFA. Attendance at Careers Fairs and Employability Fairs is being undertaken on a regular basis promoting working for Cambridgeshire County Council.

New job descriptions and pay grades of posts within social care teams have been implemented and the career structure improved. Prior to this re-grading, we had comparatively low rates of pay for all levels of social care compared to other local authorities in the region, which hindered our ability to recruit and retain sufficient levels of permanent staff. This re-evaluation has improved our position in recruiting when we advertise alongside other authorities. This regrade for new

applicants came into effect on 1<sup>st</sup> April 2016 has improved the level of applicants for social worker positions.

Cambridgeshire County Council Children's Social Care have signed and committed to the Eastern Region Memorandum of Co-operation which ensures that all authorities pay the same amount for social worker qualified staff. This has helped in preventing agency staff from moving to increase their pay.

#### Workforce development

The Training, Learning & Development Strategy for 2015-17 outlines our improved workforce development offer and describes a clear model of training and career pathways for all social care staff based on consultation with staff and a consideration of the needs of the organisation.

The model includes :

- A virtual learning environment within the County Council for social workers
- Programme for Newly Qualified Social Workers - We currently have a very successful support and training programme for newly qualified social workers during the Assessed and Supported Year of Employment (ASYE). Cambridgeshire already has very high rates of retention of employees who joined the organisation as newly qualified social workers and undertook their ASYE year at the authority. Over 90% of ASYEs who have joined the organisation since 2012 are still CCC employees and some have moved into more senior roles. In 2015 53 (100%) NQSWs signed up for the ASYE Training Programme – of the evaluations received so far this year
  - 80% were satisfied or very satisfied with the programme
  - 90% felt it was relevant to their particular learning needs
  - 60% felt they will use what they have learnt often and
  - 79% felt their confidence had improved as a result of the training programme
- 75 % of our ASYE's have remained in our employment.
- Qualified Staff who are newly recruited by Cambridgeshire - To help social care staff who have recently joined the organisation but are not in their ASYE year, we will continue to develop the induction programme to provide all new recruits with a clear learning pathway for them to undertake during their six month probationary period
- Leadership Development - For those staff wishing to pursue a career in management, an aspirant manager programme is already in place. This complements a wider programme of leadership and management development based on either vocational qualifications or academic through the Institute of Leadership & Management (ILM). These programmes are delivered through LGSS Organisational and Workforce Development and delivered with the aim of equipping aspiring leaders with the skills required to meet the challenges facing social care.

We offer a comprehensive programme of training courses ensuring staff have appropriate training in priority areas such as Safeguarding, Domestic Abuse, CSE and Parental Substance Misuse along with a suite of training courses to support the Think Family strategy across the County Council, including wider partners.

We offer a variety of qualifications relevant to professions across the directorate. These include Vocational Qualifications for the Children's Workforce, Social Work Qualification via the OU self-funded route, as well as Step Up to Social Work with East Partnership (Norfolk, Suffolk, Peterborough and Thurrock) and delivered in partnership with Anglia Ruskin University. Additionally the team offer Vocational Qualifications in Youth Work, Advice and Guidance and Career Information, Advice and Guidance across the wider workforce including external partners.

Social Work Post Qualifying Awards include

- Assessed and Supported Year of Employment
- Practice Educator training (Practice Educator Professional Standards Level 2)
- Advanced Certificate of Systemic Practice (15 days) accredited by Anglia Ruskin University
- Social Work CPD opportunities.

The Early Years Workforce Development team within the Learning Directorate supports improved outcomes for children through effective joint working with schools (from 2 to end of Reception) as well as private, voluntary and independent early years, childcare and play work providers. The team delivers continuous professional development and qualification courses accredited through CACHE (Council for Awards in Care, Health and Education).

#### Induction

Staff are provided with induction when new to role which includes a core set of mandatory training and information about their role within the wider workforce. Social care hold quarterly induction sessions for new staff.

#### Supervision

Expectations for supervision are laid out in policies and compliance is audited. The quality of management oversight and supervision is a section within standard case file audit in Children's services. Professional supervision standards are set by the Council's supervision policy.

Reflective practice is widely promoted throughout services working with children and their families and is supported by a team of clinicians who hold regular peer supervision groups for staff acting as lead professionals. Reflective practice is further supported by new supervision training which is specifically focussed equipping all line managers to support this way of working.

#### Caseload management

Caseload management tools are in place in Children's Social care. During 2016/17 we reorganised units and so it is difficult to compare actual average caseload per worker. However, at the end of March 2017 the average unit caseload was 61 children in safeguarding teams and 39 in disability teams. At the beginning of the year in April 2016 the average unit caseload was 59 for CIN units, 57 for Access Units, 47 for LAC units and 38 for Disability units. Once fully resourced the average unit caseload target of 60 would see caseloads of 15 per social worker

<b>Average number of cases per child and family SW</b>	Cambs	Region	SNs	England
2016	17.1	15.9	18.9	16.1

\*(Source : LAIT presentation of Local Authority Child and Family Workforce Data Collection)

#### Organisational learning culture

The Unit Model in place within Children's Social Care is focussed on providing an opportunity for staff to reflect together on cases. The model provides extensive training and clinical supervision, which supports staff to carry out their work effectively. The unit means that risk can be managed through reflective dialogue and debate across the whole unit instead of with individual workers. Reflective practice is widely promoted throughout services working with children and their

families and is supported by a team of clinicians who hold regular peer supervision groups for staff who are acting as lead professionals. Reflective practice is further supported by new supervision training which is specifically focussed equipping all line managers to support this way of working.

4.7) Budgets are appropriately set and managed. Opportunities for efficiencies and delivering savings, including through income generation, are achieved.

***Summary and evidence:***

2016/17 has been a challenging year for the Council financially as it has continued to face substantial increase in demand for its services, both as a result of population growth and changing demographics, particularly in relation to the ageing population and those with complex care needs. The number of Looked After Children in complex and costly placements has also been increasing, placing significant pressure on the Children's Social Care budget. These pressures, coupled with an 8.7% reduction in Government funding led to a savings requirement of £40.9m in 2016/17 and £123.7m over the next five years.

The financial outlook for 2017/18 is no more positive, as despite the government delaying its aim to return public finances to balance until 2020, the Council is faced with a further 9.2% reduction in Government funding alongside continuing increases in the demand for its services, resulting in a savings requirement of £31.8m in 2017/18 and £103m over the next five years.

For the future we will focus on identifying cross-council solutions to identifying savings, through a series of transformational work streams, rather than using a proportional approach to allocating out additional savings targets to the Executive Directorates as in the past. Income generation and alternative funding sources will be considered as part of the process.

Budgets are discussed and strategic decisions around budget setting are made at Management Team, which is composed of the Directors and Executive Director. Heads of Service feed into the process through the Extended Leadership Group and also through Directorate Management Teams. Detailed budget setting is carried out by individual Budget Holders once cash limits are issued to them, with support from the finance team as necessary.

All Budget Holders have an allocated financial adviser. Monthly budgetary control process feeds into the monthly Finance and Performance Report (F&PR), which has financial and non-financial (performance) data. Budget Holders are encouraged to feed any budgetary issues (pressures/underspends) up to their Budget Reviewer. Budget Holders have access to a Budget Management 1 day classroom based training course, and individual coaching through their financial adviser. The achievement of savings plans will be monitored through the F&PR and also through a savings tracker, an internal document showing the expected profile of the savings, key milestones, any variances expected from the original proposal. Each savings plan will be allocated a RAG rating accordingly.

Key financial challenges for Children's services include managing the demand and costs to the Looked after Children placements budget and the Home to School Transport budget, reducing the reliance on agency Social Workers in the Children's Social Care teams and continuing to meet or increase income targets through trading services e.g. with Schools or other authorities.

We cannot mitigate the full impact of the savings required and consequently our plans for 2016 and beyond will involve service reductions. These are detailed for each service, in the Council's Business Plan and include changes in both direct service delivery and strategic and business support functions.

## 5. PERFORMANCE, CULTURE AND CHALLENGE

- 5.1) There is strong performance management governance and culture across all services from team to strategic level, including all aspects of the performance improvement cycle of 'plan, do, review, improve'.
- 5.2) There is timely and accurate recording of information, and effective use of data and other evidence through performance reports to monitor and identify areas for improvement. There is transparency and accessibility of information.
- 5.3) Self-awareness and challenge are routine, and areas for improvement are acted upon appropriately and at the right pace. Performance and management information is used to challenge staff and celebrate success.
- 5.4) There is robust and effective third party challenge across children's services: for example, External, LSCB, Scrutiny, Leader, Member, Chief Executive, and other staff such as Reviewing Officers, School Improvement Advisers.
- 5.5) Where performance issues have been identified (whether through own performance management or from previous inspections/evaluations), timely actions are put in place to generate improvement.
- 5.6) The voice of young people, families and carers is strong in work with individual children and young people, as well as strategic planning, and feeds into performance management. (M)
- 5.7) Outcomes for all children and the impact of their needs, regardless of disability, ethnicity, faith, gender, language, race or sexual orientation or specific needs are positive. (M)
- 5.8) Drifts and delays for children and their families in assessment, decision making processes or provision of service are minimised and appropriately challenged where they do exist. (M)

### **Summary and evidence:**

#### **Summary :**

***Performance Boards are well established and are now in line with new arrangements as part of Children's Change. The new Business Intelligence services provides direct, live access to performance and management information via a selection of toolkits and portals. Children and young people have opportunities to feed into strategic planning and case work and our systemic approach supports child focussed work. Performance reporting includes use of tools where clients self-report progress and voice of the child is reviewed in case audits. Timescales for assessments and visits are routinely monitored.***

### Scrutiny of performance data

All directorates regularly monitor their performance in performance boards. These meetings include discussion of a scorecard of key indicators and detailed investigations into particular aspects of performance. Reports about Quality Assurance are also brought to these performance boards. Comparisons with regional, national and statistical neighbours are reported. Monthly Finance and Performance Reports are provided by service leads.

The County Council as a whole is moving to an outcome focussed approach ensuring that we are clear how our work contributes to the conditions of well-being we want for the children, young people and families in Cambridgeshire and our performance frameworks / methodologies are being re-designed with this in mind. We will continue to look at good practice across other local, national and international areas to support our continuous improvement

A weekly Metrics report, is produced and made available to all staff detailing case load and activity in key elements of children's services, such as open cases in CSC, open involvements in Locality Teams, number of children on roll in schools, etc.

All staff have access to a central "datastore", which contains metrics and performance dashboards, as well as other key information.

#### Children and young people's voice and involvement

Some examples of how children and young people are involved in developing services are -

- A project funded to work with children subject to a Child Protection plan has been underway since July 2015 and has worked with a small group of children to gain an understanding of young people's experience of the child protection process through their own views, feelings and experiences. The project aims to influence service development, and where needed, implement changes and arrangements to ensure the voice and the views of children are recorded and evidenced in all case work.
- Voices Matter- Children in Care Council: This panel meets five times a year and incorporates different ages of looked after children and care leavers in addition to senior managers and an elected member. The panel feeds into the Corporate parenting quarterly report, and members attend the quarterly Corporate Parenting meetings. The Young people create their own annual action plan which identifies the key areas they have chosen to focus on after consultation with other young people. In addition they complete their own annual summary with details of the work they have been involved in.
- Interviews and training: Throughout the year young people participate in recruitment interviews for different professionals and they are part of the formal decision making process. They have been involved in the appointment of Senior Staff, IROs, advocacy workers and independent visitors
- Young people visit Anglia Ruskin University to undertake discussions with social work students. They advise and talk to the students about their views and experiences of social work
- Pledge training: Young people have been involved with the redevelopment of the Cambridgeshire Pledge and have undertaken training with all professionals regarding their role as corporate parents.
- Fostering training: as part of the 'skills to foster training course', the young people discuss their views regarding foster care and what makes a good carer. They facilitate and participate in training exercises with the group and feedback their views on how the session went directly to the fostering trainer. This will then be added to the formal section of the applicants F Form assessment.
- Case file audit is carried out in all teams and includes assessment of the voice of the child and response to this as one area of qualitative evaluation of practice
- Staff are observed in practice and as part of this families are asked to give feedback on their worker.
- Youth workers and Family Workers use a Distance Travelled Tool to record self-reported progress by families and young people.
- Feedback is routinely gathered and overviews of findings reported to senior management, from parenting programmes, group work and training delivered to settings. Specialist SEND services and our Youth Offending Team carry out annual surveys
- In children's centres - fortnights of evaluation, feedback from group work, parents' forum, challenge from advisory board, learning walks and similar



- Consultation has been carried out for SEND local offer development such as the work to provide guidance from young people with dyslexia to school staff, and in the development of the autism pathway.
- For Disabled Children there is a joint contract with adult social care for participation work to be undertaken by "Voiceability". Parent participation is supported by the 'Parents' Forum', Pinpoint who support five district-based parent networks in addition to topic focussed activity across the county. There is also a Partners in Commissioning County Group for SEND attended by parent representatives supported by pinpoint and commissioners of children's SEND services.

#### In the Learning Directorate

- The Education Wellbeing team gathers the pupil voice through the Health Related Behaviours Survey and through anti-bullying project work with young people.
- Our outdoor centres always gather views of children who have stayed with them and Cambridgeshire Music has strong feedback mechanisms - both for pupils and for parents and plenty of events and activities for whole family engagement.
- Whenever the Council identifies the need to establish a new school or to make changes to existing schools it seeks the views of local families, existing school governors, staff and the wider communities served or to be served. Standard practice is to hold at least one open public meeting and to invite written comments and completion of on-line surveys. In the case of new schools where the local authority is the commissioner, a public meeting is held at which the potential sponsors of those schools make a formal presentation of their proposals and answer questions.
- Parents/carers are encouraged to provide feedback on their experiences of applying for a school place in Cambridgeshire as part of our commitment to on-going service improvement. In response to identified need, we now offer parents/carers applying for Free School Meals a telephone helpline service.

Compliments and complaints form a regular part of the reporting to performance boards and our service restructuring in 2016/17 now places the oversight of complaints for all children's services within roles in the new Partnerships and Quality Assurance function.

## PERFORMANCE AND OUTCOMES BY SERVICE AREA

### 6. EDUCATION – STRATEGY AND SUPPORT TO SCHOOLS

6.1) There are sufficient school places, with appropriate school place planning, and there is a high proportion of children attending a school which is good or better.

6.2) The LA promotes high standards in schools in their area. Strategies, support and challenge are effective in raising standards in schools and other providers and the LA has clearly defined its monitoring, challenge, support and intervention roles. There are regular meetings between schools and School Improvement service to review performance and provide challenge and support. Evidence of action where appropriate to tackle issues within schools, including the use of formal powers.

6.3) There is evidence of the effectiveness of support for schools (including Governor services, Education Welfare, Educational Psychology, safeguarding and other advice and support).

6.4) Available funding, including DSG and pupil premium, are used to effect improvement, including on areas of greatest need.

#### **Summary and evidence:**

**Summary :**

**Population growth provides challenges and our most popular secondary schools are oversubscribed. Although improving the proportion of schools which are Good or better is still below national proportions. A range of services including education child protection, education welfare and inclusion services are provided to promote the chances of the most vulnerable children**

**Permanent exclusion rates for children at primary schools in Cambridgeshire are the same as statistical neighbours and national levels. At secondary schools, Cambridgeshire rates are below the national average and statistical neighbours and have been for a few years.**

**The DfE have approached Cambridgeshire and considered the devolved funding model for alternative provision and the impact of the this model on exclusion rates.**

**There is innovative practice to promote and develop inclusion of children with SEND such as the implementation of Positive Behaviour Support (PBS) approaches, Cambridgeshire Steps (reducing restrictive physical intervention), Functional Behavioural Analysis and Video Interaction Guidance (VIG).**

The rate of growth in the County has led to a particular challenge in ensuring that there are enough schools and school places available. Work has taken place to support finding sponsors for new schools and ensuring new schools are built through a successful capital programme. There are sufficient school places and planning for the expected high levels of growth due to new housing developments across the county is on track. More detail on a district by district basis can be found in Cambridgeshire's Education Organisation Plan.

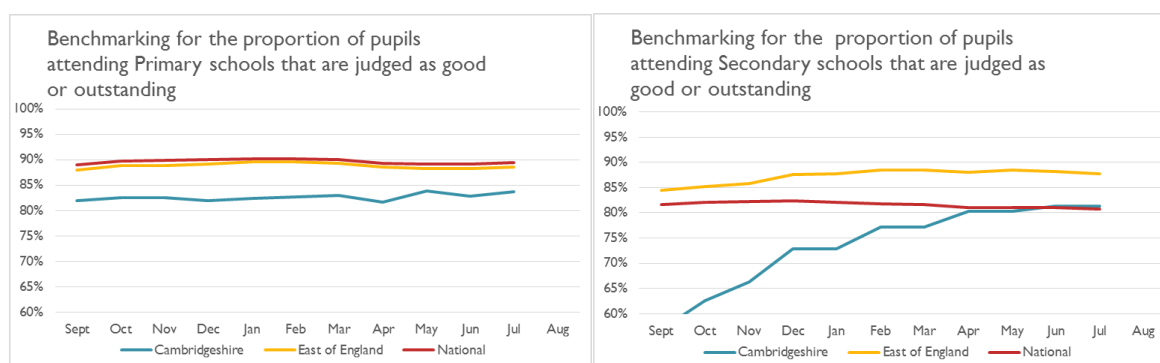
The Council's 5 year education capital programme covers the capital projects where new schools or school expansions are taking place/planned. Outside of that programme, officers undertake on-going wider strategic planning for the future 5-10 year period and beyond).

91.7% of pupils were been allocated a place at their first preference primary school for 2016. This compares with 90.1% in 2015.

92.5% of children got their first choice secondary school. This is lower than last year and our most popular schools continue to be oversubscribed.

We have improved the proportion of all schools which are good or better from 74% in January 2016 to 84% in March 2017, and to though this is still a lower percentage than for England (89%).

The proportion of pupils attending good or school has been improving but for primary schools is still below national proportions :



**Proportion of children attending**

**Cambridgeshire  
(April 2017)**

**England  
(April 2017)**

Any primary or secondary school judged Good or Outstanding	81.2%	86.1%
Primary schools that are judged as Good or Outstanding	81.7%	89.5%
Secondary schools that are judged as Good or Outstanding	80.3%	81.0%

Source : Watchsted, April 2017

The School Improvement Strategy sets out the approach being taken to supporting schools in Cambridgeshire and this is accompanied by a detailed self-assessment and action plan. The strategy was produced in partnership with schools and there is regular communication with school regarding the LA's strategy role through Headteachers and Governor briefings. The Accelerating Achievement Action Plan focuses on the work needed to raise levels of attainment, particularly for the most vulnerable groups.

Performance Review (Keeping in Touch) visits support discussions about performance with individual schools. Warning notices are issued where the authority has concerns – 12 warning notices and 2 significant concern letters have been issued since September 2016 and one Interim Executive Board has been established to support improvement.

The level of support a maintained school needs is rated at the start of the school year and reviewed at least termly. Where need is high a Local Authority Implementation Group (LAIG) is set up and meets half termly to support and challenge. Also any school with an emerging need is offered extra support.

A Cambridgeshire School Improvement Board has been set up in response to the need to increase the number of Good schools in Cambridgeshire, and to accelerate the achievement of vulnerable groups. It has been successful in getting deployment funding for Teaching School Alliances, which have an effective coordination group that involves the local authority.

Cambridgeshire has adopted a strategy to encourage Teaching School Alliance applications – producing eight alliances.

The Learn Together website is the front door to the work the LA does around school improvement. Users are growing and the School to School (S2S) support page is heavily used and Teaching School Alliances regularly update and communicate their offer.

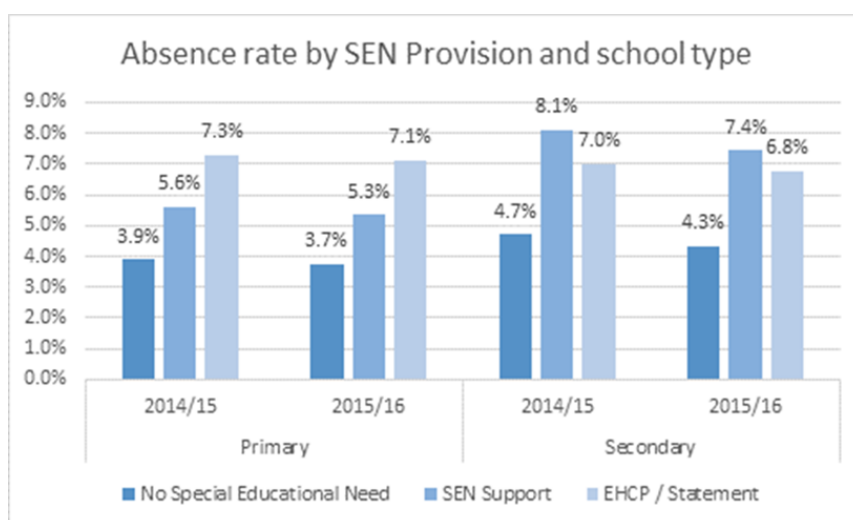
There has been a systematic review of all maintained school governing bodies over the last year. Support services include a governor Training Programme, governor reviews, governance “health checks” and the Camclerks service. Demand is increasing for this service.

#### Education Welfare

Education Welfare Officers provide consultation support to schools to help them engage with parents and children in order to improve regular school attendance. Education Welfare Officers are trained to have regard to the legal framework, when carrying out duties relating to **Parent Contracts, Police & Criminal Evidence Act 1984 (PACE) code of contract, Parenting Orders** and **Penalty Notices**. All interventions are available to promote school attendance and outlined within the Department of Education's document 'School Attendance, Departmental advice for maintained schools, academies, independent schools and local authorities':

A dedicated Education Welfare Officer will accept referrals where attendance is at 89% or below and mostly unauthorised over the previous 6 weeks (*academies that buy back EWO service, or 12 weeks for those academies that do not buy back LA EWO*) and school intervention to challenge non – school attendance is evident and preventative activities have been delivered or offered by the school and/or partner agencies. The EWO will ensure that all cases are appropriately and consistency investigated to ensure that case management decisions are based on sound evidence and when required they will fulfil the requirements of the Legal Panel in preparing and presenting cases in the magistrates court.

Absence rates have improved, for all children and for those with SEND.



EWO receive Children Missing Education referrals from schools (*and other sources*) and where the initial enquiries have failed to locate the child the Education Welfare Officer will then work with the school and carry out reasonable enquiries to try and identify the child's current whereabouts and where/if she is currently accessing education. The nature of the investigations will be dependent on the child's circumstances and vulnerabilities but may involve the local authority referring to appropriate agencies, for example; with health, social care, housing and benefits agencies, border control and the police.

The County Inclusion Manager provides exclusion guidance to all schools in Cambridgeshire, supporting and promoting best practice in this area.

Cambridgeshire Permanent Exclusions remain extremely low in comparison with national statistics and our neighbours; between September 2016 and July 2017 there were 5 primary and 7 secondary school permanent exclusions in Cambridgeshire. In a previous academic year a neighbouring authority had over 150 in a neighbouring authority.

Secondary schools make good use of Managed Moves under our agreed County Protocol and use their devolved EOTAS funding to provide and commission appropriate alternative provision in situations where in other authorities schools would permanently exclude. This success is recognised by DfE who have been to Cambridgeshire to talk to a group of officers about our processes.

Primary schools' use of managed moves is less successful and there is a plan to speak to CPH about this in order to have a more positive response to requests from Fair Access Panel

Fixed term exclusion are higher than average and this is being monitored closely by colleagues (Education Inclusion Officers for Secondary Schools and SEND managers for Primary). There are however two reasons which go some way towards explaining why our fixed term exclusion figures have gone up:

1. All colleagues who support schools are tasked with reinforcing the DfE Guidance that any occasion when a pupil is sent home or parents asked to keep them at home must be logged formally as an exclusion – anything else is illegal. This is an important part of safeguarding and means that our recording and that of schools is robust and accurate.
2. Given that we are well aware that a permanent exclusion is one of the main events which can have a seriously negative impact on a child's life chances we put a great deal of effort into strategies to avoid schools moving quickly to permanent exclusion in response to a serious incident – we therefore as a matter of course would encourage the alternative of a fixed term exclusion of up to five days to allow time for a planning meeting to look at a more positive solution. This will inevitably increase fixed term exclusions but in most cases will avoid a permanent one.

#### Education Inclusion

Education Inclusion Officers are responsible for :

- Championing the needs of vulnerable children and young people aged between 11 – 18 years old who are at risk of exclusion and who are at risk of failing to achieve full participation in learning
- Promoting a culture of inclusion and ensuring that good practice standards are upheld by providing advice and constructive challenge as required to ensure that provision and quality assurance arrangements support the improvement of educational outcomes
- Brokering support for young people at risk of exclusion, those that have been excluded and arrangements for their educational provision are unclear, young people transferring from one school to another, young people prevented from attending school full time due to their medical needs or young people with social, emotional and behavioral difficulties not in receipt of full time education in a mainstream class.
- Working with schools to increase levels of confidence and develop their knowledge and understanding of evidenced based tools/skills/methodologies

The SEND Specialist Service is made up of Educational Psychologists, Specialist Teachers, the Sensory Support team for children and young people with a visual and/or hearing impairment, and Early Years specialists. The Service delivers a range of statutory and non-statutory activities, including:

- Consultation meetings with schools and settings to provide advice on strategies, interventions, and whole setting responses to SEND provision as part of their Assess, Plan, do, Review cycle.
- Coaching of school and setting staff.
- Assessments and advice on evidence based interventions for children and young people with SEND.
- Work with parents/carers on targeted interventions and parent groups, including Marlborough Family Group.
- Supporting schools to manage primary aged children at risk of permanent exclusion.
- Provide teaching input and support for primary aged children who have been permanently excluded from school.
- Provide training and support to primary and secondary schools and settings including Autism, Speech Language and Communication, Developmental differences, Skills, Mental

Health, Functional Behaviour Analysis, Team Teach, Elklan, Attachment and Attunement, Expanded rehearsal Technique

- Provide psychological advice and education advice as a contribution to EHC Plans.
- Undertake reassessments of special educational needs, attend Annual Reviews and Drafting Statements meetings for children and young people needing a EHC Plan.
- Contribute advice for Appeals to the Tribunal.

Maintained schools and settings receive a statutory and core service and are able to purchase enhanced activities. These are listed in the SEND Specialist Service Enhanced (Traded) offer. Academies receive a statutory service, and are able to purchase other activities. Training provided by SEND teams to schools is rated positively by attendees.

The Education Child Protection Service has an advice line available to all schools and settings. The service offers training to the Designated Safeguarding Leads in schools and settings across all phases, including the Independent and FE sector.

Work to ensure that as much Pupil Premium as possible is claimed and uptake has been promoted through a “Count Me In” initiative which has had positive outcomes.

Our Education Welfare Benefits team service plan ensures that where families are entitled to support in school they take this up. Our initiative “Tell us once” allows parents to only have to apply once for any EWB entitlement for a child which is then checked as they progress through the education system. This means that if a child continues to be eligible for support there is no need to make new applications at different stages of their education.

The Schools Forum scrutinises funding decisions made by the Local Authority.

6.5) The LA fosters an inclusive and aspirational environment, ensuring fair access to opportunity for education and training in schools and other providers that meets the needs of all pupils. This includes appropriate provision for excluded children; children with special educational needs; and children who may have English as an additional language.

**Summary and evidence:**

**Summary :**

***The use of Alternative Provision is monitored and Quality Assurance arrangements are in place. These have been identified in inspection and by the DfE as representing good practice and there is national interest in the approach being taken to Alternative Provision in Cambridgeshire.***

Local Authority officers, Schools and the Admissions Team work in partnership to manage the process of placing pupils with complex needs in schools. Officers have worked effectively with Head Teachers and Governing Bodies and devised a number of protocols and processes that are embedded in our practice for some of those children identified as vulnerable by the School Admissions Code.

Cambridgeshire has a Fair Access Protocol and Panel to ensure that – outside the normal admissions round – unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible. The panel is working well but we would like better engagement with Head Teachers to support. As a result of the 26 panels held since Sept 2016, 190

students have been reviewed, 35 managed moves were discussed and agreed and 8 were unsuccessful. 10 previously home educated children were found places in secondary schools and 9 in primary schools.

For 2016-17, the Panel have discussed 302 cases of which there were 34 managed moves agreed for secondary pupils and 5 managed moves agreed for primary. 18 of these managed moves were unsuccessful (all secondary).

22 pupils moved from being Electively Home Educated (EHE) to attending secondary schools and 17 EHE pupils joined primary schools.

#### Alternative Provision in Cambridgeshire:

In Cambridgeshire the funding for Alternative Provision is devolved to the Secondary schools. The Local Authority take responsibility for the quality assurance of all AP provision made for Cambridgeshire pupils, providing a dedicated County Manager for Alternative Education as a lead Officer who is supported by the County Inclusion Manager, County Behaviour and Attendance Manager and the Education Inclusion Officers.

The County Alternative Education Provision Directory offers a guide to Cambridgeshire Schools – the Providers within are working with us to meet the rigorous Local Authority quality assurance processes overseen by the County AP Manager and AP Quality Assurance Board.

35 external AP providers have been Quality Assured to date, most at stage 4 – the highest quality level available in the framework. A further 7 providers are ready to start the QA process in 2017.

The AP Quality Assurance Board oversees the Quality Assurance of all Alternative Education Provision and strengthens the sharing of best practise for commissioning services, meets at least four times a year to monitor the Quality Assurance Cycle and ensure that it is being used to undertake checks on all providers and monitor appropriately the quality and outcomes from provision

Internal Alternative Provision Audits are offered to all secondary schools in Cambridgeshire and are undertaken by the County Alternative Provision Manager. The audit spans over 2 days and provides in depth scrutiny of internal alternative provision within school and external commissioning of provision. A report is made available to the school to conclude the audit - areas of improvement are recommended and good practise is highlighted.

AP Quality Assurance Policy provides the framework for Cambridgeshire secondary schools to base the arrangements to provide suitable full time Alternative Provision (AP) for permanently excluded pupils, and other pupils who – because of illness or other reasons – would not receive suitable education without such provision. It applies to all pupils who attend all or some of their educational provision in an alternative education setting.

Numbers of children reported to be in Alternative Provision have been increasing since we started systems for recording and reporting this :

Oct 2015 : 248

April 2015 : 337

Oct 2016 : 379

March 2017: 422

We are aware that schools are increasingly developing in house alternative provision rather than commissioning from other providers but our quality assurance visits are finding that this in-house

provision is not always of good quality. The “blended” approach being used by many schools is cheaper for them but may be more about the quality of teaching than the needs of young people and requires further focus.

We need to do further work to establish whether the outcomes for young people in AP is improving and whether the type of provision offered influences this. We would expect that all children and young people in AP have an IEP plan or EHA and we know that this is not the case at the moment. However, the number of children with these plans in place has increased during 2016 which is good.

Our forward plan is to contact all AP providers in July 2017 to request outcome information in September for all students. This will include request for finishing attendance and qualifications gained for students along with their post 16 destinations.

All AP providers will be asked for feedback on the QA process in 2017 as part of our ongoing developments in this area of work.

#### Provision for Children with SEND

Most children attending Special Schools attend one that is rated Good or Outstanding but children with SEN perform poorly in comparison to their peers. This is a particular issue for our children without EHC plans or Statements of SEN but who are identified by schools as requiring SEN support.

A mediation and dispute resolution service is commissioned to ensure that parents and carers have appropriate support to raise concerns about decisions in regard to Statutory Assessment. We have also developed “way forward” meetings which provide support to parents and schools in agreeing how to support children for whom Statutory Assessment is not deemed to be appropriate. Our reconsideration process does not require parents to have to wait for any period of time before allowing them to request that decisions are reviewed.

Cambridgeshire has a relatively high proportion of cases in which the local authority’s decision is upheld at tribunal.

We are on track to convert all statements by April 2018 and the average maximum times between transfer review meeting and issue of EHCP have reduced during 2016.

Cambridgeshire Race and Equality and Diversity Service (CREDS) provides support for schools and settings with children from minority ethnic backgrounds, including Gypsy, Roma & Travellers (GRT) and children with English as an additional language (EAL). They also provide time-limited bilingual and teaching assistant support for children new to English and GRT children with interrupted schooling, and First Language Assessment (FLA) for EAL learners whose progress is causing concern. They provide training for school staff and governors on equality and accelerating the achievement of the above groups and home-school liaison support. CREDS can also provide bilingual support/interpretation for families around SEN issues and will undertake an FLA to support a school with the statutory assessment process if the progress of a pupil learning EAL is causing concern.

#### Role of the Elective Home Education Team

The EHE team is the Behaviour & Attendance Manager and a Business Support Assistant. There are links to Education Inclusion Officers and Education Welfare Officers and the team provides a register of children and young people being home educated. In addition :



- The team's business support officer ensures that all interventions with home educating parents are recorded on the Local Authority data base.
- The business support officer liaises with parents to facilitate information sharing and to provide updates on the Local Authority offer, including details of extended borrowing rights at local libraries and administers the payments for GCSE examination fees.
- The administration of information on immunisation provision.
- The business support officer regularly meets with the Behaviour and Attendance Manager to review the register of home educated children and based on the information held make a decision on the child's vulnerability, which will now also include considerations regarding the potential risk of radicalisation; and where applicable make onward referrals to appropriate colleagues and agencies – including SEND services and Social Care.
- Routine checks are made with social care and other professionals during the initial referral process and throughout ongoing monitoring activities to identify vulnerable children and young people. When there are concerns every effort is made to facilitate a return to school and if required a School Attendance Order can be issued as a last resort under section 443 of the Education Act.

We seek to increasingly work with a wide range of colleagues to raise awareness of home education and to develop relationships and share information to help identify vulnerable children and young people.

## 7. EDUCATION AND TRAINING – OUTCOMES FOR CHILDREN AND YOUNG PEOPLE

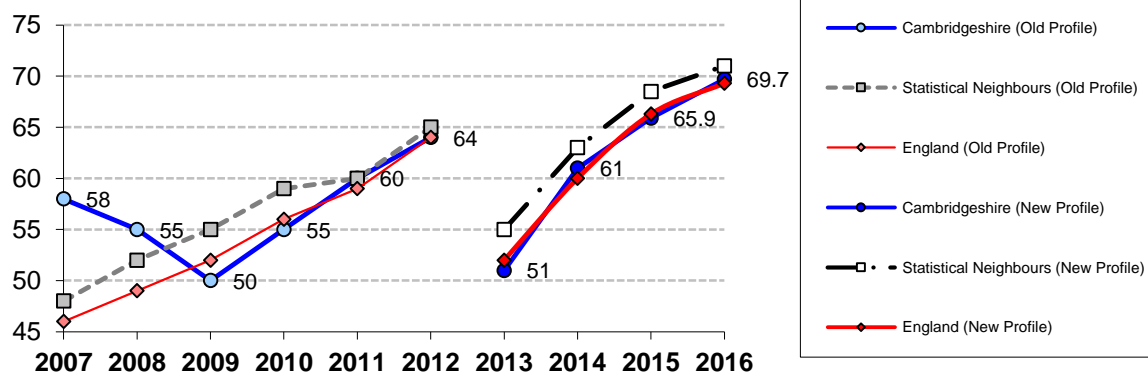
7.1) Every child fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) in EARLY YEARS

### **Summary and evidence:**

#### **Summary :**

*In 2016 overall performance has improved in Cambridgeshire and nationally, and overall Cambridgeshire performance is slightly above the national level. But it remains below that of our statistical neighbours. Cambridgeshire is now ranked 66th out of 151 LAs, an improvement of 12 places from 78th in 2015 ( 64th in 2014, 75th in 2013)*

**Early Years Foundation Stage: Achieving a Good Level of Development (%)**



Percentage achieving a good level of development	2014	2015	2016	15-16 Direction of Travel	14-16 Direction of Travel
All Pupils (7340 pupils)	61.3	65.9	69.7	↑4	↑8
Boys	52.6	58.9	63.3	↑4	↑11
Girls	69.9	72.9	76.8	↑4	↑7
FSM (Jan Census)	41.2	42.9	49.2	↑6	↑8
Non-FSM (Jan Census)	64.3	68.1	72.4	↑4	↑8
Any SEN	15.9	16.7	18.5	↑2	↑3
Non-SEN	65.6	69.1	73.8	↑5	↑8
Home Language: English	63.9	67.6	72.0	↑4	↑8
Home Language: Central/Eastern European	41.2	51.4	51.4	-	↑10
Home Language: Other than English	46.5	58.5	62.4	↑4	↑16
Combined FSM & Any SEN	8.3	11.5	12.9	↑1	↑5
Combined Non-FSM & Non-SEN	56.2	66.8	75.7	↑9	↑20

Percentage achieving a good level of development Cambridgeshire and national	Cambs 2016	England 2016	Difference (ppts)
All Pupils (7340 pupils)	69.7	69.3	-
Boys	63.3	62.1	1ppt
Girls	76.8	76.8	-
FSM (Jan Census)	49.2	54	-5ppt
Non-FSM (Jan Census)	72.4	72	-
Any SEN	18.5	23	-4ppt
Non-SEN	73.8	75	-1ppt
Home Language: English	72.0	71	1ppt
Home Language: Central/Eastern European	51.4	(Not Reported)	(Not Reported)
Home Language: Other than English	62.4	63	-1ppt
Combined FSM & Any SEN	12.9	18	-5ppt
Combined Non-FSM & Non-SEN	75.7	76	-

We have continued to work to promote the uptake of places for funded 2s. Although we have been unable to retain the area based Funded 2s Adviser resource into 2016/17 the take-up of places remained good with the figure for Autumn Term 2016 at 78% across the county.

For those two year olds whose parents are not working and in receipt of eligible benefits, the introduction of Early Years Pupil Premium for 3 and 4 year olds in an early years setting enables setting providers to target additional resource to meet the individual child's needs and to support their learning. Take up of EYPP at the end of the Autumn Term was 895 which represents just over 10% of the total cohort.

The employment of a part-time Pupil Premium and Partnership Officer post within the Education Welfare Benefits Team has ensured that all partners working with families, internal and external, are reminded of the funded two and early years pupil premium entitlement and share this knowledge and encourage the take up of these benefits.

7.2) Every child fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) in KEY STAGE 1 and 2

7.3 ) Attendance at primary school is good, and children receive more than 25 hours of education per week through a variety of appropriate provision, even if excluded.

**Summary and evidence:**

**Summary :**

**Gaps in achievement for vulnerable groups remain.**

**Attendance is poorest for those children in vulnerable groups but has improved overall.**

**There are low numbers of permanent exclusions**

### At Key stage 1

For all pupils Cambridgeshire's performance is 1ppt below the national level in Reading, 2ppt below in Writing and Maths and 2ppt below in all three subjects combined. Writing is the weakest of the 3 subjects. Cambridgeshire's performance is slightly lower than national performance and lower than that of its statistical neighbours

The gap in performance of pupils who are FSM or FSM-6 achieving the new expected standard in KS1 Reading, Writing and Maths was significantly below that of their peers nationally at 12ppts. And in contrast to previous years the achievement of girls in Cambridgeshire is not as good as the achievement of girls nationally.

The gaps between vulnerable groups and all children in Cambridgeshire remain, with those who are FSM or FSM-6, or who are FSM with SEN doing much less well than their Cambridgeshire peers.

<b>KS1: Percentage Working at the Expected Standard (RW&amp;M)</b>	<b>Cambridgeshire 2016</b>	<b>Difference from Cambs 'All Pupils'</b>	<b>'Early Indications' England 2016</b>	<b>Cambs Difference from National</b>
All Pupils (c. 7,300 pupils)	58	-	60.3	-2ppt
Boys (c.3,650 pupils)	53	-5ppt	54.6	-2ppt
Girls (c.3,640 pupils)	63	+5ppt	65.8	-5ppt
FSM (Jan Census)	31	-27ppt	43.9	-13ppt
Non-FSM (Jan Census)	61	+3ppt	62.0	-1ppt
FSM-6	34	-24ppt	46.1	-12ppt
Non-FSM-6	62	+4ppt	63.6	-2ppt
Any SEN	13	-45ppt	16.2	-3ppt
Non-SEN	65	+7ppt	68.3	-3ppt
Home Language: English	59	+1ppt	61.1	-2ppt
Home Language: Central/Eastern European	52	-6ppt	(Not Reported)	(Not Reported)
Home Language: Other than English	55	-3ppt	58.7	-4ppt
Combined FSM Jan & Any SEN	5	-53ppt	12.3	-7ppt
Combined Non-FSM Jan & Non-SEN	66	+8ppt	69.5	-4ppt

### At key stage 2

For all pupils Cambridgeshire's performance is 3ppt above the national level for Reading and broadly in-line with national outcomes for Writing, Maths & RWM. As with Key Stage 1 the poorest performing groups compared to all children in Cambridgeshire and to similar children nationally, are those who are FSM / FSM-6.

<b>KS2: Percentage Working at the Expected Standard (RW&amp;M)</b>	<b>Cambridgeshire 2016</b>	<b>Difference from Cambs 'All Pupils'</b>	<b>England 2016</b>	<b>Cambs Difference from National peers</b>
All Pupils (c.6,410 pupils)	53	-	53	-
Boys (c.3,110 pupils)	49	-4ppt	50	-1ppt
Girls (c.3,300 pupils)	56	3ppt	57	-1ppt
FSM (Jan Census) (c. 645 pupils)	28	-25ppt	36	-8ppt
Non-FSM (Jan Census) (c.5,720 pupils)	55	2ppt	57	-2ppt
FSM-6 (c.1,300 pupils)**	30	-23ppt	39	-9ppt
Non-FSM-6 (c. 5,010 pupils)**	58	5ppt	60	-2ppt
Any SEN (c.5,280 pupils)	9	-44ppt	14	-1ppt
Non-SEN (c.5,660 pupils)	61	8ppt	62	-1ppt
Home Language: English (c. 5,660 pupils)	53	-	54	-1ppt
Home Language: Central/Eastern European *(c.270 pupils)	38	Not Reported	Not Reported	Not Reported
Home Language: Other than English (c.710 pupils)	61	-	61	-
Combined FSM Jan & Any SEN (c.225 pupils)**	5	-48ppt	10	-5ppt
Combined Non-FSM Jan & Non-SEN (c.4,900)**	62	9ppt	64	-2ppt

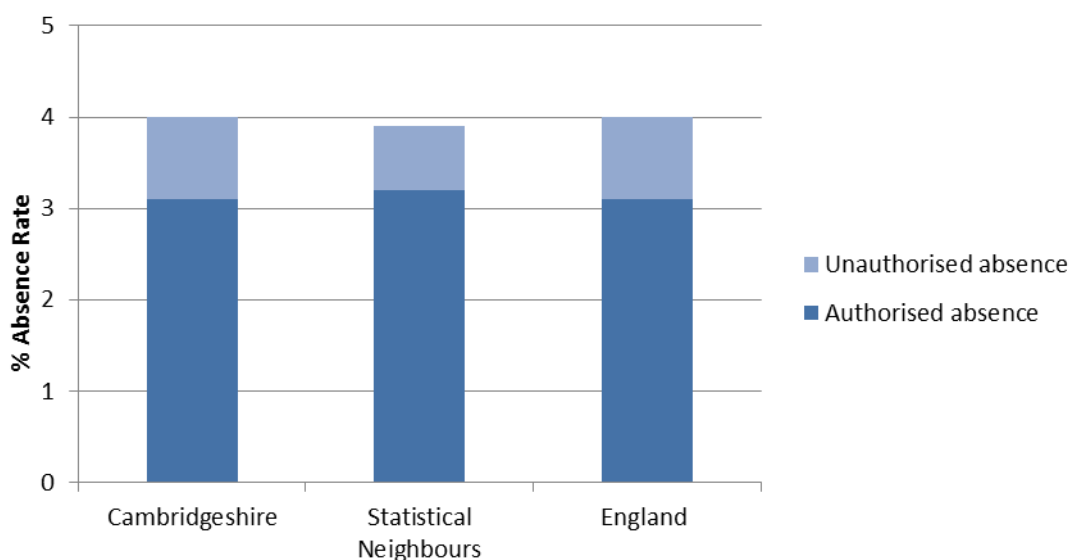
The new key stage 1 – 2 progress measures indicate that pupils in Cambridgeshire do less well than the national average.

LAIT sourced COMPARISONS for 2016 for children who are CIN, are :

	<b>Camb</b>	<b>SNs</b>	<b>England</b>
% achieving in KS2 Maths	30.0	35.8	40.0
% achieving in KS2 reading	30.0	34.8	38.0
% achieving in KS2 writing	32.0	38.5	44.0
% achieving in KS2 grammar	29.0	36.2	38.0
% achieving in KS2 reading writing maths	21.0	21.6	25.0

#### **Attendance and exclusion:**

The total absence rate in primary schools is slightly higher than in stat neighbours and the same as the England average.



Rates for Persistent Absence in primary schools is a little higher than national rates and higher than the average rate in our statistical neighbours.

Further more detailed analysis is available in the attendance toolkit.

### PA rates 2014/2015

	Primary
Cambridgeshire	2.2
Statistical Neighbours	1.9
England	2.1

7.4) Every young person fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) in KEY STAGE 4

7.5) Attendance at secondary school is good, and children receive more than 25 hours of education per week through a variety of appropriate provision, even if excluded.

#### Summary and evidence:

##### Summary :

**Attainment for children at KS4 is as good in Cambridgeshire as it is nationally. Some vulnerable groups do better in Cambridgeshire than they do nationally but children with SEN who are eligible for FSM still do poorly.**

Cambridgeshire pupils made similar progress to their peers at Key Stage 4. 60.3% of pupils achieved 5+ GCSE grades A\*-C including English and Maths compared with 59% in 2015.

In regard to Average Attainment 8 scores Cambridgeshire pupils with SEN perform better than their peers nationally. Those who in FSM, FSM6 Pupil groups do worse than their peers nationally. The picture is similar for progress.

In 2016, the KS4 outcomes for vulnerable pupils reveal that these pupils perform better than their peers nationally with the exception of FSM, FSM-6 and those with FSM and Any SEN pupils in both Attainment 8 and Progress 8.

<b>KS4: Attainment 8 Score</b>	<b>Attainment 8 Score</b>	<b>Difference from Cambs 'All Pupils' (pts)</b>	<b>State-funded England 2016</b>	<b>Difference from State-Funded England (pts)</b>
All Pupils (5707 pupils)	51.8	1.7	50.1	1.7
Boys (2898 pupils)	49.2	-0.9	47.8	1.4
Girls (2809 pupils)	53.9	3.8	52.4	1.5
FSM (Jan Census) (488 pupils)	36.4	-13.7	39.1	-2.7
Non-FSM (Jan Census) (5219 pupils)	52.9	2.8	51.8	1.1
FSM-6 (1059 pupils)	39.0	-11.1	41.3	-2.3
Non-FSM-6 (4,648 pupils)	54.3	4.2	53.2	1.1
Any SEN (845 pupils)	32.6	-17.5	31.2	1.4
Non-SEN (4862 pupils)	54.7	4.6	53.2	1.5
Home Language: English (5168 pupils)	51.5	1.4	50	1.5
Home Language: Central/Eastern European (199 pupils)	43.9	-6.2	Not Reported	Not Reported
Home Language: Other than English (531 pupils)	51.2	1.1	50.8	0.4
Combined FSM Jan & Any SEN (172 pupils)	22	-28.1	24	-2
Combined Non-FSM Jan & Non-SEN (4546 pupils)	55.5	5.4	54.2	1.3

For attainment in A\*-C in both English and Maths, vulnerable pupils in Cambridgeshire perform better than their peers nationally with exception of FSM (2ppt below) and FSM-6 (2ppt below).

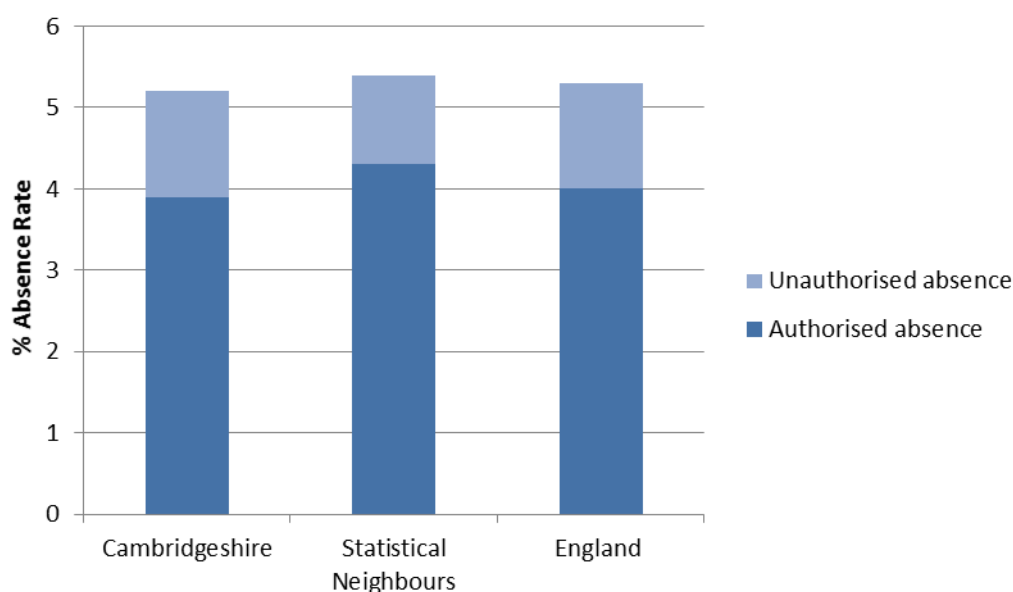
<b>KS4: Grades A*-C in both English and Maths</b>	<b>Cambs A*-C in English &amp; Maths</b>	<b>Difference from Cambs 'All Pupils' (ppt)</b>	<b>State-funded England 2016</b>	<b>Difference from State-Funded England (pts)</b>
All Pupils (5707 pupils)	68	-	63	5
Boys (2898 pupils)	64	-4	59	5
Girls (2809 pupils)	71	4	67	4
FSM (Jan Census) (488 pupils)	38	-30	39	-2
Non-FSM (Jan Census) (5219 pupils)	71	3	67	4
FSM-6 (1059 pupils)	42	-26	43	-2
Non-FSM-6 (4648 pupils)	74	6	70	3
Any SEN (845 pupils)	31	-37	24	7
Non-SEN (4862 pupils)	74	6	70	4
Home Language: English (5168 pupils)	68	-	64	4
Home Language: Central/Eastern European (199 pupils)	51	-17	Not Reported	Not Reported
Home Language: Other than English (531 pupils)	65	-2	63	3
Combined FSM Jan & Any SEN (172 pupils)	14	-54	13	1
Combined Non-FSM Jan & Non-SEN (4546 pupils)	76	8	72	3

Comparisons for 2016 for children who are CIN indicate that these children still do less well in Cambridgeshire than elsewhere:

	Camb	SNs	England
% achieving 5 GCSEs A* - C	15.0	15.2	14.9
% progress 8	20.9	22	22.6

### Attendance and Exclusion

The authorised absence rate in secondary schools is a little lower than that in our SNs and nationally:



Rates of Persistent Absence were also lower in Cambridgeshire than in SNs and nationally.

PA rates 2014/2015	Secondary
Cambridgeshire	5.1
Statistical Neighbours	5.5
England	5.4

There were only 2 permanent exclusions from Secondary Schools in the 2015 school year.

The responsibility of providing 25 hours of Alternative Provision lies with the commissioning schools. However, in some circumstances, pupils are unable to engage with this amount of provision for specific reasons. The County Alternative Education Manager collects data about every student on AP across the county and monitors the hours of AP provision. If she feels that the amount of AP provision is not suitable, she will highlight and challenge the relevant school and inform local authority officers.

7.6) Every young person fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) POST 16



7.7) A low proportion of young people are not in education, employment or training (NEET) and targeted youth services support young people as they prepare for, and transition into adulthood.

**Summary and evidence:**

**Summary :**

**Qualification levels by aged 19 are similar in Cambridgeshire to elsewhere but the proportions of those who were FSM who have achieved a level 2 or 3 qualification by aged 19 is below rates elsewhere.**

**Overall NEET rates are good but again, those who have SEND but no SSEN/EHCP are less likely to go onto further education or training in Cambridgeshire than in similar authorities or nationally.**

62% of all young people in Cambridgeshire had a level 3 qualification by aged 19 in 2014/15 which is comparable to rates for SNs and better than national and regional rates. However, there is a gap in attainment between those who were FSM and non-FSM students, with only 26% of these students attaining a level 3 qualification in Cambridgeshire compared to 36% nationally and 28% for our SNs.

From September 2016 the DfE no longer required local authorities to report on year 14 situations. This means that overall NEET and In-Learning are only reported on these young people covered by RPA i.e. school years 12 and 13. However Cambridgeshire have taken the view that it remains important to track the progress of our young people who are in vulnerable groups and therefore these young people will continue to be tracked and supported beyond year 13.

In addition the DfE decided to amalgamate NEET with Unknown Situations to form a new measure. Cambridgeshire's target for this new measure in 2016 is 3.8%. Current data shows that we have exceeded this target.

Table 1 below illustrates our performance for December with the last 3 years data by way of comparison. Table 2 compares Cambridgeshire's performance with National, Regional and Statistical Neighbour averages for the main performance measures where these are available.

Positive action taken in relation to the NEET reduction strategy, the Early Help Review and increased management capacity (Targeted NEET Manager) has resulted in an improvement across the board for young people in our vulnerable groups as the data demonstrates.

Newly established Training provider networks across the County have worked together to look at opportunities to improve provision for vulnerable young people. There are currently 350 young people 16-18 across Cambridgeshire who are NEET, many of them with low level or no qualifications and living with challenging circumstances.

For the majority of these young people mainstream education is not suitable. It is therefore important to explore more appropriate and often tailor made opportunities. This is difficult given that Cambridgeshire is not seen as a priority for government funding and as a consequence we have very few training providers.

As part of the NEET strategy we are exploring in house delivery of group work programmes to suit this client group and help them to achieve positive outcomes.

**Table 1 - County Performance Measures Jan 2017**

	2016/17 Measures	Dec 16 Actual	2015/16 Actual	2014/15 Actual	2013/14 Actual
Yr12/13 NEET/UK	3.8%	3.7%	4.1%	4.2%	3.9%
16-19 LDD NEET	9%	8.8%	10%	12.2%	N/A
16-19 Teenage Mothers in EET	45%	41.1%	34.4%	33.1%	37.5%
Care Leavers in EET	75%	59.6%	53.5%	52.6%	56%
Year 12 In learning	96.5%	95.4%	95.8%	94.1%	95.4%
Year 13 In Learning	92%	91.4%	90.6%	89.3%	90.9%
Year 12 in Jobs Without Training	.5%	1.6%	1%	1.2%	1.2%
Year 13 in Jobs Without Training	3.6%	4.2%	4.5%	5.6%	3.8%

**Table 2**

	16-18 NEET/Unknown November 2016	16-18 In Learning (YR12+YR13 ) November 2016
National Average	7.8%	90.5%
Eastern Region Average	6.2%	91.3%
Statistical Neighbour Average	7.2%	90.9%
Cambridgeshire	3.7%	93.6%

## 8. EARLY HELP

*The statements in this section are taken from the Early Intervention Foundation: Early Intervention Maturity Matrix: Summary Self-Assessment Sheet (March 2014). They reflect the most mature EH arrangements. Further information can be accessed [here](#).*

8.1) PLAN: An Early Intervention (EI) plan (either a separate plan or 'golden thread' in all major strategies and plans) has been informing how all local agencies deliver EI for a while. It is based on full understanding of local needs. Many agencies pool money to pay for EI support, and commission it to jointly agreed outcomes. EI Services provided for ages 0-19, with evidence to show they work.

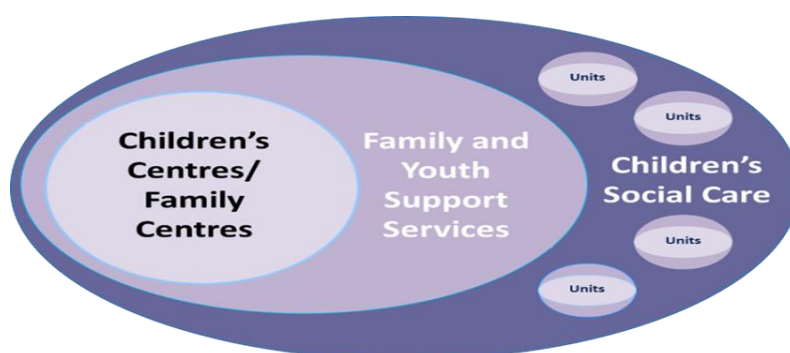
8.2) LEAD: All local partnerships play a part in delivering EI. The group that leads the plan makes sure everyone knows what is happening and their role. Senior leaders are all 'champions' for EI in public locally and nationally.

### Summary and evidence:

#### Summary :

***The Children's Change programme has been commissioned to ensure that Early Help services work closely and in an integrated simplified way with social care services and with partners.***

The Children's Change Programme models the service on a District level in the county providing services at targeted, enhanced and specialist levels. Early Help services are provided in tandem with children's social work, and ensure that we target an enhanced early help offer for families to support children remaining in their communities. This will help ensure that the right families are receiving the right service and support at the same time.



The phased approach to change in Children's Services will see a completed set of services in place by April 2018. Key timelines are as follows:

Children's Change Programme Phase 1	Implementation of the Integrated Front Door and Senior Management of District Teams from April 2017. Increased the capacity and level of senior social work and Clinician capacity in Social Work Units
Children's Change Programme Phase 2	Implementation of an integrated Family Support District Based offer including re-development of SEND services
Children's Change Programme Phase 3	Public consultation around Cambridgeshire Children's Centres to launch July 2017 – Revised Children's and Families Provision all in place by April 2018

Our current Early Help Strategy can be found via the link below. It will be refreshed by June 2017: [http://www.cambridgeshire.gov.uk/info/20076/children\\_and\\_families\\_practitioners\\_and\\_providers\\_information/370/providing\\_children\\_and\\_families\\_services/8](http://www.cambridgeshire.gov.uk/info/20076/children_and_families_practitioners_and_providers_information/370/providing_children_and_families_services/8)

Our Early Help Strategy will be considered effective if it:

- Addresses emerging needs in families before they reach crisis point
- Builds the confidence, skill and capacity of families so they can succeed independent of services
- Helps build the range of Early Help available in communities, supporting the voluntary and community sector to thrive and local people to come together
- Reduces the demand on specialist public services
- Ensures children and young people are ready for and attend school, make expected progress and go on to have the skills, qualifications and opportunities to succeed in the employment market

The LSCB monitors Early Help dataset which draws information from a range of partners.

8.3) DELIVER: There are clear, aligned processes for identifying, assessing providing appropriate help to children and families at an early stage, understood and agreed across all local partners. Information on family needs and strengths is being shared efficiently all the time. All staff have an excellent understanding of EI and the roles they play. They have high quality training and support to do their jobs. Staff always deliver in a joined up way.

**Summary and evidence:**

**Summary :**

***New Early Help Assessment has been launched to build on existing Think Family working supported by clinical supervision for a wide range of staff in the Local Authority and its partners***

***Integrated front door supports information sharing and routing to the right professional to co-ordinate support***

A new Early Help Assessment (EHA) was introduced in December 2016 replacing the Family Common Assessment Framework (CAF). The principles of use are the same and are underpinned by the Think Family approach, but the EHA is simpler and more accessible to families and partners. The number of EHAs logged at the end of March 2017 is 746.

The Integrated Front Door ensures faster timescales for decision making within the Multi Agency Safeguarding Hub (MASH), and support from 'navigators' to access information from a wide range of partner agencies to inform better decision-making. The IFD incorporates an Early Help Hub which provides one access point for support to meet needs identified in all EHA's

Work across Early Help in Cambridgeshire is based on systemic working and the Think Family approach is now well embedded in Cambridgeshire services working with children, young people, adults and families. It is a key part of the our Early Help Strategy, and we continue to work with all agencies to identify appropriate ways for them to develop Think Family working in their organisation and progress here is good.

The principles of Think Family working are to have:

- One Lead Professional nominated to coordinate the work with the family.
- One thorough family assessment which considers the needs of the whole family, how the issues inter-relate and the wider context and relationships which surround presenting issues, but places children's safety as paramount. The principle method for this in Cambridgeshire is the Early Help Assessment
- One overarching family plan managed by the Lead Professional and reviewed regularly with the family and professionals involved through team around the family meetings.
- A team around the family; all professionals who are involved with any member of the family working together to the family plan with agreed goals.
- Limiting transfers families experience through our services; one coordinated intervention is more effective than services taking it in turns and transfers between teams consume time, energy and so incur cost.
- Commitment to putting the family's needs at the centre and overcoming professional difference.

We have seen improving numbers of cases for which there is a Lead Professional in place – 98% of families who are identified as meeting the TF criteria have a named LP. About 20% have an LP

from social care, around 28% are cases have an LP from our locality teams and 44% are cases for which education setting staff are lead professionals. 3% of cases have health professionals as Lead Professionals.

Training to support this way of working is available to all staff including those working in other organisations who will be acting as lead professionals for families. It covers modules on the Lead Professional role, whole family assessments, planning. A further module covers engagement, assertiveness and challenge and this includes the development of reflective practice skills.

Clinical supervision is provided for staff in Early Help to support them in their role and to develop systemic / think family working. This offer is also extended to SEND specialist services and some partner agencies.

8.4) FAMILY FOCUS: Families are involved in designing and delivering services. It is easy to access all support needed through one point of contact. All families get well coordinated help delivered by joined-up teams. Families are at the centre of the support provided. Support takes account of family and community strengths, which are a big part of local delivery.

**Summary and evidence:**

**Summary :**

***New Early Help Assessment developed after consultation with partners and families and brings focus to what needs to change and the resources available, prompting consideration of community resources.***

***Cross-service working is well established in "team around the family" work***

***Implementation of the THRIVE model***

**Family involvement in services**

Our Children's Change Programme has taken account of feedback from parents and families, particularly around the need to simplify processes and forms and so that they need tell their stories only once.

The Children's Services Customer Care Manager leads on managing all types of feedback for Children's Social Care, Early Help and SEND. This includes compliments, comments, enquiries, MP and local elected Member enquires as well as formal complaints. Complaints and compliments are considered in monthly service performance by the Director of Children's Services. The Customer Care Manager has responsibility for effective working relationships with key partners such as the Local Safeguarding Children's Board, NYAS, Local Government Ombudsman, Information Commissioner, Ofsted and the Health & Care Professionals Council (HCPC).

A personalisation budget is available for Lead Professionals in Early Help teams to request support for meeting defined outcomes in the Family Support plan which is co designed with children, young people and families.

Pinpoint Cambridgeshire, an independent voluntary organisation supporting parents and carers, is commissioned to ensure that parents are involved in the design of services for children with additional needs and disabilities.

Children's Centres regularly discuss service provision with parents - during August to December 2016 feedback through surveys showed that 92.1% of respondents would recommend a

Cambridgeshire Children's Centre to other parents or carers of young children. 90.0% of respondents were either very satisfied or satisfied with the services and support they had accessed at a Cambridgeshire Children's Centre.

Over 13.4% said they were interested in volunteering. Half of our survey group gave additional comments about services and a range of issues were identified that have been referred back to Centre Managers to seek local solutions - these include timing of sessions, provision during school holidays and variety of groups on offer but they also identified that parents and carers were concerned about the possible impact of budget cuts. These issues will be included in analysis for Council Members to consider.

### ***Easy Access to Services***

Both the Early Help Hub and the MASH provide opportunities for consultation discussions, including the provision of advice and information, support to self-serve or signposting to another agency, and will ensure the right links are made with Lead Professionals.

### ***Family Information Directory***

The Family Information Directory links directly with the Local Offer and is an on-line directory, accessible via the Council's website making information about a wide range of community and other services available widely.

### ***Family Work***

A long term, significant investment in the development of Family Workers in Cambridgeshire has created a workforce that is dedicated to ensuring there is effective Early Help in place for all families through District Early Help teams and Children's Centres. Family Workers provide bespoke 1:1 interventions for families and deliver evidence based parenting programmes. As part of the Children's Change Programme an integrated, target service offer will be delivered working with children and families in their community which builds on the strengths of this workforce. Early Help and Social Work services will work together to deliver the service offer across all levels of need based on a mixed skillset offer that supports families in a continuous relationship base.

### ***Strengths based Approach***

The CCP includes the use of the THRIVE Model in Cambridgeshire. This has been developed as a collaboration between the Anna Freud Centre and the Tavistock & Portman NHS Foundation Trust, and was initially designed to help with the re-focusing of CAMHS services.

The model assumes that at any given time the majority of families are thriving, and not in need of any particular support, apart from universally available information and advice. Other families will need a level of input, at a variety of levels of need and duration. In addition to universal activity and accessible information that support 'Thriving' families (or 'Getting Advice'), the way in which the whole system responds to the needs of children, young people and families can be represented under the headings of 'Getting Help', 'Getting more help' and 'Risk Support'. The nature of any support from the District-based Early Help Teams will therefore vary, depending on the nature of the need and the family context, from 'topping up' community-based support, to intensive whole-family interventions, but described within these categories. Delivering work in this way helps mitigate the risk of targeted or specialist resources becoming a necessary or permanent part of the family/community system, which is both financially unsustainable and risks breeding dependency.

Early Help Assessments will indicate what services have been utilised within the family/community system and why these have not been enough to meet the need. The Early Help Hub will make a judgement on whether additional resources from the District-based Early Help Teams is required to enable needs to be met, or recommend a different strategy for utilising those services that exist within the family/community system.

8.5) EVALUATE: Everyone is working to the same ultimate goals around improving children's lives, and have agreed measures to check how well they are meeting them. All services are having their success and impact measured in a good quality way. This information helps inform planning about how to run services better.

8.6) OUTCOMES: There is evidence that all children and their families from groups that are a priority in a local area can access the support they need, when they need it. Outcomes for children, particularly those in 'target groups' who might otherwise not have done so well, are excellent and continuing to get better.

**Summary and evidence:**

**Summary :**

***A range of tools have been in use for some time to monitor progress of individual cases and outcomes for families supported.***

**Shared goals**

We have developed a single Family Plan; this is being designed to enable the team supporting the family to identify how they will know if the work they are doing has been successful. In Cambridgeshire there is a shared outcomes framework which provides sample measures against five main outcomes. This way of planning will support us in doing this in the future.

These outcomes are:

- Children are ready for and attend school, and make expected progress
- Adults and young people have the skills, qualifications and opportunities to succeed in the employment market and make a positive contribution
- Families enjoy good physical and mental health and have a healthy lifestyle
- Families are protected from harm and neglect and are provided with support with their problems before they become too difficult to manage, increasing their resilience
- Families contribute to the community and are not engaging in anti-social or offending behaviour

**Outcomes**

Around 30,000 young children are currently registered with a Children's Centre in Cambridgeshire, which is 74.5% of children under 5 in the county. Of these, 7,000 people attend activities at centres each month. Children's Centres provide support and intervention through targeted group activities and 1:1 family support.

Use of the Distance Travelled Tool (DTT) enables families and young people to rate their current level of difficulties and enable them to reflect with professionals who have supported them on

their progress. Case file audits show that these tools are being used to plan support and performance information is drawn from them to see how things have changed as a result of help.

For our Family Workers performance has been largely static over the last year (just below the target of 80%). Of the 25% of cases that do not show overall improvement we have identified a higher representation of domestic abuse, mental health and substance misuse and some are transferred to other specialist services, including to children's social care. There is a focus on workforce development in these areas to support practitioners to help families in these circumstances to make more improvement. A simplified targeted family work offer is under development with the aim of maximising our effectiveness. This will be consulted upon as part of the Children Change Programme phase 2.

A DTT is also used with young people that supports them to self-assess the impact of issues they face on their life. Once a relationship has been established and informed by their Early Help Assessment as appropriate, a young person is supported to explore identify issues and behaviours, which impact their well-being, development, learning or transition. The young person allocates a score to each issue and assessment area which reflects the impact it has on their life. Throughout the intervention young people review with their YSS practitioner progress made in each area and review their scores. At the end of the intervention they are able to assess and reflect on their distance travelled by comparing initial and final scores.

Currently Cambridgeshire data demonstrates that we are performing well against our performance target (80% of all completed DTT's to show progress). In March 2017 we are averaging 79% of all completed cases showing progress and in the previous quarter we were averaging just above the target.

Around 80% of parents who start parenting courses complete these and around 75% of those who complete report that they feel more confident in their parenting role at the end of support. We have not monitored whether this cohort of families need further support after the completion of courses.

For our most vulnerable families, who meet the criteria for support under the Troubled Families initiative, impact is monitored objectively using the indicators in the shared Outcomes Framework

As at 2 March Cambridgeshire had identified 1486 families (against a target of 1429 by end of March) and by 24 March had made a Payment by Results (PBR) claim for 405 families (against a target of 505 families). A robust plan developed in conjunction with internal audit led to a much improved and refined, however still parallel, process. With the establishment of the Early Help Hub, the process for PBR claims will be built into "business as usual" as opposed to operating in part as a parallel process.

8.7) Children With Disabilities and their families are supported through a range of activities which prevent family breakdown and promote the most positive outcomes for children and their families.

**Summary and evidence:**

**Summary :**

**SEND inspection identified areas of good and innovative practice, it also reflected our self assessment of needing to work more closely with families particularly at the point of EHCP's being produced and the need to ensure more of our partnership understands the Local Offer**



***and how to access services – once families access services they report good experiences .  
More details can be found in our SEND SEF.***

The provision for children with SEND is described in detail in our Local Offer which has been developed over the last year in consultation with families. Our Local Offer Annual report describes how we have made progress in developing and promoting services and our ambitions for further development.

Our SEND Commissioning Strategy outlines our strategic commissioning approach for children and young people with Special Educational Needs and Disability.

The Disabled Children's Social Care Service is responsible for assessing the needs of disabled children and young people up to the age of 18. For those who meet the eligibility criteria for services provided are:

- the opportunity for children and families to have a short break
- support for the child or young person to access their community
- support and training to develop independence skills appropriate to their age
- support in meeting a young person's personal care needs appropriate to their age

At the end of March 2017 there are over 1,075 children supported by the service. The majority are supported through the Short Break Local offer with approximately 400 supported through Social Work services.

We encourage and support the use of inclusive and universal activities and services, such as Children's Centres, nurseries, nurseries and childcare providers, schools and colleges, leisure activities and health services. Families are encouraged to register with the Special needs Community Information Point (SCIP) our information and advice service for families with 0-19 year olds with a disability or additional needs.

A range of groups are provided free of charge for children under 5 with SEND in our Children's Centres and number of specialist roles support our young people who have SEND with access to activities and services including employment and training as part of our offer within Locality Teams. Our SEND teams support settings to respond to the needs of children with SEND through advice and training support and where necessary assessments for Education Health and Care Plans. Our County wide Sensory Support Service supports children with hearing and visual impairment.

We also work with Papworth Trust to ensure that families with a child with disabilities can get free information and advice on disability benefits.

We involve parents and carers in the development and review of our services through working with pinpoint, a parent led network. We also work with Voiceability to hear young people's views and feedback. Additionally Cambridgeshire is one of six authorities that have been involved for three years with the DfE funded POETS Project (Personal Outcomes Evaluation Tool).

Cambridgeshire County Council is the Training Hub for Autism Education Trust (AET) in the Eastern Region, holding the license to deliver training to Early Years settings and schools across the 11 Local Authorities that make up the Eastern Region. The AET training programme is backed by the DfE as best practice on Autism. As the training hub, SEND Specialist Services in Cambridgeshire

provide AET training to all schools and Early Years settings, some of this through our sub-contracting arrangements with other Local Authorities in the Region. We have sub-contract arrangements with Hertfordshire, Suffolk and Essex County Council and another local arrangement with Norfolk. Doing this allows schools and Early Years settings to access more training and means we can cover a wider area. The AET training programme is designed to improve understanding and knowledge about Autism amongst school and setting staff and best practice to support children and young people with Autism to achieve the best outcomes.

Cambridgeshire has invested in a small project led by the clinical team providing Positive Behaviour Support to a small number of families with children with severe learning disability and challenging behaviour who are at risk of family breakdown, aiming to keep children at home, and not in out of county placements. This service began working with families in April 2017.

## 9. THRESHOLDS AND DECISION MAKING

9.1) Key threshold and decision-making points are appropriate, effectively understood, consistently applied and evidenced for individual children. (M)

9.2) Children who are neglected or physically, sexually or emotionally abused are identified early. There is an effective strategy to respond to neglect and front line practitioners are confident about their work with families where neglect is known or suspected. (M)

9.3) Trends and changes in early help assessments, referrals and child protection plans, including step up/step down is understood and appropriate.

### **Summary and evidence:**

#### **Summary :**

***New threshold document is in place***

***A neglect strategy has been launched***

***MASH audits taking place to scrutinise decision making***

***9.1) Key threshold and decision-making points are appropriate, effectively understood, consistently applied and evidenced for individual children. (M)***

A revised threshold document has recently been developed by the LSCB and launched in April 2017 along with the re-configured Integrated Front Door. As part of the development of the Integrated Front Door just under 1000 practitioners across all agencies attended workshops to help shape this work and to learn about the application of thresholds together. A Neglect Strategy has been agreed by the LSCB and the Graded Care Profile is used to support assessment of neglect.

#### **Numbers of Contacts**

The number of contacts received has reduced significantly because we have changed the way we count these. Previously we had counted all contacts which frequently included duplicate records for the same children and same events (but reported by several agencies).

#### **The MASH**

The Multi-Agency Safeguarding Hub (MASH) and Early Help Hub (EHH) is the single point of contact for all safeguarding and wellbeing concerns regarding children and young people in Cambridgeshire. It does this by:

- Acting as a Front Door to manage all safeguarding referrals including the undertaking of Child Protection investigations where required
- Acting as a Front Door to Early Help Services

There is now a weekly programme of multi-agency audits which are undertaken within MASH which review the threshold decision making in respect of 8 contacts the previous week. The contacts are randomly selected and comprise of information requests and threshold decision making in respect of early help services, s17 and s47. The audits are undertaken by the Group Manager, a Detective Inspector and Lead Nurse for Safeguarding. A larger one-off internal audit was carried out in February 2017 which confirmed that decision making was good in around 80% of cases.

Our new front door arrangements have been established during 2016/17 and performance measures have been agreed as part of this. We now monitor the proportion of MASH cases in which decisions were taken within 24 hours. In June 2017 this was 78%.

*(Source – New Children’s Services Dashboard June 2017)*

### **Referrals**

Numbers of referrals to Children’s Social Care fluctuated during 2016/17 and into first quarter of 2017/18. There were 325 referrals in June 2016 and 479 in June 2017.

We know that a quarter of social care referrals are made by the police, around 20% by education and 15% by health. Sources of referral form part of our monthly performance monitoring.

### **Step Ups / Step Downs**

In the past we have estimated that practitioners from Early Help services also supported around 10% of the cases open to social care. However the development of integrated District teams as part of CCP enables a more flexible approach to supporting families and we anticipate we will have more families that are open to Children’s Social Care units and also will have Early Help intervention with the intention that extended handovers will support our intention of ‘telling your story once’ and for families to experience continuity in relationships.

Our new District Team Around the Family Meeting policy sets out how to:

- Change transfer work between teams within the Children and Families Directorate (where the lead professional is changing) and/ or
- Request an additional resource is added to an existing team around the family/ lead professional

These meetings will take place every week and will support a more fluid process which will help identify the right support for families quickly. We will be moving away from ‘step down’ language and focusing more on being able to involve early help services alongside social care more easily and ensuring a smooth transfer to early help when safeguarding risk has reduced. We will also be able to quickly re-involve the known safeguarding professionals with a family if risk escalates again.

Around half the children opened to social care in any one month have had previous Early Help work within the year prior to their social care referral.

## 10. CHILDREN'S SOCIAL CARE: REFERRAL, ASSESSMENT, CHILDREN IN NEED AND CHILD PROTECTION

10.1) Rates of referrals, assessments, Children In Need and children subject of child protection plans are in line with expected ranges, and there is evidence through audit, management oversight and performance management that the right children are being referred, are CIN or subject of a plan.

10.2) Decision making, assessments and reviews are timely.

10.3) Care plans contain sufficient, detailed information about the needs of the child and what needs to happen, by when. Risks are identified and prioritised, and plans are audited and reviewed frequently enough and with sufficient scrutiny to take robust action to challenge when this is not the case.

10.4) There is high quality and impact of direct work with children and families and quality and effectiveness of services to support children. Views of children, young people and families about the service they have received is fed into care planning and strategic planning (M)

### **Summary and evidence:**

#### **Summary :**

***Rates of referrals and rates of CIN are low***

***Rates of children subject to CP plans are increasing but have been low***

***Compliance with timescales for completing assessments is generally good, as is compliance with timescales for holding CP conferences and visiting children***

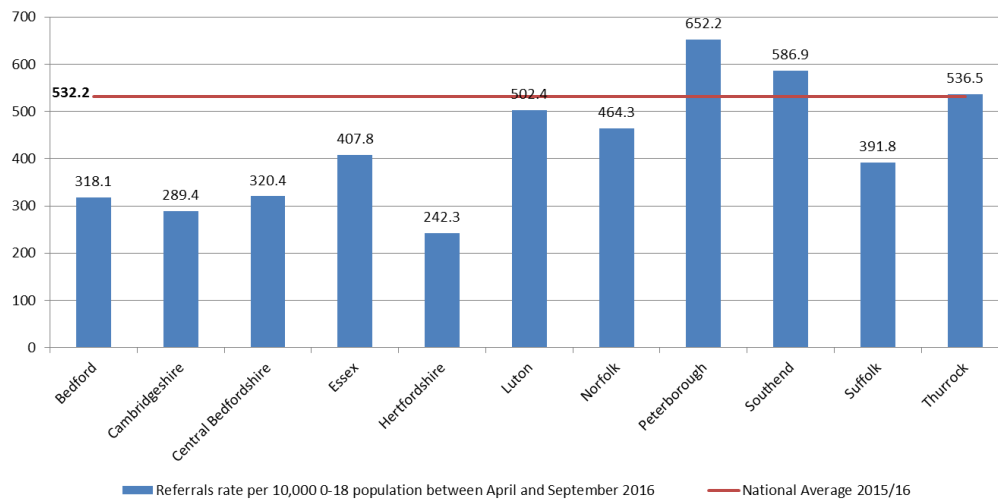
***Rates of re-referrals and rates of S47 enquiries are now in line with our SNs***

***We have scrutinised cases of children who return to CP plans and have identified a need to act more robustly where neglect is an issue***

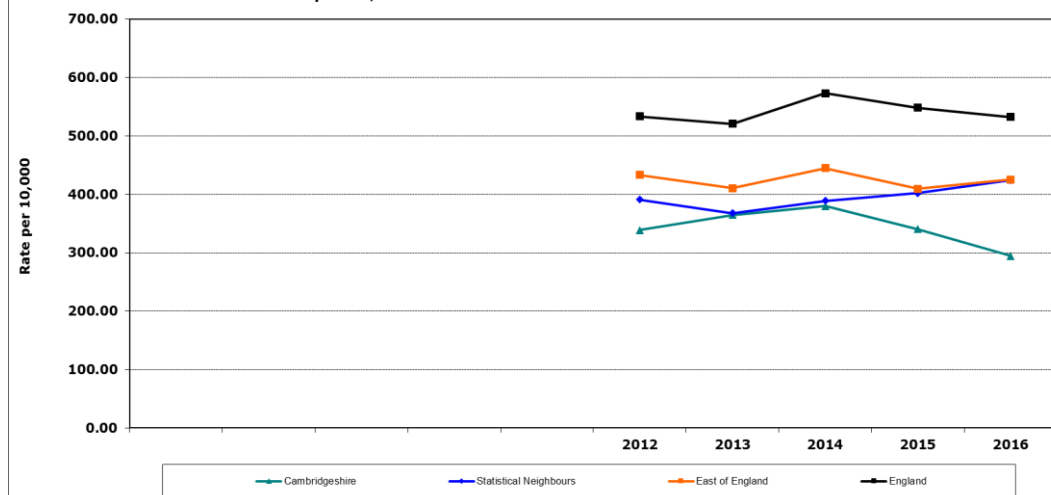
### **Rates of Referral**

Rates of referral to children's social care remain low in Cambridgeshire compared to other authorities in the Eastern Region.

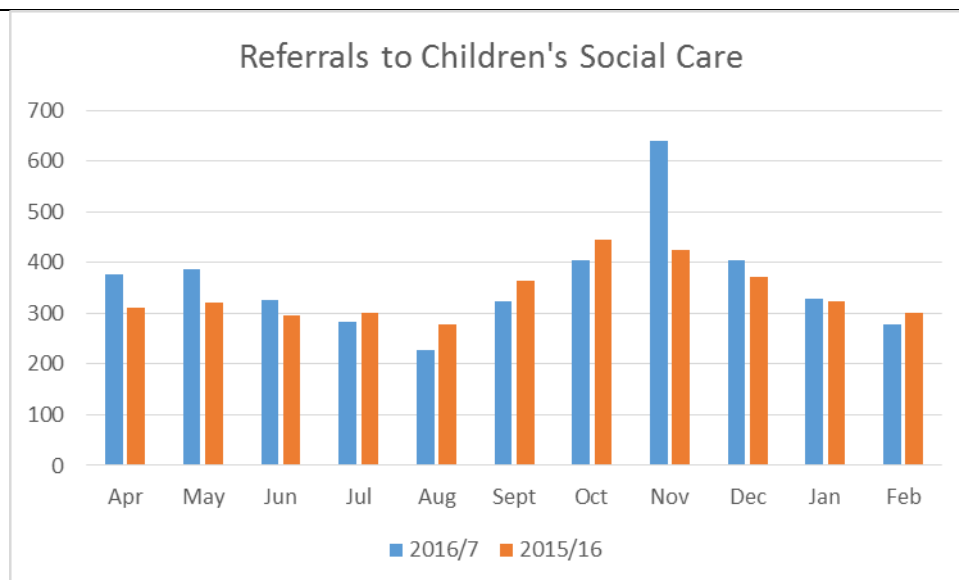
**Rate of Referrals Sept 2016 (per 10,000 0-18 population)**



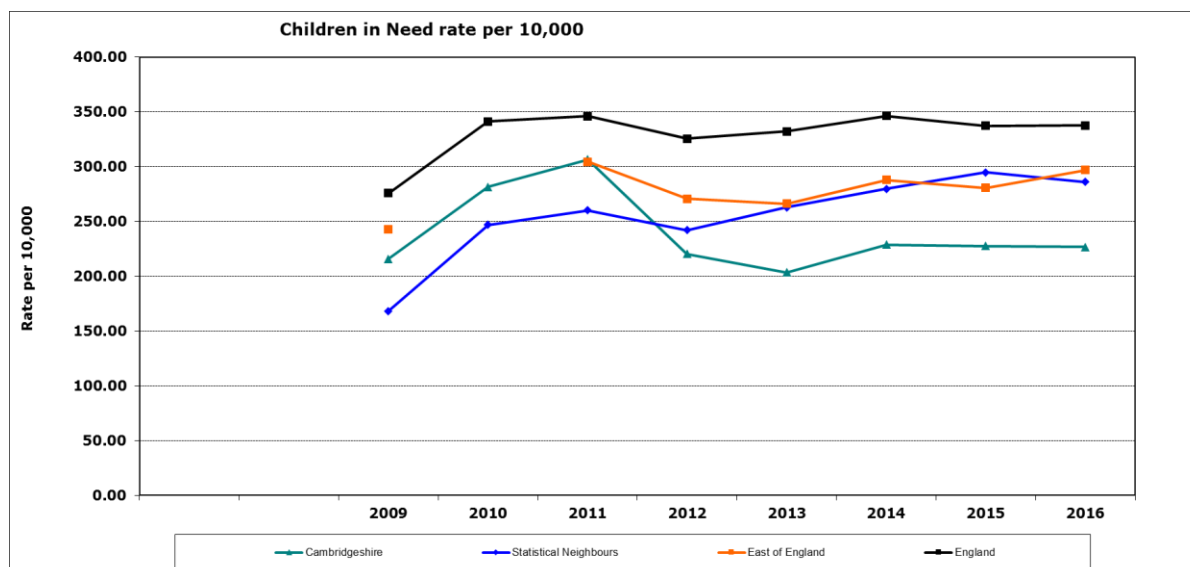
**Rates per 10,000 of referrals to Children's Social Services**



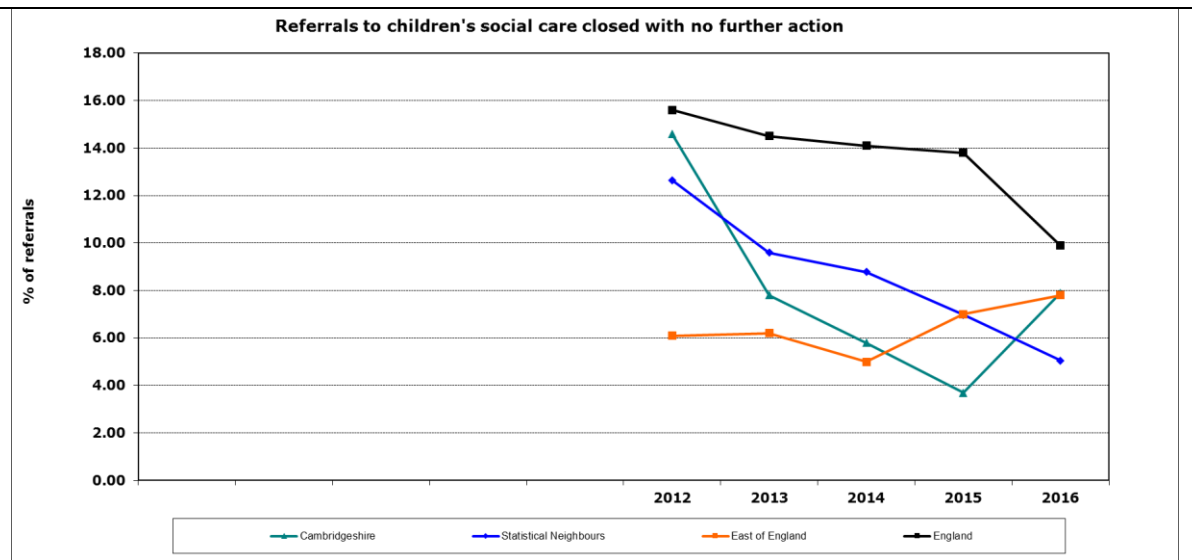
Monthly referral numbers have been high during November 2016 which we know was due to a change in practice at our front door leading to a “bulge” in the numbers of cases opening to social care.



Rates per 10,000 of Children in Need have in the past been lower in Cambridgeshire than elsewhere.



Too many children were previously NFA'ed following contacts the threshold for referral and allocation of services has been reviewed and is remedying this

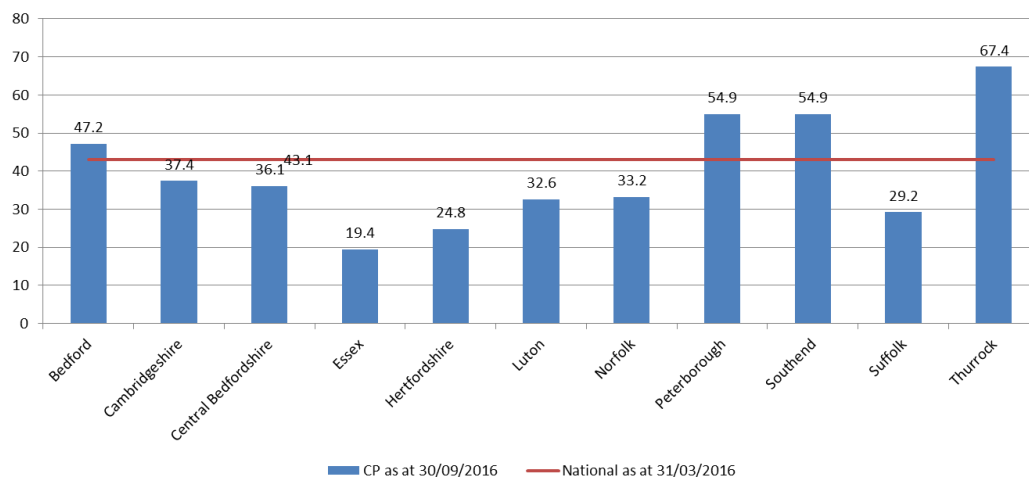


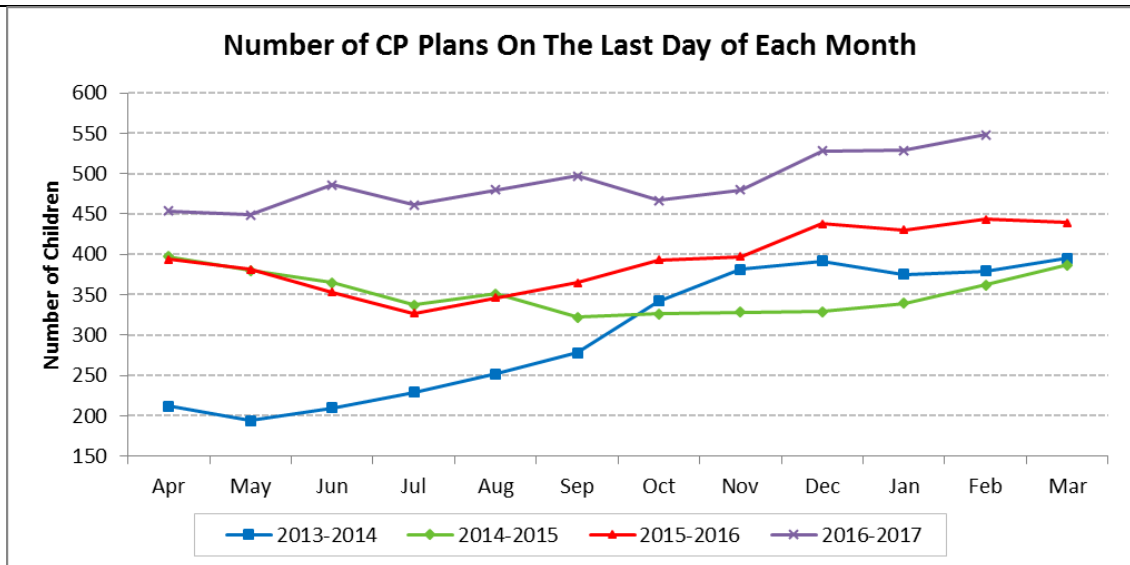
### Child Protection

Our numbers of children with a child protection plan are now more in line with our stat neighbours and mid table regionally – see below. The LSCB continues to monitor the quality and impact of child protection planning, ensuring we have child protection plans in place for the right children.

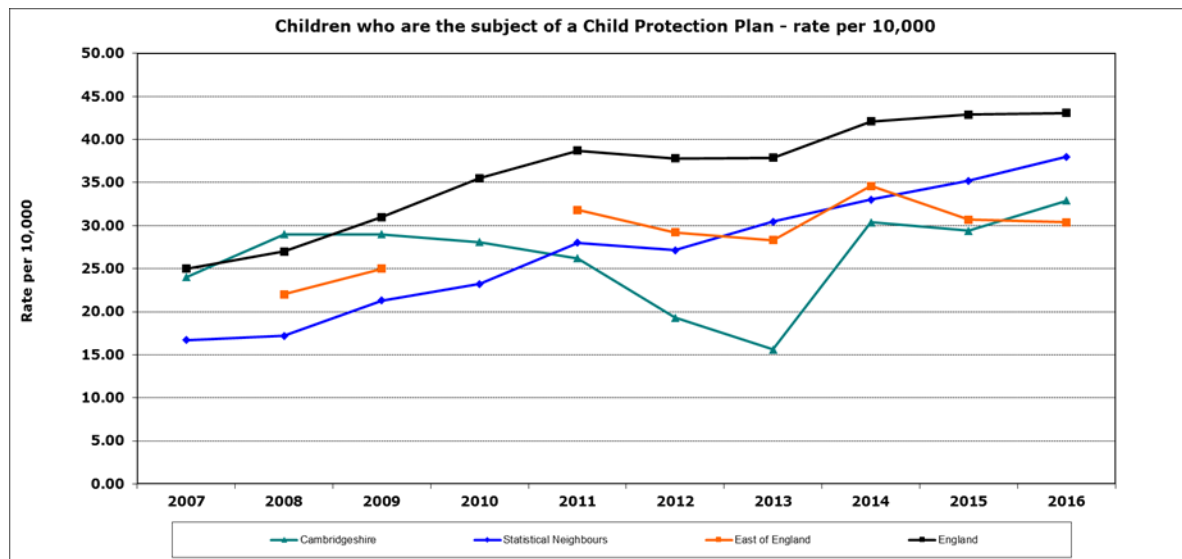
Cambridgeshire rates of children registered for emotional abuse is lower than national averages and for stat neighbours, whilst rates of children registered for physical, sexual abuse and neglect are slightly higher with numbers registered for neglect having been very low in previous years.

### **Children Subject to Child Protection Plan in Sept 2016 (rate per 10,000 0-18 population)**



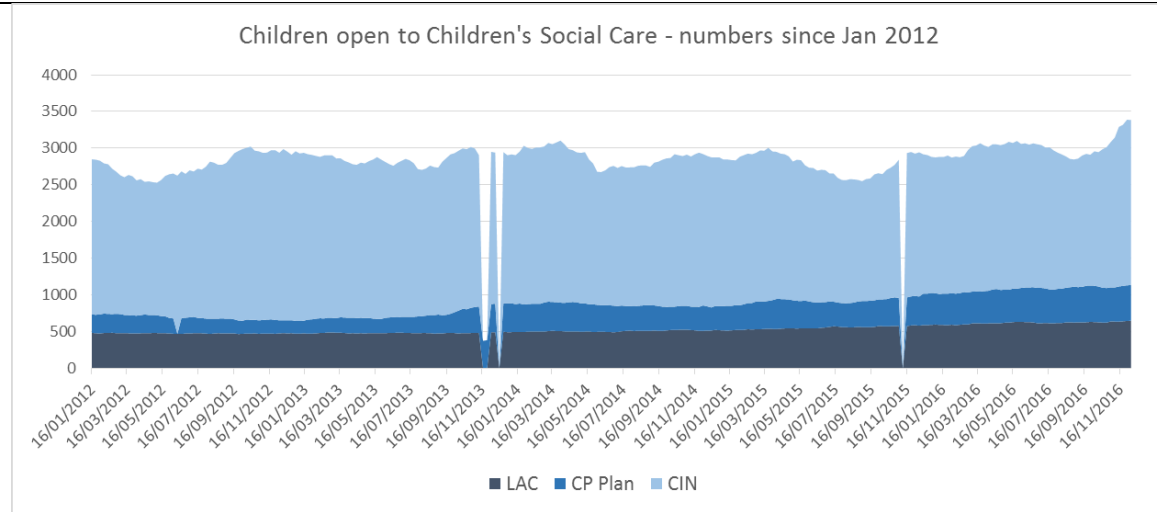


Overall numbers having been rising and this is bringing Cambridgeshire more in line with rates in our statistical neighbours.



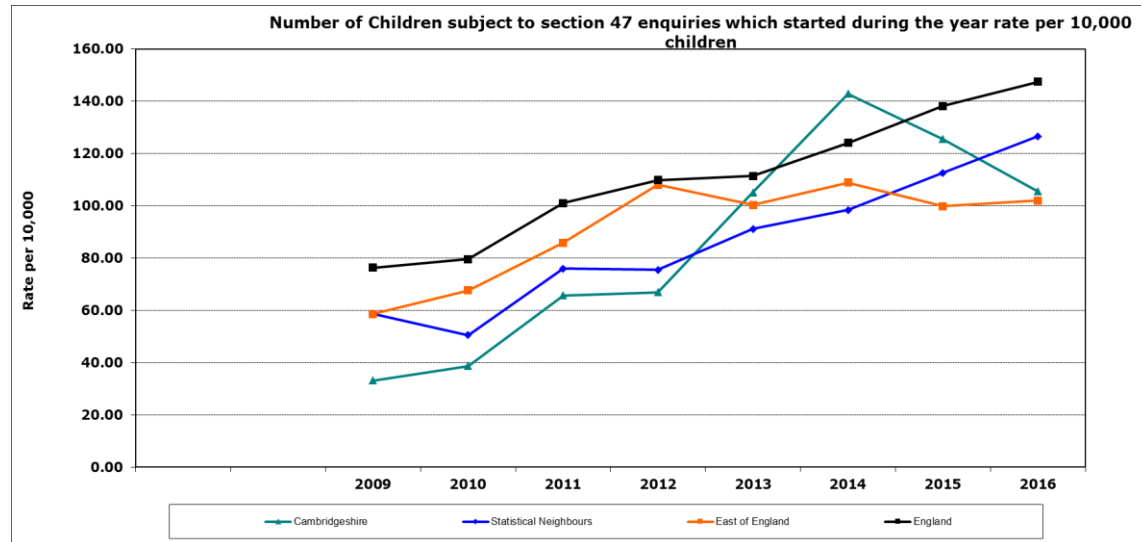
Over the longer term we continue to see a rise in the overall numbers of children in our social care system.





### Assessments and Reviews

Rates of S47 enquiries per 10000 have in past years been relatively high but are now on a downward trend and similar to those in our SNs.



The number of Single Assessments open spiked in November and December 2016 as a result of the larger number of cases opening to social care in November. We also focussed in 2016 on ensuring that Looked After Children have a review Single Assessment after significant events and at least yearly ensuring that care planning is robust. With the increasing overall numbers of cases we have struggled to meet timescales for completion in the last part of 2016/7, with 16% of assessments out of timescale at the end of February 2017. However, we expect to see performance improve as this the November “bulge” works through the system - last year almost 95% of Single Assessments were completed within timescale.

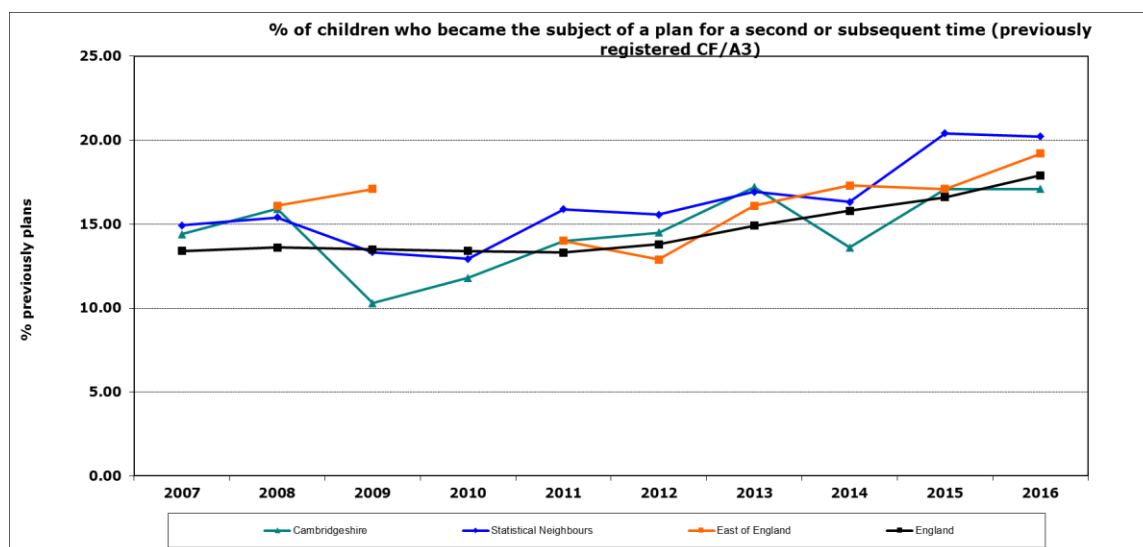
Progress of cases, reviews and visits are monitored closely at the Performance Board. Last year we achieved good performance for the percentages of statutory visits made within timescales (95%) but due to the current bulge in the number of cases in our system this has dropped to 87.8% for February 2017, though again we expect this to improve.

In Cambridgeshire almost all (95%) of all Child Protection Conferences are usually held within timescales though with larger numbers in the system we have again seen performance drop in January and February 2017 to 91%.

### Re-Referrals

Our rates of re-referral within 12 months are within the expected numbers at 18%, similar to our SNs and below national rates.

The proportions of those who are subject to a second or subsequent CP plan ever also compare favourably to national and stat neighbour rates.



However, we identified that in June 2016, Cambridgeshire County Council had 96 children aged between 1 and 17 years, who had been the subject of multiple child protection planning episodes. This number is almost 25% of the total number and warranted further enquiry.

As a result of this enquiry we have identified that planning for children who are made subject to a plan for a subsequent time needs to remain a focus of our work, identifying early on capacity for second order change with parents, allowing permanency planning with the child's family, extended family, foster care or adoption to be explored in the child's timeframes.

### Case Audits

There are robust and well established case file audit processes in place across social care. Our audit work tracks improvements across the services as the programme is embedded in practice. We see a good trajectory in cases being graded as Good or Outstanding. Cases are graded in subsections which helps identify areas where practice needs to be improved.

The audits identify for us that we need to focus on Child In Need planning and timely outcomes for these children and the quality of pathway planning.

Child Protection plans are audited and reviewed with a dip sample on a monthly basis, to ensure they are SMART and focus on positive outcomes for the child or young person.

### Children's Involvement

(Also see section 5)

The Participation Service host the Voices Matter group for LAC and the Trust Us group for children who have experience of the child protection process, including being subject of a child protection plan. These groups offer support and challenge to service and offer guidance as to how young people want to be engaged with and how it feels to receive difficult information. This helps to shape and develop services for all children Children's Social Care support.

## 11. LOOKED AFTER CHILDREN

11.1) Senior leaders and lead members discharge their responsibilities of a corporate parent, and are ambitious for children and young people's educational progress. (M)

11.2) Looked after children are healthy, and able to access health provision when required.

### **Summary and evidence:**

#### **Summary :**

**Overall numbers of LAC continue to rise. UASC has been on a steep Trajectory  
Health and dental checks are not presently completed in a timely way.**

Numbers of Looked After Children have continued to rise during 2016/17 with rates now at around 50 per 10,000. We know our children well – they are generally younger, have been known to us for some time and become looked after following Child Protection or PLO. Approximately 20% of our children leave care through adoption or SGO. We have seen the numbers of UASC increase from 5 in 2015 to 65 in 2017, we have not had enough provision in County to resource these young people and consequently many of them are placed out of County.

The educational attainment of children in care is a core outcome and workstream within the Council's Corporate Parenting Strategy and the Virtual School Board meets termly to monitor the progress in this outcome area. A focus on children in care is also embedded in the School Improvement Strategy and Accelerating Achievement Action Plan, which sets out how all schools in Cambridgeshire will accelerate the learning and progress of vulnerable groups. By driving the outcome through these two strategies we ensure that both specialist LAC services and the universal and targeted offer in Cambridgeshire maintain the appropriate targeted focus on the educational attainment of looked after children

A variety of monitoring processes are in place to ensure LAC pupils access appropriate education – overseen by the Head of the Virtual School through

- The work of the Virtual School Board.
- Corporate Parenting strategy and monitoring board.
- Accelerating the Achievement of Vulnerable Groups action plan and steering group.
- LAC action plan and monitoring board.
- Children missing education updates and monitoring meetings.

### Health and Wellbeing of Children in Care

Ensuring that Looked After children Achieve Good Health and Wellbeing is one of the five core outcome areas within the Corporate Parenting Strategy with 6-weekly work stream meetings to monitor the progress of actions plans and to address any new issues relating the timeliness of children receiving health services. The LAC Health Team leads in this areas of work and includes designated doctors, paediatricians and nurse to carry out health assessments.

Initial Health Assessments (IHA's) for children placed in county are conducted by the Designated Dr for LAC Health as well as other paediatricians. The Designated Dr or GP's and Specialist Nurses for LAC Health also carry out reviews. Assessments for children living out of County are carried out by local LAC Health Teams or GPs.

We have strengthened processes to ensure that Looked After Children have their health needs assessed within 20 days of becoming LAC, supported by the work of the Health and Well-Being Board. Data regarding health and dental appointments is collected and analysed on a monthly basis.

At the end of February 2017, 70.8% were recorded as having had a health check and 58.4% a dental check, with 66.3% having had both these checks. These proportions are lower than the figures for the same time in 2016 (76% for both checks) and below target although we are aware that recording is not always accurate and up to date and that rates are likely to be higher than these figures suggest.

#### Mental Health

SDQ scores for Cambridgeshire LAC are similar to those nationally and slightly better than for LAC in our SNs.

A steering group for identifying how the emotional needs of Looked After Children are met has been established across the CCG area and will consider how services are effectively commissioned to meet need.

The clinical input into social care units in Cambridgeshire has assisted in ensuring that proper account is taken of young people's mental health needs, including ensuring that specialist support for attachment, trauma and neglect is identified and sourced and that carers are enabled to understand and respond to the emotional needs of looked after children.

The adoption support fund is used to fund specialist therapeutic support for those children with a plan of adoption where needed and the clinical team provides a signposting role to these services. We are working with partners in local mental health services, in order to ensure a robust protocol is in place for responding to mental health needs in looked after children.

#### Missing from care

Cambridgeshire reports a lower proportion of LAC as having gone missing from care than national averages but reports a higher proportion of LAC who are reported as away from placement without permission.

11.3) Looked after children receive appropriate education and do not have to wait for a school place when they move into a new placement. There is effective multi-agency support (including social workers, IROs, parent and carers, schools and Virtual School) to help looked after children achieve, including the quality and impact of PEPs. Pupil premium funding is targeted to help children achieve well and in accordance with the grant conditions. The attainment gap between looked after children and their peers is narrowing, and young people are supported to achieve successful transition to higher education, training and employment. (M)

#### **Summary and evidence:**

##### ***Summary :***

***LAC children do less well than other children and education is frequently disrupted due to placement moves***

Looked After Children are always prioritised by the School Admissions Team who work in close liaison with the Virtual School Team, Social Workers, IROs and other teams to ensure a coordinated approach. Each application is forwarded to the Head of the Virtual School who maintains oversight.

Where looked after children move placement at short notice or in an emergency our policy is to maintain the existing educational placement wherever possible – to ensure school life can provide a point of consistency and stability during the transition period and to minimise the total number of transfers. Ideally changes of school should only take place for looked after children at the point where a new permanent home placement has been finalised, but this is not always possible

Delays can occur where a placement is not available, where a placement which includes on-site education is required or where schools feel they are not able to provide for a child. In all of these circumstances the Virtual School will try to speed the admission process at every opportunity and the Virtual Head will intervene when significant delays or disruption occur for any child.

All looked after children have a Personal Education Plan (PEP), designed to identify needs, determine interventions and monitor progress and impact on a termly basis. This is then tied to the allocation of Pupil Premium+ funding to support the appropriate interventions. All Schools have been given training, by the Virtual School, which includes the role of the Designated Teacher, how to complete PEPs, the specific needs of LAC pupils, and best practice for the use of pupil premium+.

All Pupil Premium money allocated to schools is linked directly to the educational need of the child evidenced through the PEP. An element is top sliced to allow the Virtual School to provide training and support to schools and additional financial support if a child requires more than the PP+ funding for a specific intervention.

At Key Stage 2 the proportion of Cambridgeshire LAC achieving combined expected results in KS2 in 2016 was 29%. The gap between all Cambridgeshire pupils and Cambridgeshire LAC was 23ppts.

At Key Stage 4 the proportion of Cambridgeshire LAC making expected progress in English and maths in Yr 11 was 45%. The gap between all Cambridgeshire pupils and Cambridgeshire LAC was 22ppts.

35% of Cambridgeshire year 11 LAC pupils were not entered for any GCSEs. As a result of placement breakdown and geographical issues 45% of the year 11 cohort have moved education setting during their secondary schooling.

Cambridgeshire LAC pupils out of county receive the same service from the Virtual School as those within county. Of those Cambridgeshire LAC pupils gaining 5 A\*-C including English and Maths the split was In county - 60%, OOC - 40%. Of those Cambridgeshire LAC in KS2 reaching national expected levels, the split was In county -21%, OOC - 79%.

There are significant achievement gaps in Cambridgeshire for vulnerable groups, LAC is not an exception to this. However it should also be noted that each individual LAC has their own particular needs and that overall percentages of achievement may not be a helpful way to analyse our performance. About a quarter of our LAC population have SEND.

A dedicated post 16 worker is employed by the Virtual School to lead transition work from KS4 to Post 16 learning and works alongside the leaving care service.

Around 55% of our care leavers aged 17-21 are in education training or employment as at March 2017, a higher proportion than this time last year.

2016 results	Cambs.	SN	England
KS2 - reading writing maths	27	28	25
KS4 – 5 GCSEs (2015)	19.6 (24.1)	18.2 (17.9)	17.5 (15.9)
KS4 – Attainment 8	23.3	23.9	22.8

Source : LAIT

11.4) Looked after children and care leavers are aware of, and receive their rights and entitlements, and their views and wishes are taken into account in how/when they receive these. (M)

11.5) Planning takes into account children's wishes and feelings, including maintaining positive relationships with people who are important to them. Children and families are supported where the plan is for the child to return home. (M)

#### **Summary and evidence:**

##### **Summary :**

##### **Strong and well-established Children in Care Council**

**Placements are relatively stable compared to our SNs but have become increasingly less so in the latter part of 2016/7.**

The Cambridgeshire pledge sets out what the local authority commits to doing for looked after children and their rights and entitlements. Its development was led by looked after young people in liaison with officers and lead members.

[http://cambridgeshirecin.proceduresonline.com/pdfs/the\\_pledge\\_our\\_promise.pdf](http://cambridgeshirecin.proceduresonline.com/pdfs/the_pledge_our_promise.pdf)

We have developed a booklet which details young people's rights and entitlements as a Cambridgeshire care leaver.

The Cambridgeshire Youthoria Website provides all young people with information about education, learning, social and health issue, activities and advice. It has a dedicated area for Looked After Children and care leavers which is only accessible to them and where tailored information regarding rights and entitlements is available for them to refer to.

<http://www.youthoria.org/home/life/1372927491.123/>

The Virtual School Post 16 Worker is responsible for explaining and facilitating the educational rights and entitlements for looked after children as they transition into further learning and prepare to leave care.

We have a finance policy for looked after children and care leavers which details the financial support available to them.

The Cambridgeshire Children in Care Council: Voices Matter - meets five times a year and incorporates different ages of looked after children and care leavers in addition to senior managers and an elected member. The panel feeds into the Corporate parenting quarterly report, and members attend the quarterly Corporate Parenting meetings.

The Voices Matter panel were chosen as finalist out of 500 entries for the Children and Young People Now Awards in the 'Children in Care Category'. Their work won an award in recognition of the difference it has made to looked after young people and professionals. Judges recognised that their work has had an impact beyond Cambridgeshire. The three animated films highlighting the views and feelings of young people in care that has now been viewed more than 40.000 times on YouTube, is used nationally as part of fostering courses and won a BFI award. The films are used nationally as part of training for professionals and students and for young people.

The Leaving Care Team has recently established a care leaver's forum to assist in influencing service development. They have also consulted young people in the past year through the use of questionnaires to inform service development.

Young people's views are captured in looked after children reviews, statutory visits, needs led assessments and pathway plans evidence their wishes and feelings.

Children are closely involved in their care planning. Social workers use a variety of tools to record children's wishes and feelings and these include within the actual care plan and a child's individual case notes. Recent detailed case file audits have confirmed that notes contain a lot of narrative rich data within individual files and that it is possible to confirm that the care plan is aligned to the view of the young person.

Looked After Children are also consulted about their care plan by their IRO as part of their LAC reviews. Their wishes and feelings are routinely recorded within the LAC review document. Where young people are willing to do so they are encouraged to chair their LAC reviews.

Young people are encouraged to write their own pathway plans themselves and we have some good examples of how this has been effective in young people taking ownership of these documents. Personal Education Plan meetings are used to discuss and agree the choice of education provision and course for looked after children and inform their choices.

The leaving care team are looking to develop a pre-payment card where Setting Up Home Allowances and subsistence payments can be loaded for young people to take more control over how they spend their allowances. They will be supported in managing their personalised budget by their allocated social worker and or personal advisor.

The leaving care team have encouraged young people to take responsibility for the purchase of items through the provision of 'love to shop' vouchers when they need to purchase items for when they set up home.

The leaving care team are proactive in ensuring that young people maintain their relationships with their families to support them into young adulthood where it is safe and appropriate to do so.

Cambridgeshire is currently engaged with an initiative to identify what works for Care Leavers and how performance and practice compares across the Country in terms of support for them. Social Finance is developing the Leaving Well Analytics Hub ("LWAH"), a tool encompassing data analytics, benchmarking and best-practice case studies to enable Local Authorities to deliver better services to care leavers. It is hoped that the LWAH will be made up of three core parts:

- A **Data Hub** which will collect local and national data to provide metrics that show the relative efficacy of services in local authorities against its statistical neighbours and national benchmarks
- A **“What Works” Centre** that enables the sharing of best practice service models
- An **Innovation Fund** to co-fund the implementation of new, more effective models, and the wider uptake proven best practice.

11.6) Arrangements for Looked after children who are placed outside of the local authority area are made in their best interests and in accordance with regulations. Senior offices and lead members monitor the quality and impact of care and support for these children. (M)

11.7) Looked after children who live outside of the local authority area have the same level of support and opportunities as all looked after children (e.g. contact with family; social work and IRO visits; involvement in care panel; access to health, education and leisure activities; attendance at celebration events). Their voice is heard and reports take close account of their views. (M)

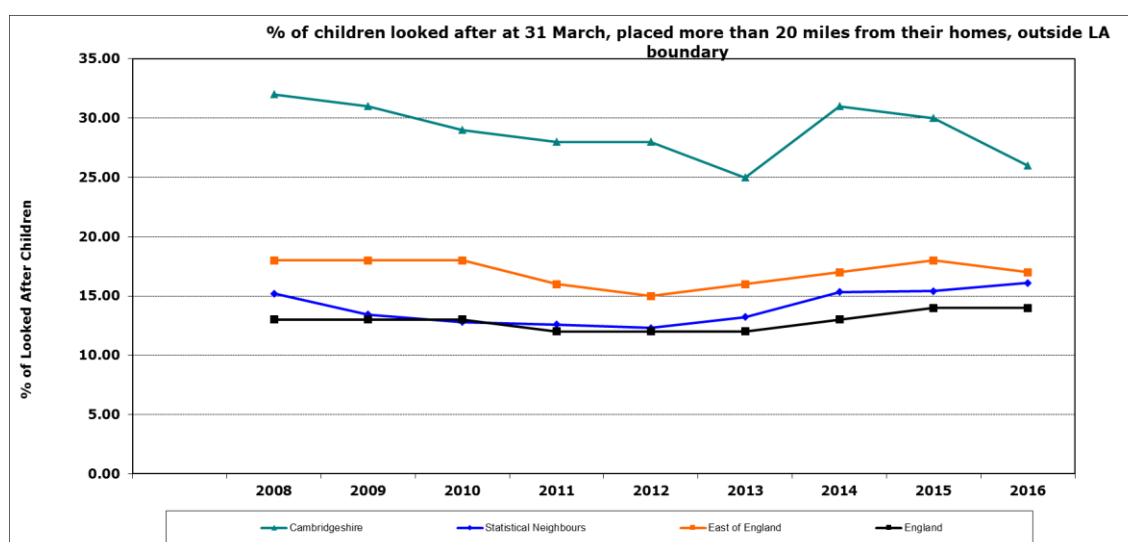
11.8) Looked after children who are the responsibility of another local authority who live within the local area are known, and services provided for them as appropriate.

#### **Summary and evidence:**

##### **Summary :**

***We have high proportions of Looked After Children placed more than 20 miles from home and placed out of county – many of these are Disabled young people who are in stable, specialist provision. The majority of UASCS are placed outside the county.***

Overall 46% of our Looked After Children are currently placed out of County a much higher proportion than those of our statistical neighbours, or regional neighbours or nationally.



Around 30% are placed out of county in a placement which is also more than 20 miles from their home. Disabled children are more likely to be placed out of county than their peers. 70% of UASCS are placed out of county.

We monitor the safety and well-being of children placed Out of County via social work visits and Looked After Reviews. Children are consulted about their care plans and have a voice in saying how they experience life day-to-day. There are additional systems in place to safeguard children



who are known to be at risk such as Strategy Meetings and Child Sexual Exploitation (CSE) meetings. In addition to information gathered from children by social workers, value is placed on the detail shared by colleagues within children's professional network, for example education and fostering, to communicate with the Local Authority over children's well-being.

Much statistical data is collated in terms of placement location, ages of children and placement type. Children's cases are tracked independently within the Independent Review Service and children have access to advocates and Independent Visitors. All children have a named social worker and a named Independent Reviewing Officer. A great deal of information recorded is narrative-rich and reflects the detail of children's individual lives. This can and does enable social workers and others to regularly reflect upon and evaluate the quality of children's experiences and whether or not they are safe.

Out of county children achieve less well than their peers placed in county but receive the identical service as in county LAC from the Virtual School.

The Access to Resources Team (ART) has links to other Local Authorities. Before placements are made, ART check the placement is suitable and are starting undertake initial checks prior to making placements in residential settings with supported accommodation providers. This includes gathering information from providers about previous and current CSE issues and police involvement, safeguarding enquiries over the last 12 months and the provisions policies and safeguarding procedures.

In addition, ART request information about current and recently ended placements and endeavour to speak to Local Authority Designated Officer (LADO)/Multi Agency Safeguarding Hub (MASH) or equivalent who maintains information about CSE within their Authority, if not Cambridgeshire. This intelligence is used to assess the suitability of any potential placement.

ART receives Ofsted notifications regarding provision where there is a young person placed and immediate consideration is given the nature of the concerns and implications for the young person in the setting. This can result in an alternative placement needing to be identified or at the very least a review of the care and safety plan if the decision is for them to remain.

In relation to existing placements, ART undertake quarterly meetings with providers by way of monitoring all aspects of the placement. These meetings are another way that any 'new' safeguarding issues, including CSE and police concerns are shared. These meetings rely on the provider identifying safeguarding concerns within their setting and area and making links between what may initially appear to be 'lower level' concerns, and the possible development of CSE issues.

Cambridgeshire notify other Local Authorities when we place Cambridgeshire children in their area. This provides an information log as to the number of vulnerable children there are. This information is accessible to the CSE team and the police if required where they have concerns about a person or gang in a particular area. The system in place to bring all intelligence together is led by the Council's CSE team.

The IROs will see children separately and as part of the conversation with them, will check on whether they feel safe in placement and whether they have any worries. Within the supervision arrangements for IROs, all children are tracked and identified if there are concerns about missing and CSE. IROs check on the quality of safety plans and within reviews expect providers to evidence how they plan to keep the child/young person safe.

It is planned that the IRO service will meet regularly with colleagues from the Access to Resources Team within a group supervision setting at team meetings to discuss specific cohorts of children including out of County children. IRO shares any placement concerns directly and immediately with ART.

All children and young people are offered an advocate/Independent Visitor. There is also a system in place for logging any soft concerns with ART for the differing professionals visiting the placement which can be considered when another may be visiting too

Children out of area receive the same statutory visits as children placed in county: 6 weekly and 3 monthly depending on what is happening in the placement. Children receive additional visits according to need and practice in Cambridgeshire is that if a child and or carer is in need of a social work visit between statutory visiting periods for any reason such as a crisis, then these do happen.

Over 95 % of our children have their LAC reviews within the statutory timescales.

The time of day LAC reviews for school age children happen is tracked by the Service Manager to ensure that they happen outside of school hours in order that children are not called out of lessons and that they are able to contribute. Simple data could be collated as to the time LAC reviews happen to monitor the extent to which this achieved.

Following analysis of the safeguarding of children placed out of area, work developments are in progress to record the time of day children are seen and whether or not they are seen alone (away from school/carers) etc. The idea being that children are given all opportunities to develop a trusting relationship with their social worker and are given the space to be able to talk freely about life within their placement.

**11.8) Looked after children who are the responsibility of another local authority who live within the local area are known, and services provided for them as appropriate.**

Looked after children who are the responsibility of another local authority are known – This was scrutinised by the LSCB during the year and in October 2016 a report was taken to the Quality and Effectiveness group providing assurance that these children are known to the authority. The report noted robust protocols offered assurance that these children are known and served by appropriate services within Cambridgeshire.

CCS and CSC/SASU have worked to ensure that they can securely share information that identifies children they have recorded as being placed into Cambridgeshire. Both agencies are now confident that, in effect, they have a shared spreadsheet linked by NHS and ICS numbers that removes the possibility of children being missed by one or other agency.

CCS will RAG rate the child's record to identify where they have concerns about missing information and will work to obtain that information with the appropriate level of priority. When CSC is notified about a child being placed in Cambridgeshire, information is put into its ONE database record and they are identifiable as "Other Local Authority LAC placed in Cambs".

Cambridgeshire schools can access training from the Virtual School to support them in working with LAC children on their roll who have been placed in Cambridgeshire by another authority, but we do not directly support these pupils.

The staff involved have expressed confidence that a) there is awareness within CSC of the need to use the correct process when children are placed in Cambridgeshire and b) the cross referencing with Health provides a robust back up for both agencies.

## 12. FOSTERING AND ADOPTION

12.1) Foster carer recruitment, retention, sufficiency and skills are effective to meet the needs of children and young people, and there is evidence that sufficiency of foster placements is regularly reviewed and where shortfalls are identified, effective action is taken. (M)

12.2) Placements are made, and ended appropriate so that information is shared with foster families prior to a child coming to live with them, and where the plan is for the child to return home or change placement, there is effective work with the child, parents and carers. The 'foster to adopt' initiative is effective. (M)

12.3) Responses to allegations against foster carers are timely and effective; unnecessary placement moves do not take place; and supervising social workers are effective.

### **Summary and evidence:**

#### **Summary :**

***We have seen a steady increase in internal provision however with the level of Looked after Children continuing to rise the level of provision remains insufficient and consequently we are high uses of IFA provision.***

The LAC Placements Strategy has identified the need to significantly increase the availability of in-house and in-Cambridgeshire foster placements. The service will increase capacity by 86 placements to 216 on average by 2020/21. This step-change in the capacity will be achieved through a new recruitment and retention strategy, enhanced marketing and communication, reviewed assessment processes, and continuing to review our pay, reward and support offers to foster carers.

In 2015/16 the service achieved an overall net gain of 29 new beds, between April 2016 and December 2016 a further 17 households have been approved providing an additional 36 beds. Five households have left due to change in family circumstances; therefore the net gain so far in 2016/17 is 27 new beds. The service currently has 235 approved fostering beds. Where placements cannot be made in house the local authority has a positive working relationship with independent fostering agencies. There has been an increase in resources to support fostering recruitment; recruitment figures are continuing to rise and targeted recruitment is being undertaken to fill gaps such as placements for older children and teenagers and supported lodging settings.

All placements are carefully matched and foster carers are consulted about placements before their information is passed to placing social worker. The duty worker shared all the information the service has about children and liaise with the children's social workers to seek additional information where required. Foster carers have an opportunity to speak to placing social workers before a child is placed on an urgent or emergency basis. Placement planning meeting are held within 7 days of a placement being made. In respect of planned placements carers and children have planned introductions; carers have an opportunity to meet with anyone who is actively involved in the child's life and where appropriate life appreciation meetings are held before placements.

Allegations against foster carers are treated as a priority, all carers are offered independent social work support in addition to the support of their supervising social worker. We work hard not to

move children by working closely with other professionals including the LADO to assess the risk and consider how this can be managed without causing disruption to children.

12.4) The right permanence option is achieved for all children and young people, no matter what their age, and family finding commences at the earliest opportunity where appropriate. Children and young people are helped to achieve permanency without delay, permanence plans are rigorously tracked, and matching practice is effective. Support is provided for as long as it is needed. (M)

12.5) National adoption targets are met (Adoption Scorecard), and information from CAFCASS and the local Family Justice Board demonstrate effectiveness. Reasons for current performance understood, appropriate actions to improve planned, and trajectory known (M).

12.6) Changes of the Children and Families Act 2014 have been implemented fully. (M)

**Summary and evidence:**

**Summary :**

**Cambridgeshire performs well in regard to adoption targets.**

**For care proceedings the average timescale is 26 weeks compared to the national average of 30 weeks.**

Cambridgeshire has performed well in Adoption being one of only 4 Local Authorities that met both Adoption Scorecard Performance Thresholds. We continue to perform well compared to England and compared to our SNs we are quicker than most in moving children in with their adoptive family, secure higher proportions of adoptions from care and have the lowest average length of care proceedings. This all indicates that the system is working well and that children are moved to permanent living arrangements in a timely way. (*Adoption Scorecard March 2016*). Current indications are that we have less children waiting with lengthy journeys and are placing an increasing proportion of children via early permanence.

Cambridgeshire's partnership with Coram continues to improve adoption performance. Coram is a voluntary adoption agency of nationally recognised expertise. Coram Cambridgeshire Adoption (an independent adoption agency) was established in August 2014 comprising staff from Cambridgeshire Adoption Service and Coram's Adopt Anglia staff and is responsible for Cambridgeshire County Councils adoption activity including adopter assessment and recruitment, family finding and adoption support. Coram Cambridgeshire Adoption Agency was inspected by Ofsted in January 2015 and received a judgement of good for all services.

Current performance remains steady with 38 Looked After children adopted during 2015/16 and 30 adoption orders made in the 8 months to November 2016

Cambridgeshire performed well in 2012/15 Adoption Score and indicates that 18% of Cambridgeshire the children adopted, including 14% of children from BME backgrounds, 5 percent above the national average. 7% of children adopted were over the age of 5 years, 2% above the national average. Cambridgeshire children spent an average of 482 days in care before moving to their adoptive families and were ranked 18th highest nationally for this indicator. Children waited on average 114 days before moving into their adoptive placement following the making of their placement orders, this performance was ranked 8th nationally. 50% of children spent less than 16 months in care before moving into their adoptive families. Cambridgeshire has greatly reduced the number of children waiting with longer journeys with 90% of children waiting less than 14 months.

Cambridgeshire and Coram Cambridgeshire Adoption is currently participating in the development of a regional Adoption Agency (Central Eastern Region) along with 6 other Local Authorities and 2 other Voluntary Adoption Agencies. It is considered that this will eventually deliver improvements widening the pool of prospective adopters and reduce timescales for children waiting especially children with more complex needs.

Concurrent planning is being successfully implemented in Cambridgeshire, albeit that the numbers placed for concurrency remains comparatively small. A total of 4 children placed for concurrency had their adoption orders granted during 2014/15. During 2016/17 there have been an average of 5 children placed for concurrency at any one time.

Permanence plans are considered at the earliest possible stage usually at the 2nd LAC review. If the plan is solely for long term fostering then the case goes to fostering panel for a best interest recommendation. Long term fostering planning meetings are held every 6 weeks to ensure plans are on track and all those involved remain focussed on the permanence plans. There is a monthly permanence monitoring meeting which considers the plans for all children with a long term plan, this meeting is attended by managers from across children's social care. Between April 2016 and December 2016 35 children were matched with long term foster carers of which 14 were matched with in-house foster carers. 27 children have been made subject of SGO's during this same period

The proportion of LAC who have been in the same placement for 2.5yrs or more has increased from 60% in April 2015 to 71% in November 2016.

LAIT sourced COMPARISON for 2015 (children LAC who have been in same placement for 2.5yrs or more or placed for adoption) : England – 68%, SNs – 70% , Cambridgeshire – 66%

The proportion of LAC who have had 3 or more placement moves so far in the year a little lower, at 7.8% in November 2016 compared to the same time in the previous year (9.5%) in November 2015. This is above our target of 3.2%. This is a lower rate than at the same time in 2015-16 and Cambridgeshire continues to have performance which is better than England and comparator authorities.

LAIT sourced COMPARISON for 2015 (children with 3 or more placement moves) : England – 10%, SNs – 9.7%, Cambridgeshire -8% .

The average number of days between entering care (including any time spent under section 20 or during proceedings) and moving in with adoptive family has steadily improved over the course of the year from 404 at the end of Q3 in 2015-16 to 231 in Q1 in 2016-17.

The average number of days between court agreeing adoption and LA approving a match is also an improving indicator with Q3 2015-16 performance at 404 days and Q1 2016-17 performance at 123 days. Cambridgeshire is currently the highest performer in the region.

We expected the percentage of children leaving care through adoption to meet the target of 18% which is better than England and Statistical neighbour averages for 2015. The current level at the end of November 2016 was 18.3%.

The performance in relation to percentage of looked after children placed within 12 months of the decision is generally strong, although subject to quarterly changes based on length of individual proceedings and characteristics of children needing adoptive placements.

12.7) Prospective adopters are informed about adoption support entitlements. Children who are in need of adoption support are being appropriately assessed and able to access a sufficient range of support when it is needed. (M)

**Summary and evidence:**

**Summary :**

***There is a good offer for post adoption support linked with the clinical practice across CCC***

Coram Cambridgeshire Adoption is a voluntary adoption agency created by children's charity Coram along with Cambridgeshire County Council to help more children find loving adopted homes.

All prospective adopters are informed from an early stage in the process about their entitlement to adoption support services. The Adoption Support Team within Coram Cambridgeshire Adoption is able to offer a range of support services to children and families affected by adoption issues. The team includes Social Workers, a Child and Family Worker and a Clinical Psychologist, all of whom have specialist experience and training in the issues that can affect adoptive families. Direct work undertaken with children and their families is skilled, sensitive and purposeful and based on each family's assessed need.

At any time Coram Cambridgeshire Adoption, Adoption Support Team works with close to 100 families with up to 130 children. The range of work includes:- Holistic child and family assessments; support groups for parents and children; Therapeutic Parenting Programme; Theraplay; Therapeutic Life Story Work; Attachment focussed work for parents and families; Psychological Therapies around trauma, identity, relationship difficulties and emotional difficulties; Filial Therapy; Family Therapy; Video Interactive Guidance; Music Therapy; Art Therapy; Mediation; Post Box support and Birth Records Counselling.

### 13. CARE LEAVERS

13.1) The LA and partners prioritise the current and future accommodation needs of children looked after and care leavers, including their responses to complaints and feedback about how safe they feel where they are living (M)

13.2) Care leavers are prepared for independence and living in high-quality, safe, permanent and affordable accommodation that meets their needs (M)

13.3) Young people who are homeless are identified and supported to live in suitable accommodation (M)

**13.4) Care leavers are supported to find and remain in education, employment and training.**

**NEW**

**Summary and evidence:**

**Summary :**

***A good proportion of care leavers are in suitable accommodation and are also in education training and employment when compared to other similar authorities.***

***Visits to care leavers are too often overdue but we remain in touch with a high proportion.***

The LA and partners prioritise the current and future accommodation needs of children looked after and care leavers, including their responses to complaints and feedback about how safe they feel where they are living (M)

Our looked after children and care leavers are routinely asked regarding how safe they feel in their accommodation as part of their LAC reviews, statutory visits and pathway planning. We are participants in the Coram Voice 'Bright Spots' survey which is being piloted prior to national roll out, and which gives invaluable feedback from young people about outcomes that are important to them.

There are areas in Cambridgeshire where suitable and affordable housing is difficult to identify and therefore there are problems in supporting young people remaining in their area of choice or where they have a local connection. This becomes more problematic for those children who were placed out of county as many local housing authorities will not accept housing applications as they cannot prove a local connection.

The council has commissioned accommodation in the private and social housing sector who provide semi-independent accommodation to our looked after children and care leavers. The contract is set a service specification and is monitored by the access to resources team.

We have a Protocol for the assessment of homeless 16/17 year olds and Care Leavers in place which forms an agreement between the District and City Councils of Cambridgeshire, Children's services and the Youth Offending Service. The Protocol ensures that by working together, agencies will prevent homelessness wherever possible and it sets clear expectations for the way in which agencies should liaise about individual cases and what should happen in all situations where a young person presents as homeless or at risk of homelessness to any agency. This protocol is currently being reviewed to strengthen the pathway for young people and to reflect our new systems.

We ensure that they are registered with housing at aged 17 ½ years of age to support the transition into alternative accommodation if they are not able to remain in their current provision post 18.

The pathway planning process begins to identify options for post 18 housing. We actively encourage young people to consider staying put as a preferred option if offered by their foster carers. Ideally young people who move to semi-independent accommodation post 16 should be placed in housing benefit sustainable housing so that they do not have further moves when they attain the age of 18. An audit of pathway plans was undertaken in February 2016 to look at the quality of the practice and support services, the issues that led them into care and how we support their staying put arrangements post 18. The initial findings are that there is varied and inconsistent practice across the county and that this requires further work and development.

The LA is further developing its supported lodgings provision which will provide additional alternative options for young people to consider when they are considering a move into independence. The fostering service leads on in-house provision and is on track to provide ten additional places by Autumn 2017.

Any complaints that are received are managed through the children social feedback team and we adhere to the expectations regarding how complaints are managed and responded to.



The work around ensuring that appropriate and sustainable accommodation is available for young people attaining the age of 18 years is ongoing. There continue to be issues regarding the quality of accommodation and support provided to young people by some providers that are being addressed. Our sufficiency strategy and commissioning priorities are focussed on widening the offer of accommodation post- 16 to ensure a range of provision to meet young people's needs.

We have an independence passport that foster carers, residential and semi-independent providers are encouraged to use with young people as part of their preparation for adulthood. We are looking to use this as a reference tool to evidence independence skills to support young people gaining their own tenancy.

Bed and breakfast accommodation is not used for under 18 years olds and will only be used as a last resort with the consent of Service Director for a time limited period.

The leaving care team have built up positive relationships with housing providers and are proactive and challenging in their approach to prevent homelessness.

There are a small number of young people due to their level of presenting needs who are not able to access social housing as they have been deemed intentionally homeless, therefore the team have developed links with private letting agents/landlords to support young people into appropriate housing to build up a tenancy reference for them to apply for social housing at a later date.

The proportion of **care leavers in suitable accommodation** is 85.7% which compares well with our Statistical Neighbours (82%) and with national figures (83%). However this is below our target of 90% and below the proportion for this time last year:

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
TARGET	90.0 %	90.0 %	90.0 %	90.0 %	90.0 %	90.0 %	90.0 %	90.0 %	90.0 %	90.0 %	90.0 %	90.0%
LAST YEAR	90.0 %	90.7 %	89.7 %	87.5 %	88.5 %	88.0 %	91.1 %	92.1 %	91.8 %	92.1 %	91.7 %	89.5%
NUMBER IN COHORT (CUM)	23	42	60	85	103	118	143	159	173	204	223	
No IN SUITABLE ACCOM (CUM)	16	34	49	71	89	102	125	141	152	177	191	
%	69.6 %	81.0 %	81.7 %	83.5 %	86.4 %	86.4 %	87.4 %	88.7 %	87.9 %	86.8 %	85.7 %	

*Social Care Performance Dashboard Feb 2017 – based on the number of care leavers for whom Cambridgeshire is responsible, who are in touch and whose situation is recorded on their birthdays. NB : Data presented in LAIT looks different due to an error in regard to 17yr olds and this will be corrected.*

Visits to care leavers : Around 60% of care leavers are visited within required timescales – we are looking to improve this with the development of our 14- 25 LAC and Care Leaver service

Care Leavers in Education, Training or Employment is currently 53% (Dec 2016). This is better than the position at the same time last year and better than National and Statistical Neighbours. (Source : Social Care Performance Dashboard Dec 2016)  
*NB : Data presented in LAIT looks different due to an error in regard to 17yr olds and this will be corrected.*

## 14. YOUTH OFFENDING

14.1) Young people who are at risk of offending are identified early and preventative support provided.

14.2) Young people who offend are identified and appropriate action taken promptly to safeguarding others, and prevent re-offending.

### ***Summary and evidence:***

#### ***Summary :***

***Although we have seen a drop in performance in some areas changes mirror those nationally and overall performance in Cambridgeshire remains strong compared to that in our statistical neighbours.***

***Services for young offenders were explored in November 2016 through inspection. Ofsted, the CQC and HMIC rated services as satisfactory (3 out of 4 stars) in 3 areas:-***

- Reducing reoffending
- Protecting the public
- Protecting children and young people
- Governance and partnerships

***And gave the top grading for***

- Making sure the sentence is served

### **INSPECTION SUMMARY**

**Reducing reoffending** – 71% of work was done well enough

#### **Strengths:**

- Staff and managers were committed to the delivery of high quality work to make a positive difference to those affected by offending.
- Good attention was given to the quality of engagement with children and young people
- Work in the courts was strong and custodial sentences were used only in the most serious cases
- There was a strong Intensive Surveillance and Supervision scheme in place.

#### **To improve:**

- A broader range of approved interventions was needed

**Protecting the public** – 70 of work was done well enough

#### **Strengths :**

- Assessment of the risk of harm to others was generally good
- There were good examples of restorative justice
- Children and young people were able to describe work undertaken with them to reduce their risk of harm

#### **To improve :**

- Planning, and making effective use of AssetPlus to support it, required improvement
- Multi-Agency Public Protection Arrangements were not understood well,
- Partnership work was not effective.
- More attention needed to be given to the needs of victims
- Oversight by managers was not always effective.
- Police intelligence sharing needed to be more comprehensive

#### **Protecting children and young people – 74 of work was done well enough**

##### Strengths :

- Work carried out to safeguard or reduce the vulnerability of children and young people was often good
- The sexually harmful behaviour service was well integrated with the YOS and Multisystemic Therapy was used well

##### To improve :

- Joint work and information sharing with Children and Families Services was not always effective
- Both planning and management oversight required some improvement

#### **Making sure the sentence is served – 84% of work was done well enough**

##### Strengths :

- Staff were good at understanding and then seeking to address those factors in the lives of children and young people that were likely to affect their engagement with the YOS
- Where children and young people did not comply with the sentence appropriate action was taken to encourage future compliance or, when necessary, to return the order to court
- Good attention was given to health and well-being factors.

#### **Governance and partnerships**

##### Strengths :

- Outcomes against national criminal justice system indicators were consistently among the best in England and Wales.
- The YOS was highly valued by partners
- It was well led by a respected YOS manager - Cambridgeshire County Council had shown a high degree of commitment to the work of the YOS and to maintaining a unique identity for youth offending work

##### To Improve :

- There were important gaps in attendance at the Management Board
- The partnership had not been effective in improving education, training and employment outcomes for those known to the YOS post-16
- Difficulties with IT systems had a substantial impact on the work of the YOS.

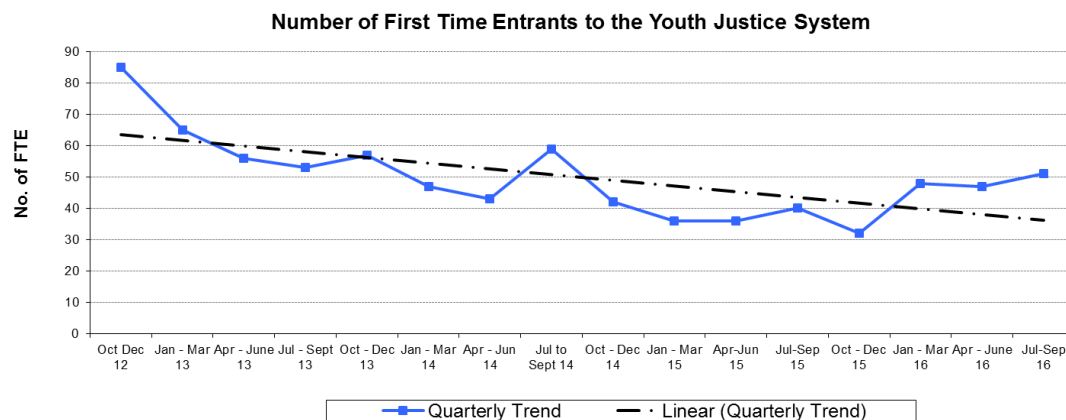
#### **OUTCOMES – (DECEMBER 2016)**

Young people who are at risk of offending are identified through Early Help and can be supported by YOS Prevention workers or by other staff based in District teams. The YOS and Cambridgeshire Constabulary deliver a Community Resolution intervention and young people receive interventions to divert them at the earliest opportunity.

Young people who commit offences and receive Pre-Court Cautions and Court Disposals are assessed and receive interventions using the Asset Plus Framework. The YOS has an effective Risk and Vulnerability Management Process and delivers ISS and High Risk packages for those most at risk of offending. The YOS Vulnerability/Risk management process involves partners that are also

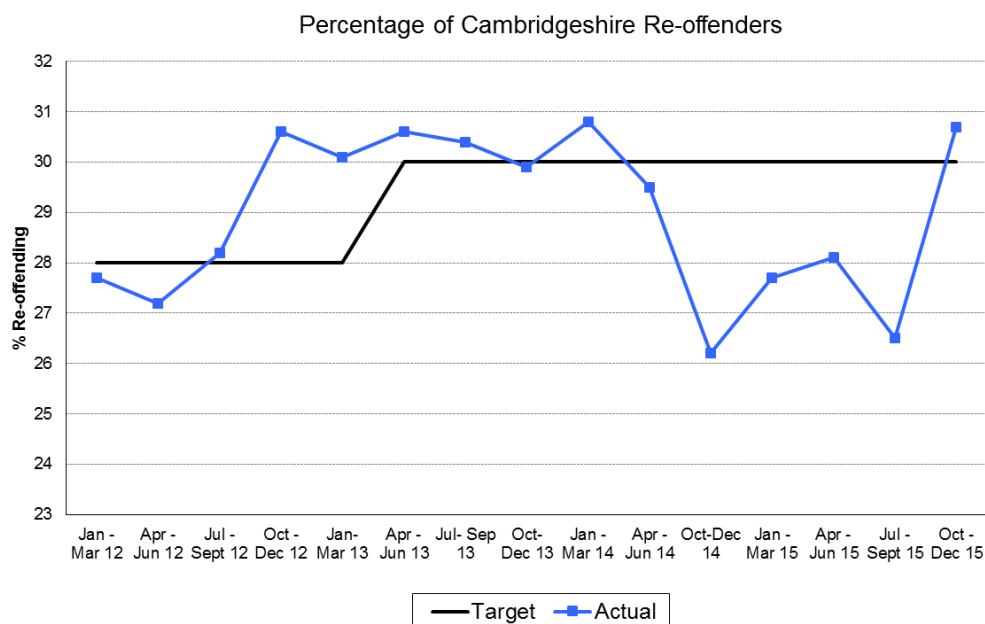
working with young people such as Schools, Social Care, Family Support Services, the Police, Health and the Secure Estate.

Our first time entrants performance has deteriorated and is the highest it has been since July-Sep14.

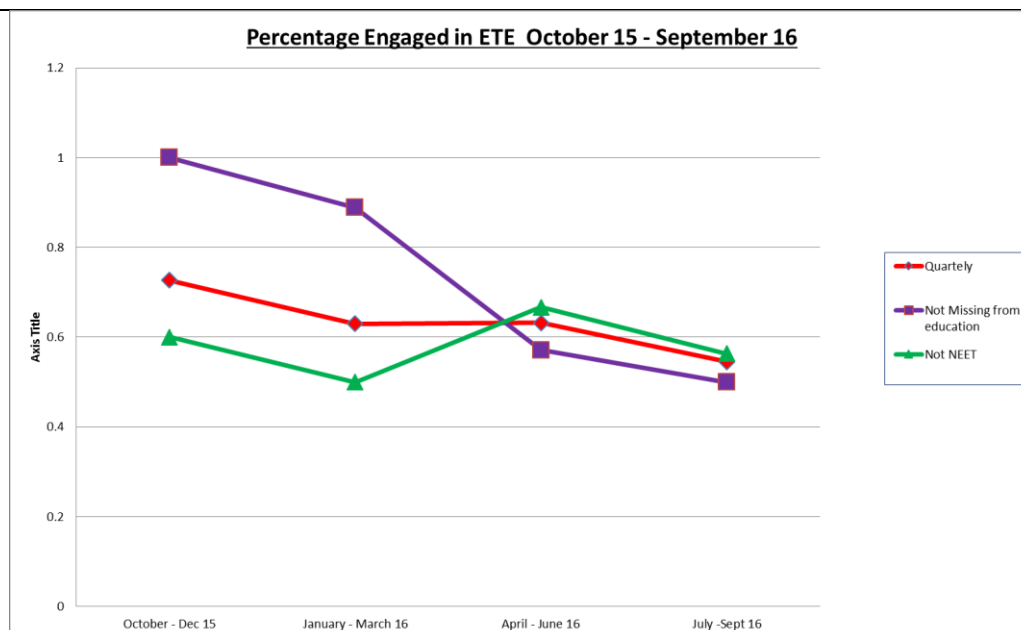


### Re-offending rates

The proportion of offenders who reoffend has been low in the past but recent performance has seen a deterioration in performance in this measure, although we are still low in comparison to our statistical neighbours. For reoffenders the average number of offences per reoffender has increased and the overall number of offences has also increased. The average number of previous offences per reoffender has decreased.



The number of young offenders in education training or employment has fallen over the last year. From July to September 2016 the number of overall Young People in ETE has decreased with 54.5% of young people now engaged in ETE. This has been the lowest percentage in the new recording.



One of the reasons for this could be the lack of YOS TA support available to support young people into ETE over the first part of 2016 due to staff vacancies. However, this has now been rectified with the YOS TA's now in post and good feedback about their work to date. It should be noted that numbers in this cohort are small.

### Custody Rates

Cambridgeshire custody rates are low compared to national rates. However, this current quarter (Q3 2016/7) we have seen an increase in numbers going to custody locally, mainly due to the seriousness of offences and number of offences committed and our custody rate has increased to its highest since April-June 12 to 7.1.

### ***Use of Custody rate per 1,000 of 10-17 population:***

	Cambridgeshire		Eastern Region		England	
	Rate	Number	Rate	Number	Rate	Number
Oct 15 – Sept 16	0.14	8	0.2	112	0.34	1649
Oct 14 – Sept 15	0.14	8	0.32	174	0.41	2027
Change	0.00	0	-0.12	-62	-0.07	-378

Source : YOS Quarterly Performance Report

Overall the pattern in Cambridgeshire of increasing reoffending rates and increasing numbers of First Time Entrants mirrors national trends.

## **15. MISSING CHILDREN (HOME, CARE, EDUCATION)**

15.1) There is effective Police and LA collaboration in respect of children who are missing or who are at risk of going missing; clear, well-established and consistently applied inter-agency protocols; and regularly reviewed strategic analysis by the LSCB and partners resulting in a strong understanding of the risks associated with going missing (M).

15.2) There are effective plans and action to protect and help children who go missing as well as family members, including risk assessments; risk management plans; and return interviews. Outcomes from return home interviews are evaluated to assess any emerging patterns and trends. Statutory guidance is followed (M).

15.3) Agencies and teams such as virtual school, schools, social workers and carers work together to identify and support children missing education and there are effective processes for information sharing. Actions are taken to help children return to suitable education and children in alternative provision receive at least 25 hours per week. Statutory guidance is followed (M).

**Summary and evidence:**

**Summary :**

***Children missing education are effectively followed up by the attendance service and most children missing education are those who are moving schools or areas.***

***Audit work and performance monitoring of responses to children who are reported missing have led to new developments which will make our response more effective and timely.***

**Children Missing Education**

New statutory Children Missing Education guidance was issued in September 2016. The purpose of the new statutory duty is to ensure that children missing from education (CME) are identified quickly and effective tracking systems are in place to ensure that action is taken to provide them with a suitable education. To ensure that we are compliant with the guidance our Pupil tracking activities take place on a continual basis and involve the running and analysis of the following reports:

Our procedures and processes alert us to movements across local authority boundaries and ensure that any potential gaps are identified and closed. (The local authority named administrator maintains a record of named Children Missing Education (CME) contacts in other authorities and will liaise and communicate with these as the need arises.)

Children Missing Education referrals are made by a wide range of sources not just schools and include: other local authorities, the health service, domestic violence referrals from the police, the Nationality and Immigration Directorate, the general public, etc.

On receiving a referral from a school and where the initial enquiries have failed to locate the child, the Education Welfare Officer will then work with the school and carry out reasonable enquiries to identify the child's current whereabouts/destination and where/if he/she is currently accessing education. The nature of the investigations will be dependent on the child's circumstances and vulnerabilities but may involve the local authority referring to appropriate agencies, for example; with health, social care, housing and benefits agencies, border control and the police.

Alternative Provision and Electively Home Educated Children arrangements are covered in section 6.

## 16. CHILD SEXUAL EXPLOITATION

16.1) There is effective Police, LA and other agency collaboration in respect of children who are at risk of, or who are being sexually exploited. There are clear, well-established and consistently applied protocols; a clear understanding of the local culture and prevalence; and regularly reviewed strategic analysis by the LSCB and partners; and a high level of awareness among professional staff, resulting in a strong understanding of the risks associated with going sexual exploitation; identification and prevention (M).

16.2) There is high quality and impact of referral, assessment and planning for CYP with regard to sexual exploitation; direct work is effective and the voices of CYP, families and professionals are gathered and acted on appropriately. (M)

16.3) There is effective work with partners to disrupt offenders and appropriate action relating to perpetrators (M)

### **Summary and evidence:**

#### **Summary :**

**Audit has led to review of our arrangements for working with children at risk of sexual exploitation. Training has been rolled out to support identification.**

A cross-directorate CSE and Missing Children Strategic Group is well established and has recently revised terms of reference. This group comprises director-level and partner representation and provides strategic oversight of CSE and children missing from home, care or education. It also reviews the themes and trends regarding missing children, those at risk of CSE and those at risk of gang exploitation. There are 106 children recorded on the MASE Tracker as being identified as being "at risk" of CSE.

The Assistant Director for Children and Safeguarding Services chairs the group. The group also receives reports from other groups, including those responsible for monitoring children missing education due to exclusion or difficulties in securing appropriate provision.

Our Missing performance dashboard contains information on the numbers of incidents of children going missing or absent from home or care along with data on return home interviews attempted, completed and completed within a 72 hour timescale for the services responsible for completing interviews. Alongside this it presents the numbers of children identified as at risk of sexual or gang exploitation and summary key characteristics. We also report the number of return interviews where additional need or onward or new referrals are needed, in particular whether referral to social care is needed and whether referral is needed for CSE. Our work to contact and follow-up all children who are reported missing to the police is proving useful in identifying emerging support needs for families which might otherwise have been missed.

We have previously faced challenges in meeting the requirement to interview those who have gone missing within 72 hours of their return home. A new operating model of a Missing Exploited and Trafficked (MET) Hub as part of the Integrated Front Door is now established to handle reports of missing children or children at risk of CSE as these are reported to the Council, to carry out return home interviews and to carry out direct work with young people. Performance is now in the top quartile.

The LSCB has a strategy for CSE and Missing and joint analysis of the themes and trends is undertaken by the partnership.

There are three CYP Area Partnerships in Cambridgeshire. All are raising awareness of CSE as a priority. In 2015/6 the Area Partnerships engaged with the Chelsea's Choice theatre project which has been offered to schools as part of PHSE. In East Cambs and Fenland around 2500 young people engaged with this provision including 50 in post 16 provision and 16 attending alternative provision.

45 young people with special needs attended the performance for young people with special needs offered in Huntingdonshire. About 4200 young people attending in South Cambridgeshire. The programme was funded by a range of partners including district councils and Cambridge Community Safety Partnership, and schools.

A multiagency audit was carried in March 2016 to review the cases of children at risk of CSE and the findings of the audit have supported the development of the CSE/Missing Action plan.

Workforce development frameworks outline the requirement for staff to attend training in working with CSE.

## 17. DOMESTIC ABUSE, PARENTAL SUBSTANCE MISUSE, AND MENTAL ILL HEALTH

17.1) The prevalence and impact of children living in households where domestic abuse, parental substance misuse and mental ill-health are a factor is known and there is effective work with partners, especially adult services, to reduce this impact and provide help and support. There is a high level of awareness among professional staff, resulting in a strong understanding of the risks and early identification. The LSCB is assured of the effectiveness of practice (M)

### **Summary :**

***Audit has prompted the review of our Domestic Abuse offer.***

### **Domestic Abuse**

Cambridgeshire Independent Domestic Violence Advocacy Service (IDVAs) was established in 2002 to provide a voluntary crisis intervention and support service to 'high risk' adult (aged 16 and over) victims of domestic abuse. The IDVA service has been based within the Multi-Agency Safeguarding Hub (MASH) since 2011. The service also employs a Young Person's IDVA to support young victims (aged 13-19) of teen dating violence and Child Sexual Exploitation.

All of Cambridgeshire's IDVAs are trained in child (and adult) safeguarding to the relevant level, and also co-facilitate safeguarding training alongside the LSCB. Knowledge of safeguarding is also embedded within IDVA recruitment and features in the current job description and person



specification. Knowledge of child safeguarding issues and processes, in combination with evidence of effective practice, is assessed at interview.

Cambridgeshire IDVA's host, administrate and act as the lead agency for Cambridgeshire's two Multi Agency Risk Assessment Conferences (MARACs), which were established in 2006 by the Cambridgeshire Domestic Abuse and Sexual Violence Partnership to provide a multi-agency platform for joint risk assessment and safety planning for 'very high' risk cases of domestic abuse.

IDVAS receive notification of all 'high' risk domestic abuse incidents (involving those aged 16 and over) attended by the police within 48 hours of the incident occurring. The Young Person's IDVA receives referrals from any agency, and will support young people regardless of their current level of risk. Any referred cases not meeting the MARAC threshold are stepped down to community-based outreach provision (commissioned by the LA) via specialist agencies in the Voluntary Sector.

A secure online case management system, known as MODUS, is used by IDVAs to record activities and provide performance / management information on IDVA and MARAC services. IDVAs also access the Constabulary's CATS tracking system to support their work. Subsequently, the IDVAs can provide a range of management information on the context and prevalence of domestic abuse across Cambridgeshire.

A Home Office-funded peer review in 2014 found that Cambridgeshire has 'excellent' specialist domestic abuse services, whilst Safe Lives have found that Cambridgeshire's MARACs are 'good' and 'effective'. Local datasets show that the Cambridgeshire IDVAs perform significantly better than the national averages in engaging clients and keeping them safe. 70% of referrals to the IDVA service result in engagement and 75% of these result in the adoption of a safety plan. The YPs IDVA post has contributed to national research, which showed its efficacy in uncovering issues of CSE.

A review in February 2016 showed that demand for all domestic abuse and sexual violence interventions had been increasing dramatically with local data showing that:

- Cambridgeshire Constabulary has seen a 19.1% increase in reported incidents of domestic abuse since 2007/08, though this increase has plateaued in the past year
- The number of sexual violence offences reported to Cambridgeshire Constabulary since 2012 has more than doubled
- Cambridgeshire's MARACs have seen an increase in referrals (for the same period) of 180%
- Cambridgeshire's IDVAS have seen an increase in referrals (for the same period) of 450%.
- The repeat victimisation rate for those affected by domestic abuse in Cambridgeshire is estimated at between 30 and 60%
- Referrals to ISVAS has increased by 240% in the past year
- Referrals to the SARC rose by 44% in the same period
- The Specialist Domestic Violence Court is looking to double its capacity to meet demand
- Demand for other relevant services across the sector (such as Outreach, counselling, helplines, etc.) is rising in line with the increases outlined above.

We know that in Cambridgeshire :

- 25% of young people clients are looked after or care leavers
- In 2015/16 IDVAs recorded 1496 children linked to 1202 referrals
- For all single assessments completed between April and November 2016
  - 34% had parent/carers subjected to DV

- 19% had children subjected to DV
  - 7% had another in the household subjected to DV
- These figures are lower than for 2015/6

We have begun a review of our current Domestic Violence offer as a result of two multiagency audits of cases carried out in autumn 2016 which highlighted that the current arrangements and services needed revisiting in particular a need for specialist support to children who have been severely affected by domestic abuse and for work with perpetrators.

Use of tools such as the DASH and the DVRIM will be clarified within the DV offer – recent audit suggested that these were not being used consistently in all relevant cases within children’s services.

### ***Substance Misuse***

The Cambridgeshire Drug and Alcohol Action Team (DAAT) is integrated into the new joint commissioning unit with Public Health and Peterborough City Council.

The DAAT has been developing new services, running prevention campaigns, promoting services and developing pathways and work in partnerships in response to regular Needs Assessments. The DAAT also actively Involves Service Users, carers and family members in the design, monitoring and running of services. ‘Recovery champions’ (those with lived experience) help to run services.

There is a commissioned single adult drug and alcohol treatment service provided by ‘Inclusion’ and our Young People services are provided by CASUS.

A significant number of children have, or are living with, a substance-misusing parent in the County. Current recording systems do not enable us to determine the number of children open to services who are impacted by parental substance misuse, however case level audit suggests this is increasing. There has been significant investment in developing training programmes for staff to enable them to work with substance misusing parents and with the treatment services. There is a countywide screening tool for practitioners and a protocol for social care with regards to working with parental substance misuse.

Over 120 case files have been audited annually since 2012 to ensure expectations of recording and working are being adhered to. The service is expected to collect a range of information about children and this is reviewed regularly. In August 2015 CQC inspected a range of services in Cambridgeshire and the adult drug and alcohol service was praised by inspectors as “the best records they had seen in relation to children within an adult service”. All staff have received safeguarding training within the past 18 months and there are nominated family leads across the service.

Where a client is living with children there is an expectation that a home visit will take place within 3 months. Where needs are identified, staff liaise with the relevant professionals within children’s services and parents are encouraged to use universal services available to them, such as children’s centres. The service has links to the local Young Carers project and encourages parents to speak with their children about this provision. Those clients receiving medication receive a locked storage box for this medication to reduce the risk of consumption by children.

Adult treatment services have approximately 2,000 individuals in structured treatment each year, around half of those in treatment have children under the age of 18, and of those, half have children living with them. In the summer of 2015 a “snapshot” was taken, which found that there

were 600 children in Cambridgeshire with a parent receiving specialist structured substance misuse treatment.

Drug and alcohol services are represented on the LSCB Business Committee and the Quality and Effectiveness Group, and participate in all relevant quality assurance audits and to date there has not been any cause for concern in relation to drug and alcohol services and safeguarding.

- The latest health related behaviours survey reported that 7.2% of 15 year olds drink regularly and 5.8% have used Cannabis in the last month
- Alcohol related hospital admissions for under 18's are on a downward trend, in line with the national picture
- In terms of children living with parents who misuse substances, national evidence suggests 30% of children live with a binge drinker, 22% live with a hazardous drinker and 6% with a dependent drinker.
- In Cambridgeshire around 550 children live with adults who are in treatment with Inclusion

Team	No of clients	No of clients with children living with them		Including total number of children	
Alcohol	606	Number	108	Number	217
		%	17.8%	%	35.8%
Opiates	938	Number	130	Number	268
		%	13.8%	%	28.5 %
Non Opiates	222	Number	42	Number	87
		%	18.9%	%	39.1% %

*January 2016 information from Inclusion*

In Single Assessments completed between April and December 2016

- Parental alcohol misuse was identified in 17% of cases
- Parental substance misuse was noted in 16% of cases
- Parental mental health was identified as an issue in 40% of single assessments completed during this period.

Factors of abuse and neglect identified in Single Assessments completed in the same period are as follows:

- 23% identified neglect
- 23% identified emotional abuse
- 15% identified physical abuse
- 5% identified sexual abuse

## 18. RADICALISATION AND EXTREMISM

### **Summary :**

***Partnership PREVENT work has been developed and training rolled out.***

The Local Authority has a Prevent Operational Group, made up of safeguarding leads and service managers, to oversee the implementation and review of the County Council Prevent Action Plan which identifies the following activities in relation to the specific duties of the Revised Prevent Duty Guidance.

### ***Partnership Working***

There are consistent Adult and Children and Young Peoples representatives that sit on the regional Channel Panel facilitated by Cambridgeshire Constabulary.

An event to raise awareness of Prevent, and our activities, was delivered on the 24th May 2016. Senior managers across the County Council, City and District Councils, elected members and partners attended. The Eastern Region has now implemented a Countywide, including Peterborough, Strategic Prevent Delivery Board which is chaired by the police. This Board brings together key partners to oversee service delivery Action Plans, training, process in respect of Channel Panel and local issues. A further presentation was given to the LSCB in March 2017.

### ***Training***

All applicable groups have access to Prevent training, which includes information on the referral process to MASH and Channel Panel as in the Cambridgeshire Prevent Referral Pathway for Vulnerable Children and Young People. Extensive WRAP 3 training has been delivered across Adults and Children's Services and the wider Local Authority areas; at the end of March 2016, 363 front line staff had attended WRAP 3 training with further workshops available on request (up to 2 workshops a year) from April.

Channel Awareness e-learning course and a remote 1 hour CMeX workshop are now available which enable staff from any organisation to access the package developed by the College of Policing.

Our foster care support team have delivered Prevent training to foster carers and to members of the fostering panel.

All schools (Primary, Secondary, Special and Independent) have received Prevent training from the Education Child Protection Service and at March 2016 there were trained Prevent Leads in all schools. To maintain consistency the WRAP training was run again in June and September 2016. The training will be offered each school term to ensure schools are able to fulfil their requirement of having a Prevent Lead. All Designated Personnel and Designated Personnel in schools have the opportunity to discuss Prevent concerns by calling the Education Child Protection Service advice line. We received 25 calls last academic year related to possible Prevent concerns.

PREVENT is embedded in rolling programme of EnCo training for all early years and childcare providers including foster carers, with 210 providers attending the initial WRAP training programme.

The Operational Group link with other services across the Council which can provide appropriate forums through which Prevent can be disseminated to relevant teams including Libraries, Schools, Community Hubs, IT managers, commissioners and policy holders.



**PEOPLE & COMMUNITIES SENIOR MANAGEMENT STRUCTURE UPDATE**

*To:* **Children and Young People Committee**

*Meeting Date:* **14 September 2017**

*From:* **Executive Director, People and Communities**

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

*Forward Plan ref:* **n/a** *Key decision:* **No**

*Purpose:* **To outline the current People & Communities staffing structure.**

*Recommendation:* **To update the Committee on the final People & Communities structure (previously CFA).**

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## **1. BACKGROUND**

- 1.1 In October 2016, the Executive Director for People & Communities in Peterborough was appointed into a joint role to also cover the same role in Cambridgeshire within Children, Families and Adults (CFA) at that time.
- 1.2 During this short time, the benefits and opportunities for joint working across both Authorities have been identified and established. To further enhance joint working, minimise on duplication across both Authorities and to make some savings, Members were asked to consider the arrangements on a more permanent basis, alongside another proposal to create a senior management structure also sharing roles across both Authorities.
- 1.3 During this time, the proposals were presented to Members at both authorities between February – April 2017 and agreement was made at the Staffing and Appeals Committee at the end April 2017. This included:
  - Adults Spokes - 31 January 2017
  - Group Leaders – 7 February 2017
  - Children and Young People (CYP) Spokes – 7 February 2017
  - CYP Committee – 28 February 2017
  - Adults Committee – 9 March 2017
  - Staffing and Appeals Committee – 21 March 2017
- 1.4 Interviews were held in June 2017 and a detailed interview process took place, ensuring Members and external partners were also on the interview panel. All candidates appointed were existing staff within the Local Authorities with one post for Service Director of Education not appointed and is currently vacant with interim arrangements in place. The full structure chart can be viewed Appendix 1.

## **2. ALIGNMENT WITH CORPORATE PRIORITIES**

### **2.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

### **2.2 Helping people live healthy and independent lives**

There are no significant implications for this priority.

### **2.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

## **3. SIGNIFICANT IMPLICATIONS**

### **3.1 Resource Implications**

The director-level restructure has overall been delivered on a cost-neutral basis and there has been no increased funding to the People & Communities staffing budget. Significant savings have been made on Heads of Service roles across P&C as part of



the restructure. As the shared arrangements embed, and in view of vacancies, there will be enhanced opportunities for some further shared arrangements leading at staff cost reductions, including at Assistant Director level.

### **3.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications.

### **3.3 Statutory, Legal and Risk Implications**

There are no significant implications.

### **3.4 Equality and Diversity Implications**

There are no significant implications.

### **3.5 Engagement and Communications Implications**

There are no significant implications.

### **3.6 Localism and Local Member Involvement**

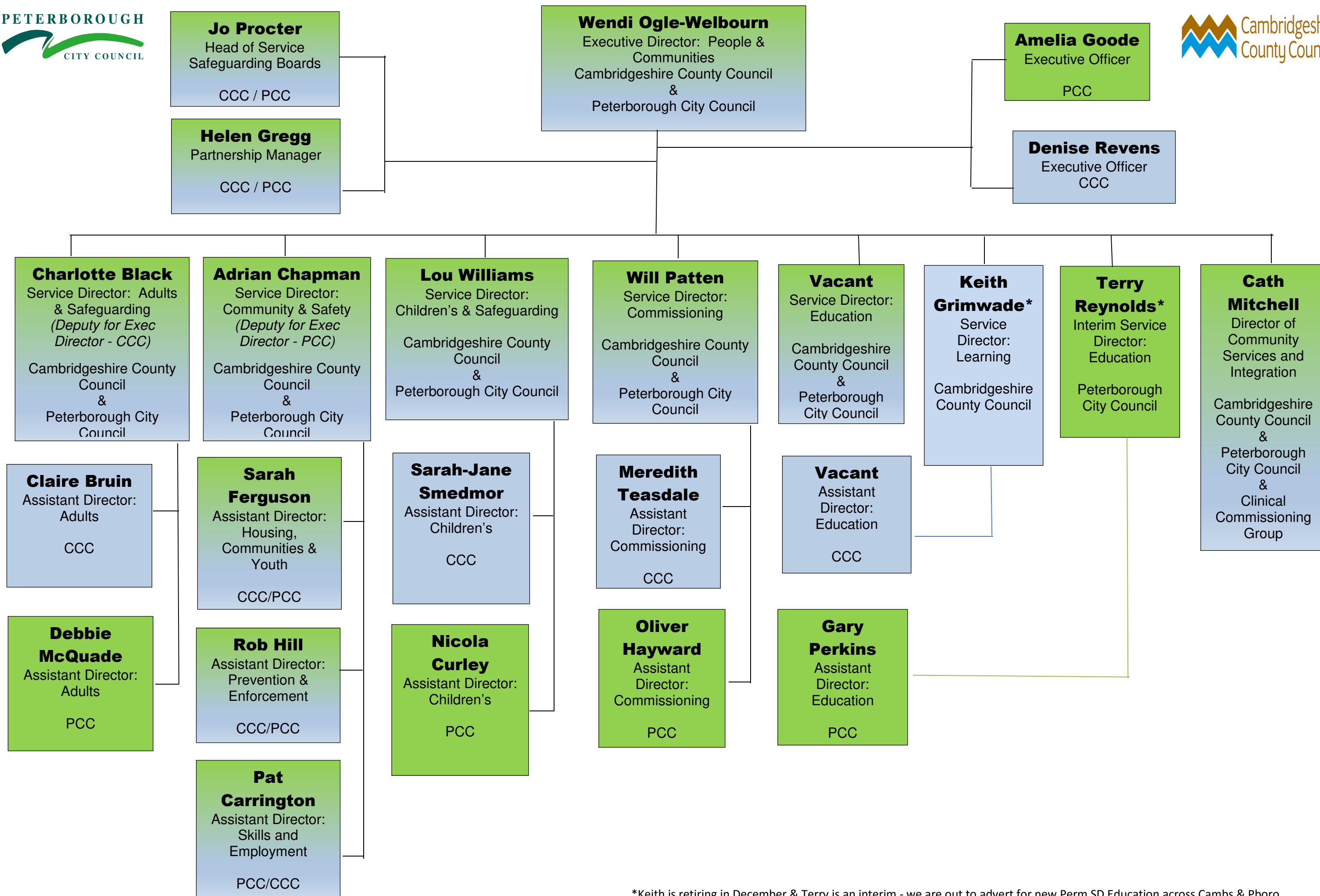
There are no significant implications.

### **3.7 Public Health Implications**

There are no significant implications.

<b>Source Documents</b>	<b>Location</b>
n/a	





\*Keith is retiring in December & Terry is an interim - we are out to advert for new Perm SD Education across Cambs & Pboro. Theresa Levy interim Service Director in Cambs will remain in post until December to see through the changes to our Children Centre delivery and



**SERVICE COMMITTEE REVIEW OF THE DRAFT 2018-19 CAPITAL PROGRAMME**

**To:** Children and Young People's Committee

**Meeting Date:** 12th September 2017

**From:** Executive Director, People and Communities  
Chief Finance Officer

**Electoral division(s):** All

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

**Purpose:** This report provides the Committee with an overview of the draft Business Plan Capital Programme for People & Communities.

**Recommendation:**

- a) It is requested that the Committee note the overview and context provided for the 2018-19 Capital Programme for People & Communities (P&C);
- b) Comment on the draft proposals for People & Communities (P&C)'s 2018-19 Capital Programme and endorse their development;
- c) Agree that following the programme's adoption by full Council where it proves necessary for new schemes to be added to the capital programme for the reasons identified in section 5.11, these are detailed in the Finance Performance Report for approval initially by the Children and Young People Committee and then General Purposes Committee.

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## **1. CAPITAL STRATEGY**

- 1.1 The Council strives to achieve its vision through delivery of its Business Plan. To assist in delivering the Plan the Council needs to provide, maintain and update long term assets (often referred to as 'fixed assets'), which are defined as those that have an economic life of more than one year. Expenditure on these long term assets is categorised as capital expenditure, and is detailed within the Capital Programme for the Authority.
- 1.2 Each year the Council adopts a ten year rolling capital programme as part of the Business Plan. The very nature of capital planning necessitates alteration and refinement to proposals and funding during the planning period; therefore whilst the early years of the Business Plan provide robust, detailed estimates of schemes, the later years only provide indicative forecasts of the likely infrastructure needs and revenue streams for the Council.
- 1.3 This report forms part of the process set out in the Capital Strategy whereby the Council updates, alters and refines its capital planning over an extended planning period. New schemes are developed by Services and all existing schemes are reviewed and updated as required before being presented to the Capital Programme Board and subsequently Service Committees for further review and development.
- 1.4 An Investment Appraisal of each capital scheme (excluding committed schemes and schemes with 100% ring-fenced funding) is undertaken / revised, which allows schemes within and across all Services to be ranked and prioritised against each other, in light of the finite resources available to fund the overall Programme and in order to ensure the schemes included within the Programme are aligned to assist the Council with achieving its outcomes.

## **2. DEVELOPMENT OF THE 2018-19 CAPITAL PROGRAMME**

- 2.1 Prioritisation of schemes (where applicable) is included within this report to be reviewed individually by Service Committees alongside the addition, revision and update of schemes. Prioritisation of schemes across the whole programme will be reviewed by General Purposes Committee (GPC) in October, before firm spending plans are considered again by Service Committees in November. GPC will review the final overall programme in December, in particular regarding the overall levels of borrowing and financing costs, before recommending the programme in January as part of the overarching Business Plan for Full Council to consider in February.
- 2.2 The introduction of the Transformation Fund for the 2017-18 planning process has not impacted on the funding sources available to the Capital Programme as any Invest to Save or Earn schemes will continue to be funded over time by the revenue payback they produce via savings or increased income. This is the most financially sensible option for the Council due to the ability to borrow money for capital schemes and defray the cost of that expenditure to the Council over the life of the asset. However, if a scheme is transformational, then it should also move through the governance process agreed for the transformation programme, in line with all other transformational schemes, but without any funding request to the Transformation Fund.

- 2.3 There are several schemes in progress where work is underway to develop the scheme, however they are either not sufficiently far enough forward to be able to include any capital estimate within the Business Plan, or a draft set of figures have been included but they are, at this stage, highly indicative. The following are the two main schemes that this applies to:
- The Adults Committee first considered the Older People's Accommodation Strategy in 2016. Following consideration of outline modelling and a business case to increase the availability of affordable care home beds in the County through more direct intervention in the market by the Council, the Adults Committee is due to receive an update in September on market engagement and next steps towards a more detailed business case and procurement. Amongst a number of options, there is potential for implications for the Council's capital plans through provision of land, other assets or involvement with construction. The Council is engaged with health partners on these challenges, and plans are also in development for an investment in housing for vulnerable people using improved better care fund monies.
  - The Council is in the fortunate position of being a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This has, however, required the Council to move from being a seller of sites to a developer of sites, through a Housing Company. A Special Purpose Vehicle has been established, the Cambridgeshire Housing Investment Company (CHIC), through which the Council will operate to make best use of sites with development potential in a co-ordinated and planned manner, in order to progress those sites for a range of development options. This will generate capital receipts to support site development and create significant revenue and capital income for the Council which will help support services and communities.

A comprehensive 10-year pipeline of development projects has been identified and the initial model is currently being reviewed, refined and developed by both the Housing Company and the Council. As such, it is expected that the figures within the Business Plan will continue to be refined as the model evolves over the next few months.

### **3. REVENUE IMPLICATIONS**

- 3.1 All capital schemes can have a potential two-fold impact on the revenue position, relating to the cost of borrowing through interest payments and repayment of principal and the ongoing revenue costs or benefits of the scheme. Conversely, not undertaking schemes can also have an impact via needing to provide alternative solutions, such as Home to School Transport (for example, transporting children to schools with capacity rather than investing in capacity in oversubscribed areas).
- 3.2 The Council is required by the Chartered Institute of Public Finance and Accountancy's (CIPFA's) Prudential Code for Capital Finance in Local Authorities 2011 to ensure that it undertakes borrowing in an affordable and sustainable manner. In order to ensure that it achieves this, GPC recommends an advisory limit on the annual financing costs of borrowing (debt charges) over the life of the Plan. In order to afford a degree of flexibility from year to year, changes to the phasing of the limit is allowed within any

three-year block (starting from 2015-16), so long as the aggregate limit remains unchanged.

- 3.3 For the 2017-18 Business Plan, GPC agreed that this should continue to equate to the level of revenue debt charges as set out in the 2014-15 Business Plan for the next five years (restated to take into account the change to the MRP Policy agreed by GPC in January 2016), and limited to around £39m annually from 2019-20 onwards. GPC will be asked to reconfirm this decision for the 2018-19 process as part of the Capital Strategy paper, also being presented at the September meeting.

#### 4. SUMMARY OF THE DRAFT CAPITAL PROGRAMME

- 4.1 The revised draft Capital Programme is as follows:

Service Block	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Later Yrs £'000
People and Communities	87,573	121,024	78,846	37,229	25,992	85,353
Economy, Transport and Environment	34,250	25,232	17,631	18,561	20,098	19,182
Public Health	-	-	-	-	-	-
Commercial and Investment Committee	46,994	6,938	1,120	12,371	760	18,970
Corporate and Managed Services	7,136	460	460	460	-	-
LGSS Operational	-	-	-	-	-	-
<b>Total</b>	<b>175,953</b>	<b>153,654</b>	<b>98,057</b>	<b>68,621</b>	<b>46,850</b>	<b>123,505</b>

- 4.2 This is anticipated to be funded by the following resources:

Funding Source	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Later Yrs £'000
Grants	53,009	32,373	33,046	29,716	31,712	78,020
Contributions	19,927	44,375	54,545	14,164	8,160	196,305
Capital Receipts	21,676	5,252	6,615	19,536	1,909	9,556
Borrowing	51,426	72,842	20,659	12,690	9,215	2,426
Borrowing (Repayable)*	29,915	-1,188	-16,808	-7,485	-4,146	-162,802
<b>Total</b>	<b>175,953</b>	<b>153,654</b>	<b>98,057</b>	<b>68,621</b>	<b>46,850</b>	<b>123,505</b>

\* Repayable borrowing nets off to zero over the life of each scheme and is used to bridge timing gaps between delivery of a scheme and receiving other funding to pay for it.

- 4.3 The following table shows how each Service's borrowing position has changed since the 2017-18 Capital Programme was set:

Service Block	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Later Yrs £'000
People and Communities	1,832	15,545	37,793	3,022	3,903	-6,486	-2,333
Economy, Transport and Environment	10,712	2,976	-1,665	-2,859	-3,055	-6,484	-1,723
Public Health	-	-	-	-	-	-	-
Corporate and Managed Services	958	438	-	-	-	-	-
LGSS Operational	-100	-	-	-	-	-	-



Commercial and Investment Committee	-650	1,449	-165	-17	4	2	2,258
Corporate and Managed Services – relating to general capital receipts	-	-	-	-	-	-	-
<b>Total</b>	<b>12,752</b>	<b>20,408</b>	<b>35,963</b>	<b>146</b>	<b>852</b>	<b>-12,968</b>	<b>-1,798</b>

4.4 The table below categorises the reasons for these changes:

Reasons for change in borrowing	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Later Yrs £'000
New	580	12,806	20,957	5,761	2,630	300	3,850
Removed/Ended	-6,054	180	200	30	-100	-9,300	11,965
Minor Changes/Rephasing*	-3,757	8,639	5,198	-9,318	5,741	3,320	-8,192
Increased Cost (includes rephasing)	-2,002	4,096	12,050	2,667	901	-839	-420
Reduced Cost (includes rephasing)	2,822	-3,341	-2,174	-1,820	-1,885	-3,182	0
Change to other funding (includes rephasing)	4,978	-459	5,715	5,373	-4,092	-254	-6,752
Variation Budget	16,185**	-1,513	-5,983	-2,547	-2,343	-3,013	-2,249
<b>Total</b>	<b>12,752</b>	<b>20,408</b>	<b>35,963</b>	<b>146</b>	<b>852</b>	<b>-12,968</b>	<b>-1,798</b>

\*This does not off-set to zero across the years because the rephasing also relates to pre-2017-18.

\*\*This reflects removal of this budget for 2017-18, as it is a rolling budget that is refreshed every year

4.5 The revised levels of borrowing result in the following levels of financing costs:

Financing Costs	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000
2017-18 agreed BP	18.6	18.9	22.0	22.9	-
2018-19 draft BP	16.6	17.4	21.6	23.6	25.1
<b>CHANGE (+) increase / (-) decrease</b>	<b>-2.0</b>	<b>-1.5</b>	<b>-0.4</b>	<b>0.7</b>	<b>25.1</b>

4.6 Invest to Save / Earn schemes are excluded from the advisory financing costs limit – the following table therefore compares revised financing costs excluding these schemes. In order to afford a degree of flexibility from year to year, the limit is reviewed over a three-year period – based on the revised programme, the advisory limit is not exceeded for either of these 3 year blocks.

Financing Costs	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m
2018-19 draft BP (excluding Invest to Save / Earn schemes)	26.5	28.8	32.2	34.4	36.1	36.1
Recommend limit	37.9	38.6	39.2	39.7	40.3	40.8
<b>HEADROOM</b>	<b>-11.4</b>	<b>-9.8</b>	<b>-6.9</b>	<b>-5.3</b>	<b>-4.2</b>	<b>-4.8</b>
Recommend limit (3 years)	115.7			120.8		
<b>HEADROOM (3 years)</b>	<b>-28.1</b>			<b>-14.3</b>		

- 4.7 Although the limit hasn't been exceeded, the Business Plan is still under review and as such adjustments to schemes and phasing will continue over the next two to three months. However, as there is significant headroom available, it is not expected that any further revisions will cause a breach of the advisory limit.

## **5. OVERVIEW OF PEOPLE & COMMUNITIES' DRAFT CAPITAL PROGRAMME**

- 5.1 The Council has a statutory duty to provide a place for every child whose parents want them educated in a state-funded school, including academies and to secure sufficient childcare places including free early education for all three and four year olds and the most vulnerable two year olds (15 hours per week 38 weeks a year). This is known as basic need provision. Government funding for the basic need provision of mainstream school places together with S106 receipts (and to a lesser extent Community Infrastructure Levy (CIL)) provide the main funding sources for the P&C five year rolling programme of capital investment. In addition, the government provides funding for maintenance to address school condition needs, which cannot be met by those schools from their devolved formula capital (DFC), and for specific initiatives such as the Priority Schools Building Programme. The Department for Education (DfE) determines the basic need capital allocation using data collected each July from the Council's School Capacity (SCAP) return.
- 5.2 For 2018/19, the Council has secured £24,918,658 in Basic Need funding. Confirmation has been received that for 2019/20 based on the 2016 SCAP return Cambridgeshire will receive £6,905,350. This will be allocated to fund schemes in the capital programme, before consideration is given to whether there is a case for requesting prudential borrowing.
- 5.3 School Condition funding is used to maintain local authority schools. The funding allocation for 2018/19 is estimated at £4,043,000. This is £443,000 less than the amount allocated for 2017/18 following the implementation of a revised funding formula by the DfE. Using information gathered through its Property Data Survey, allocations have been split into Core Condition and High Condition needs funding since 2015/16. A floor protection of 80% is in place until 2018 to limit the amount which any authority loses as a result of the implementation of the formula.
- 5.4 The People and Communities (P&C) five year detailed capital plan has been reviewed and initial changes made, taking account of all of the above. Schemes have been included on the basis that they meet one or more of the following criteria:
- Contracts have been let.
  - Work has either started on site or is due to commence.
  - S106 or CIL funding has been secured against these specific schemes and would be lost if the project does not proceed within the timeframes established in the associated agreements.
  - Outline planning permission has been granted for housing development and there is an expectation, therefore, that it will generate additional demand for school places in the period covered by the programme.
  - No suitable alternative options exist.

- There are cost benefits to accrue from keeping contractors on site to undertake a further phase of a development rather than having to re-commission the work at a later stage.
- Current and forecast data provides evidence of need for additional capacity.

An Investment Appraisal of each capital scheme (excluding committed schemes and schemes with 100% ring-fenced funding) is undertaken, which allows schemes to be ranked and prioritised against each other. **Appendix 1** shows Initial Assessment scoring.

5.5 The following new schemes have been added to the programme since it was approved by Full Council in February 2017.

<b>Expansion Projects</b>	<b>Available for Occupation</b>
Waterbeach Primary	2019
St Neots, Eastern Expansion	2018 – Temporary Accommodation
Rackham Primary, Witchford	<u>2020</u>
New Road Primary, Whittlesey	<u>2019</u>
Sir Harry Smith Academy, Whittlesey	<u>2019</u>
Replacement Pilgrim PRU, Cambridge – Medical Provision	<u>2020</u>
Spring Common Special School, Huntingdon	<u>2019</u>
Cambourne Village College to create a second campus to provide for the need for secondary school places resulting from the Cambourne West development as well as on-going demand from Cambourne. S106 funding will be sought from the developers to meet the cost of 4FE of this scheme.	<u>2020</u>

5.6 The following schemes, if approved for inclusion in the programme will incur expenditure in 2018/19:

**Waterbeach Primary** – The latest forecast pupil data indicate that there will be more children living in the school's catchment area in 2017/18 than it has places to accommodate. This does not take into account approved infill developments of 280 homes that, it is estimated, will generate demand for an additional 98 places. The expansion scheme proposes to increase the school to a 3 form entry (FE) primary to provide a total of 630 places. S106 funding will be secured from the developers. However, until the amounts and timing are confirmed, the scheme is currently identified as being fully funded from prudential borrowing.

**St Neots Eastern Expansion** – As Members will be aware from the petition presented to their meeting in June, there are more children living in the Round House Primary School's catchment area than the school has places to accommodate. A commitment has been given to the local community to secure additional school places for Reception entry in 2018. With housing development on the Wintringham Park site now anticipated to result in housing occupations early in 2019, after a prolonged period of uncertainty, plans are in place to ensure that a new school opens in September 2018. Initially it will need to operate from temporary accommodation and a temporary site.

**Rackham Primary, Witchford** – In response to approved infill development and a number of planning applications, the primary school will need to expand to meet the resulting additional demand for places. It currently has capacity

for 315 children and has 312 on its roll. The scheme would increase the school to a 2FE (420 place) primary to meet the need from its catchment.

**New Road Primary, Whittlesey** - Planning permission has been granted for 1,135 new homes which will increase the Whittlesey primary demand to around 1,800 places. Currently there is only capacity for 1,470 places. Therefore it is proposed to increase New Road Primary School from its current 210 places (1FE) to a 2FE school (420 places).

**Spring Common, Huntingdon** – This is an area special school providing for children and young people aged 2-19 with complex special educational needs and disabilities (SEND). It currently has 195 children and young people on its roll. It has only been able to accommodate this number through use of temporary classrooms. As well as the need to replace these with permanent accommodation, the school requires ancillary accommodation for therapy and one-to-one tuition. This has left the school pressured to meet the current pupil needs. If the school is not adapted, pupils may need to be placed out of county at a significant and on-going revenue cost.

5.7 The following two schemes have been removed.

<b>Scheme</b>	<b>Reason for Removal</b>
Wyton New Primary	Huntingdonshire District Council have taken the decision not to proceed with planned housing development at Wyton
Harston Primary School	It has been possible to address the needs at Harston through a minor works scheme. No further investment is required, therefore.

The following schemes have experienced changes in Total Scheme Costs, where an increased cost is showing, this is above inflation.

<b>Scheme</b>	<b>Reason for Change in Scheme Cost</b>
Benwick	
Littleport Secondary & Special	Additional provision required to ensure the Special Education Needs aspect of the project is completed and appropriately equipped for use.
Northstowe Secondary	In addition to the Secondary provision the scheme has been expanded to include Special Education Needs provision and also outdoor community sport pitches, both of these elements have attracted funding to in part offset the additional cost.

The draft programme is set out in detail in **Appendix 2**.

5.8 In April 2016, the Department for Education (DfE) called for expressions of interest from Local Authorities wanting to work with local childcare providers to bid for capital funding to expand childcare provision in response to the extended free entitlement to 30 hours, 38 weeks a year for families meeting the Government's qualifying criteria. Cambridgeshire was successful in securing £686,451 to expand the Buttons and Bows Pre-school which operates from the Sawtry Infant School site. This has enabled the Council to

reinvest the equivalent amount back into the People and Communities early years Basic Need funding line in support of the Council's statutory duty to secure sufficient and suitable early years and childcare places across the County.

- 5.9 The anticipated funding sources per scheme for the draft CYP capital programme are identified in Table 5 of **Appendix 2**.
- 5.10 Members are asked to note and be prepared to accept the potential for new projects to be identified for inclusion even after the programme has been approved and published as part of the 2018/19 Business Plan. This is recognition of the fact that until such time as South Cambridgeshire District Council and Cambridge City have approved local plans and an identified five year land supply for meeting their housing targets, proposals for speculative, unplanned housing development will continue to be received. Recent planning appeal decisions in East Cambridgeshire have also demonstrated a lack of a five year supply. A full review of this District Council's Local Plan is ongoing.
- 5.11 In the event that it becomes necessary to consider the inclusion of new schemes to the programme following its approval by Full Council as part of the Business Plan, the Committee are asked to endorse the proposal that those schemes are detailed in the Finance Performance Report for approval initially by the Children and Young People Committee and then General Purposes Committee.

## **6. ALIGNMENT WITH CORPORATE PRIORITIES**

### **6.1 Developing the local economy for the benefit of all**

The following bullet points set out details of implications identified by officers:

- The Council's investment plans create employment as schools, early years and childcare providers are employers in their own right.
- A number of the schemes in the CYP capital programme provide school places to meet predicted demand from planned housing development. This policy is aimed at directly supporting the establishment and development of new communities.
- Availability and access to high quality childcare enables parents to take up employment or training that may lead to employment, thus supporting families to be less reliant on Welfare Benefits.

### **6.2 Helping people live healthy and independent lives**

The following bullet points set out details of implications identified by officers:

- Evidence shows that good quality early education and childcare provision makes a significant contribution to a child's attainment and future life chances it also supports their future health and wellbeing.
- Provision of safe walking and cycling routes minimises the need for children to be transported to and from their early years' or childcare setting or school.
- Expansion of settings and schools to meet identified demand in their local or catchment areas minimises the need for children to be transported to and from more distant schools.

-

### **6.3 Supporting and protecting vulnerable people**

The Council is committed to ensuring that children and young people with special educational needs and/or disabilities (SEND) are able to attend their local mainstream school where possible, with only those with the most complex and challenging needs requiring places at specialist provision. Where a child or young person requires a specialist placement, the Council's aim is to ensure that this is as close to their family home and community as possible

## **7. SIGNIFICANT IMPLICATIONS**

### **7.1 Resource Implications**

The following bullet points set out details of significant implications identified by officers; these are additional to those set out in Section 5.

- 7.1.1 Since April 2015, S106 has been limited to site/development specific requirements and only what is required to mitigate the impacts of planned development. Any contributions being sought from developers must demonstrate that they are:
- Necessary to make the development acceptable in planning terms;
  - directly related to the development; and
  - Fairly and reasonably related in scale and kind to the development.
- As a result, services are now required to provide far greater detail of projects and costs at an earlier stage than previously to demonstrate the case for funding and to meet the test set out in the CIL regulations. The main implication of this approach is that the Council now needs to invest upfront in feasibility studies, which adds to its costs without there being any certainty that it will secure developer contributions to offset these.
- 7.1.2 Where the Council is successful in securing S106 funding this is typically released in two tranches: 10% on commencement of the development and 90% after the occupation of the first 100 houses. In cases where more than one school is required and/or larger schools are to be provided, the trigger points will be agreed to reflect this. To achieve opening a new school to coincide with the requirement for places from the first families moving in, the Council has usually found it necessary to bridge the gap in funding between commencement of the enabling works for the school building and release of the first tranche of S106 funding.
- 7.1.3 CIL contributions are collected and held by the district councils, at a level set by the individual districts. Each district determines the priorities for use of this funding, which will include other infrastructure requirements as well as Education. As a consequence, the Council faces the prospect of having to fund a higher proportion of the total cost of expanding school from its available resources,

### **7.2 Statutory, Risk and Legal Implications**

- 7.2.1 The following bullet points set out details of significant implications identified by officers:

The vast majority of the schemes within the CYP capital programme are focused on creating additional capacity to provide for the identified need for new places for Cambridgeshire's children and young people in response to demographic need and housing growth. Should the Council not be able to

proceed with these projects as planned, the only alternatives available to it would be:

- Provision of mobiles in place of permanent accommodation. Although it must be recognised that planning applications for mobiles are subject to the same rigorous process as permanent build applications and are usually only granted for between 3 to 5 years. In addition, the Council would be unable to secure Basic Need funding from the DfE to replace the mobiles with permanent accommodation as it would deem that the Council had already met the Basic Need requirement for places.
- Provision of free transport to alternative, more distant schools whilst those children remain of statutory school age. Where it proves necessary to transport children to more than one school, this would have the effect of fragmenting the community, as well as increasing costs.
- Phasing of projects. Although it must be recognised that this has cost implications in that construction tender price inflation is increasing rapidly.

7.2.2 Pending the approval and adoption of South Cambridgeshire District Council's and Cambridge City Council's Local Plans and the outcome of East Cambridgeshire District Council's review of its Local Plan, the Council needs to be prepared to add new projects to its capital programme as and when speculative applications lodged by developers receive outline planning permission. In addition, it may prove necessary to add schemes to support the implementation of the extended free entitlement to early years and childcare to ensure the Council is able to meet its statutory responsibilities.

### **7.3 Equality and Diversity Implications**

7.3.1 The following bullet points set out details of significant implications identified by officers:

- Take up of free early education for 2, 3 and 4 year olds supports school readiness on entry to statutory education (Reception) and contributes to improved outcomes for children. Free early education for two year olds is targeted at families on low incomes, those who are Looked After and those whose parents are in the Forces.
- All accommodation, both mobile and permanent has to be compliant with the provisions of the Public Sector Equality Duty and current Council standards.

### **7.4 Engagement and Consultation Implications**

7.4.1 The following bullet points set out details of significant implications identified by officers:

- Significant levels of engagement and consultation take place with all schools and early years settings identified for potential expansion to meet the need for places in their local areas over the development and finalisation of those plans. Schemes are also presented to local communities for comment and feedback in advance of seeking planning permission.
- Any decision to change the scale or scope of those plans in order to reduce capital costs would need to be communicated to the affected schools individually as a matter of urgency in order to avoid the potential of them hearing about this from third parties.

### **7.5 Localism and Local Member Involvement**

7.5.1 The following bullet points set out details of significant implications identified by officers:

- Through its commissioning role, the Council ensures that:
  - those private, voluntary and independent providers who tender to establish and run new early years and childcare provision understand the local context in which they will operate, should they be successful in being awarded contracts by the Council;
  - potential sponsors who apply to establish and run new schools understand the local context in which they will operate, should their applications be approved for implementation by the Regional Schools' Commissioner and the Secretary of State for Education;
- Local Members are:
  - kept informed of planned changes to provision in their wards and their views sought on emerging issues and actions to be taken to address these;
  - invited to participate in the assessment of potential sponsors' proposals to establish and run new schools in the county in response to the Council's identified published need for new schools to meet its basic need requirements.

## 7.6 Public Health Implications

7.6.1 The following bullet points set out details of significant implications identified by officers:

- The further children and young people have to travel to access their education and/or childcare the greater the likelihood that they will be transported by car or bus and will not gain the health benefits of being able to walk or cycle to their setting or school, in addition a well-designed and built school can have positive outcomes on children's health including mental health and therefore their educational attainment

Implications	Officer Clearance
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Officer: Martin Wade
<b>Have the procurement/contractual/Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes or No Name of Officer:
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Fiona McMillan
<b>Are there any Equality and Diversity implications?</b>	Yes Name of Officer: Keith Grimwade
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes or No Name of Officer:



<b>Are there any Localism and Local Member involvement issues?</b>	Yes Name of Officer: Keith Grimwade
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Iain Green

<b>Source Documents</b>	<b>Location</b>
Business Plan 2017/18 Letters to and from the Executive Director: People & Communities and the Director for Education Funding Group at the DfE in respect of the Council's Basic Need allocation for 2019/20 and award of maintenance funding for 2018/19 School Capacity return for 2016 and 2017 Forecast data	0-19 Place Planning & Organisation Service Second Floor Octagon Cambridge CB3 0AP



## Appendix B

### Capital Investment Appraisals

#### Prioritised List of Schemes

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
F	Fully Funded	P&C	A/C.07.001	School Devolved Formula Capital	10,050	-		-
F	Fully Funded	P&C	A/C.12.004	Disabilities Facilities Grant	19,318	-		-
F	Fully Funded	P&C	A/C.13.001	Variation Budget	-56,775	-43,714		-
F	Fully Funded	P&C	A/C.13.002	Capitalisation of Interest Costs	8,798	8,798		-
C	Committed	P&C	A/C.01.008	Isle of Ely Primary	16,370	6,178		-
C	Committed	P&C	A/C.01.012	Ermine Street Primary, Alconbury Weald	10,000	92		
C	Committed	P&C	A/C.01.013	Fourfields, Yaxley	1,268	869		-
C	Committed	P&C	A/C.01.018	Pathfinder Primary, Northstowe	11,300	195		
C	Committed	P&C	A/C.01.020	Godmanchester Bridge, (Bearscroft Development)	9,348	2,065		
C	Committed	P&C	A/C.01.021	North West Cambridge (NIAB site) primary	10,752	3,344		
C	Committed	P&C	A/C.01.022	Burwell Primary	6,724	6,685		-
C	Committed	P&C	A/C.01.024	Clay Farm / Showground primary, Cambridge	12,000	1,200		
C	Committed	P&C	A/C.01.025	Fordham Primary	4,126	3,529		
C	Committed	P&C	A/C.01.026	Little Paxton Primary	3,400	2,098		-
C	Committed	P&C	A/C.01.027	Ramnoth Primary, Wisbech	7,340	5,118		
C	Committed	P&C	A/C.01.028	Fulbourn Phase 2	6,900	2,825		
C	Committed	P&C	A/C.01.029	Sawtry Infants	4,292	1,453		-
C	Committed	P&C	A/C.01.030	Sawtry Junior	2,300	1,410		-
C	Committed	P&C	A/C.01.031	Hatton Park, Longstanton	5,340	2,649		
C	Committed	P&C	A/C.01.032	Meldreth	1,566	130		-
C	Committed	P&C	A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields	7,000	7,000		-
C	Committed	P&C	A/C.01.034	St Neots, Wintringham Park	8,850	60		-
C	Committed	P&C	A/C.01.035	The Shade Primary, Soham	2,600	1,941		-
C	Committed	P&C	A/C.01.036	Pendragon, Papworth	3,500	2,100		
C	Committed	P&C	A/C.01.038	Westwood Primary, March, Phase 2	3,241	992		
C	Committed	P&C	A/C.01.039	Wyton Primary	9,226	4,376		
C	Committed	P&C	A/C.01.045	Melbourn Primary	4,441	1,034		-
C	Committed	P&C	A/C.01.048	Histon Additional Places	16,000	13,131		
C	Committed	P&C	A/C.01.061	Gamlingay Primary School	4,700	3,480		
C	Committed	P&C	A/C.02.003	Littleport secondary and special	43,100	36,605		
C	Committed	P&C	A/C.02.004	Bottisham Village College	14,969	7,768		-
C	Committed	P&C	A/C.02.006	Northstowe secondary	44,851	16,086		-

Priority Score ( /100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
C	Committed	P&C	A/C.02.007	North West Fringe secondary	20,000	350		-
C	Committed	P&C	A/C.02.008	Cambridge City secondary	17,995	7,526		-
C	Committed	P&C	A/C.02.010	Cambourne Village College	10,094	1,194		-
C	Committed	P&C	A/C.03.001	Orchard Park Primary	1,000	789		-
C	Committed	P&C	A/C.03.003	LA maintained Early Years Provision	5,034	3,311		
C	Committed	P&C	A/C.04.001	Hauxton Primary	1,061	282		
C	Committed	P&C	A/C.04.004	Morley Memorial Primary	3,441	1,661		
C	Committed	P&C	A/C.08.001	Trinity School Hartford, Huntingdon	5,059	5,059		
C	Committed	P&C	A/C.11.003	CFA Buildings & Capital Team Capitalisation	2,500	2,500		-
54	Statutory	P&C	A/C.01.046	Sawston Primary	2,830	480		-
54	Statutory	P&C	A/C.01.050	March new primary	8,770	1,750		-
54	Statutory	P&C	A/C.01.052	NIAB 2nd primary	10,950	180		-
54	Statutory	P&C	A/C.01.053	Robert Arkenstall Primary	500	-		-
54	Statutory	P&C	A/C.01.054	Wilburton Primary	500	-		-
54	Statutory	P&C	A/C.05.001	School Condition, Maintenance & Suitability	23,850	-		-
52	Statutory	P&C	A/C.10.001	Temporary Accommodation	13,000	33		-
51	Statutory	P&C	A/C.01.043	Littleport 3rd primary	5,000	2,014		-
50	Statutory	P&C	A/C.05.002	Kitchen Ventillation	1,650	973		- Are limited. Conditions need to improve to comply with Gas safety regulations BS 6173:2009. The County Council would be failing to provide safe wroing envirnments is this wrk was not undertaken and could lead to closure of kitchens and possibly school.
49	Statutory	P&C	A/C.01.051	Wisbech new primary	8,770	4,850		-
49	Statutory	P&C	A/C.02.012	Cromwell Community College	5,000	-		-
49	Statutory	P&C	A/C.02.013	St. Neots secondary	10,940	700		-
47	Statutory	P&C	A/C.01.062	Waterbeach Primary School	6,660	6,660	Scheme is in response to infill development which has occurred and has generated additional pupil numbers.	-
47	Statutory	P&C	A/C.01.065	New Road Primary	6,470	6,470		-
46	Statutory	P&C	A/C.02.016	Cambourne West	24,500	9,690	An element of flexibility as it could be possible to increase the current campus with temporary accommodation to meet the existing site, however the scheme will be required and has been part of the master plan for Cambourne from the early stages.	Temporary Accommodation - The scheme is required to meet the existing basic need demand from the current Cambourne population as well as to meet the new demand from the new housing developments on this area of cambourne west. The new demand has associated S106 developer contributions which are being finalised.
46	Statutory	P&C	A/C.12.005	Integrated Community Equipment Service	13,000	13,000	None	-

Priority Score ( /100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
45	Statutory	P&C	A/C.01.044	Loves Farm primary, St Neots	10,020	7,768		-
45	Statutory	P&C	A/C.08.003	SEN Pupil Adaptations	750	750	Timing will be reactive to placement of child, this will be on an individual basis.	Other - If Cambridgeshire is unable to provide school places in main stream settings, an alternative would be specialist provision in county which would mean increased transport cost, or an out of county placement which would increase revenue costs extensively.
44	Statutory	P&C	A/C.01.040	Ermine Street, Alconbury, Phase 2	2,780	445		-
44	Statutory	P&C	A/C.01.055	Benwick Primary	2,450	2,151		-
44	Statutory	P&C	A/C.01.057	Northstowe 3rd primary	11,900	2,045		-
44	Statutory	P&C	A/C.01.064	Rackham Primary	5,600	4,741	Scheme is in response to outlined planning permission approval. Therefore this scheme will be dependent on the timescales of the development.	Temporary Accommodation;#Home to School Transport - It may be possible to transport children to other schools. However this would be complex and a number of Home to School transport routes would be created at an additional revenue cost. This isn't a sustainable option as alternative schools do not have limitless space and future investment in receiving schools would be needed to be able to accommodate children within their own catchment.
43	Statutory	P&C	A/C.01.056	Alconbury Weald 2nd primary	10,050	2,272		-
43	Statutory	P&C	A/C.02.011	New secondary capacity to serve Wisbech	23,000	21,467		-
42	Statutory	P&C	A/C.01.063	St Neots Eastern Expansion	5,500	5,500		Home to School Transport - It may be possible to transport children to other schools. However this would be complex and a number of Home to School transport routes would be created at an additional revenue cost. This isn't a sustainable option as alternative schools do not have limitless space and future investment in receiving schools would be needed to be able to accommodate children within their own catchment.
42	Statutory	P&C	A/C.02.009	Alconbury Weald secondary and special	38,000	12,050		Home to School Transport - Plans are in place to provide early need in secondary places in other Cambridgeshire schools within the region.
42	Statutory	P&C	A/C.02.015	Sir Harry Smith	5,000	4,850		Home to School Transport - Transport children, at a revenue expense, to schools across Cambridgeshire with capacity at the time.

Priority Score ( /100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
41	Statutory	P&C	A/C.01.049	Northstowe 2nd primary	11,250	4,326		-
40	Statutory	P&C	A/C.01.041	Barrington	3,318	2,718		-
36	Statutory	P&C	A/C.02.014	Northstowe secondary, phase 2	11,640	8,308		Home to School Transport - Transport children, at a revenue expense, to schools across Cambridgeshire with capacity at the time.
34	Other	P&C	A/C.09.001	Site Acquisition, Development, Analysis and Investigations	200	-		-
34	Other	P&C	A/C.11.002	Cambridgeshire Alternative Education Service Minor Works	200	20		-
33	Statutory	P&C	A/C.01.037	Chatteris New School	8,820	8,364		-
29	Statutory	P&C	A/C.08.004	Replacement Pilgrim Pru -Medical Provision	4,000	4,000	The current accommodation is likely to be sold for development and therefore a new site will need to be found. The timing requirement is flexible as CCC will need to respond to the developments surrounding the future of the current provision.	Other - If no alternative delivery base is found, this provision would need to be delivered in a alternative way. Could include external provision which would have a significant revenue impact.
24	Other	P&C	A/C.08.002	Trinity School, Wisbech base	4,000	4,000	Currently the Trinity school operates out of a rented, converted warehouse in Wisbech. The cost of renting is £40,000 pa and this is being funded by CCC. The school converted to academy 1st July 2016 and is run by TBAP. There is a legal responsibility on CCC to seek a permanent solution for the school. Currently a review is being undertaken by CCC strategy and estates to identify property or land which could support the requirements of the school.	Home to School Transport - The Trinity School has two other bases at St Neots and Foxton. It may be possible to transport individuals, however this would have an increased revenue impact and it is likely it would be provided by taxis as children would come from various addresses. Other possibility would be that if CCC had no provision, an out of county solution could be found - but again, at a significant revenue cost.
19	Other	P&C	A/C.08.005	Spring Common	5,000	3,184		-
19	Other	P&C	A/C.12.002	Enhanced Frontline	785	785		-
9	Other	P&C	A/C.11.001	Children's Minor Works and Adoptions	75	30		-

# Appendix A

## Section 4 - A: People and Communities

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000
Ongoing	26,203	8,906	-1,941	-6,300	-353	1,787	3,274	20,830
Committed Schemes	388,386	183,944	70,954	69,074	50,399	11,924	1,518	573
2018-2019 Starts	62,550	810	17,550	34,300	9,150	740	-	-
2019-2020 Starts	56,948	130	1,010	23,950	18,850	7,608	400	5,000
2021-2022 Starts	11,250	-	-	-	400	7,750	2,900	200
2022-2023 Starts	26,580	-	-	-	-	1,020	13,150	12,410
2023-2024 Starts	31,590	-	-	-	250	5,000	3,950	22,390
2024-2025 Starts	26,300	-	-	-	150	1,400	800	23,950
<b>TOTAL BUDGET</b>	<b>629,807</b>	<b>193,790</b>	<b>87,573</b>	<b>121,024</b>	<b>78,846</b>	<b>37,229</b>	<b>25,992</b>	<b>85,353</b>

Summary of Schemes by Category	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000
Basic Need - Primary	294,722	101,879	48,120	48,355	25,644	20,284	7,900	42,540
Basic Need - Secondary	269,089	69,395	33,962	73,463	50,476	13,990	14,243	13,560
Basic Need - Early Years	6,034	4,684	1,130	120	100	-	-	-
Adaptations	4,502	3,093	1,317	92	-	-	-	-
Condition & Maintenance	25,500	500	2,500	2,500	2,500	2,500	2,500	12,500
Building Schools for the Future	-	-	-	-	-	-	-	-
Schools Managed Capital	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025
Specialist Provision	18,809	5,333	2,976	2,050	300	150	150	7,850
Site Acquisition & Development	200	-	100	100	-	-	-	-
Temporary Accommodation	13,000	-	1,500	1,500	1,500	1,500	1,500	5,500
Children Support Services	2,775	25	295	295	270	270	270	1,350
Adults' Services	33,103	8,881	4,929	4,929	4,929	1,450	1,485	6,500
Capital Programme Variation	-47,977	-	-10,261	-13,385	-7,878	-3,920	-3,061	-9,472
<b>TOTAL BUDGET</b>	<b>629,807</b>	<b>193,790</b>	<b>87,573</b>	<b>121,024</b>	<b>78,846</b>	<b>37,229</b>	<b>25,992</b>	<b>85,353</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	Committee
A/C.01 A/C.01.008	Basic Need - Primary Isle of Ely Primary	New 3 form entry school with 52 Early Years provision: £10,470k Basic Need requirement 630 places £800k Temporary Provision £1,500k Early Years Basic Need 52 places £3,500k Highways works and access work to school site		Committed	16,370	16,370	-	-	-	-	-	-	C&YP

# Appendix A

## Section 4 - A: People and Communities

**Table 4: Capital Programme**

**Budget Period: 2018-19 to 2027-28**

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
A/C.01.012	Ermine Street Primary, Alconbury Weald	New 2 form entry school (with 3 form entry infrastructure) with 52 Early Years provision (Phase 1): £8,500k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places		Committed	10,000	9,862	138	-	-	-	-	-	C&YP
A/C.01.013	Fourfields, Yaxley	Expansion of 3 classrooms: £1,270k Basic Need requirement 90 places		Committed	1,268	1,239	29	-	-	-	-	-	C&YP
A/C.01.018	Pathfinder Primary, Northstowe	New 3 form entry school with 52 Early Years provision: £8,300k Basic Need requirement 630 places £1,500k Early Years Basic Need 52 places £1,500k Community facilities - Children's Centre		Committed	11,300	11,115	185	-	-	-	-	-	C&YP
A/C.01.020	Godmanchester Bridge, (Bearscoft Development)	New 1.5 form entry school (with 2 form entry core facilities) with 52 Early Years provision: £7,150k Basic Need requirement 315 places £2,200k Early Years Basic Need 52 places		Committed	9,348	8,947	150	251	-	-	-	-	C&YP
A/C.01.021	North West Cambridge (NIAB site) primary	New 2 form entry school with 52 Early Years provision: £7,851k Basic Need requirement 420 places £1,700k Early Years Basic Need 52 places £1,200k Community facilities - Children's Centre		Committed	10,752	685	-	6,600	3,300	167	-	-	C&YP
A/C.01.022	Burwell Primary	Expansion of 210 places: £6,724k Basic Need requirement 210 places		Committed	6,724	6,673	51	-	-	-	-	-	C&YP
A/C.01.024	Clay Farm / Showground primary, Cambridge	New 3 form entry school with 52 Early Years provision £10,684k Basic Need requirement 630 places £1,700k Early Years Basic Need 52 places		Committed	12,000	11,594	406	-	-	-	-	-	C&YP
A/C.01.025	Fordham Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £4,128k Basic Need requirement 210 places		Committed	4,126	3,968	50	108	-	-	-	-	C&YP
A/C.01.026	Little Paxton Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £3,512k Basic Need requirement 210 places		Committed	3,400	3,292	40	68	-	-	-	-	C&YP
A/C.01.027	Ramnoth Primary, Wisbech	Expansion of 12 classrooms: £7,340k Basic Need requirement 300 places		Committed	7,340	5,152	2,000	188	-	-	-	-	C&YP
A/C.01.028	Fulbourn Phase 2	Expansion of 4 classrooms: £5,685k Basic Need requirement 120 places		Committed	6,900	3,135	3,000	665	100	-	-	-	C&YP
A/C.01.029	Sawtry Infants	Expansion of 3 classrooms with 26 Early Years provision: £2,692k Basic Need requirement 90 places £1,600k Early Years Basic Need 26 places		Committed	4,292	1,911	298	1,901	182	-	-	-	C&YP
A/C.01.030	Sawtry Junior	Extension of 4 classrooms to complete 1 form entry expansion: £2,300k Basic Need requirement 120 places		Committed	2,300	-	1,290	900	110	-	-	-	C&YP
A/C.01.031	Hatton Park, Longstanton	Expansion of 1 form of entry: £5,330k Basic Need requirement 210 places		Committed	5,340	5,120	100	120	-	-	-	-	C&YP



# Appendix A

## Section 4 - A: People and Communities

**Table 4: Capital Programme**  
Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
A/C.01.032	Meldreth	Expansion to 1 form of entry: £2,066k Basic Need requirement		Committed	1,566	440	1,060	66	-	-	-	-	C&YP
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields	Expansion of 1 form of entry: £7,000k Basic Need requirement 210 places		Committed	7,000	31	280	3,500	3,000	189	-	-	C&YP
A/C.01.034	St Neots, Wintringham Park	New 1 form entry (with 3 form entry infrastructure) with 52 Early Years provision: £7,210k Basic Need requirement 210 places £1,640k Early Years Basic Need 52 places		Committed	8,850	265	5,400	3,000	185	-	-	-	C&YP
A/C.01.035	The Shade Primary, Soham	Expansion of 2 forms of entry (Phase 2): £2,713k Basic Need requirement 210 places		Committed	2,600	2,548	52	-	-	-	-	-	C&YP
A/C.01.036	Pendragon, Papworth	Expansion of 1 form of entry: £3,500 Basic Need requirement		Committed	3,500	150	1,900	1,350	100	-	-	-	C&YP
A/C.01.037	Chatteris New School	New 1 form of entry School with 26 Early Years places: £7,000k Basic Need requirement 210 places £ 825k Early Years		2018-19	8,820	230	4,700	3,700	190	-	-	-	C&YP
A/C.01.038	Westwood Primary, March, Phase 2	Expansion from 3 to 4 form entry school: £3,150k Basic Need requirement 120 places		Committed	3,241	1,500	1,600	141	-	-	-	-	C&YP
A/C.01.039	Wyton Primary	New replacement 1 form entry school: £6,453k Basic Need requirement 210 places		Committed	9,226	2,389	6,400	437	-	-	-	-	C&YP
A/C.01.040	Ermine Street, Alconbury, Phase 2	Expansion to 3 form entry school (Phase 2): £2,780k Basic Need requirement 210 places		2019-20	2,780	-	140	1,600	950	90	-	-	C&YP
A/C.01.041	Barrington	Expansion to 1 form of entry: £3,790k Basic Need requirement		2019-20	3,318	130	90	1,600	1,350	148	-	-	C&YP
A/C.01.043	Littleport 3rd primary	New 1 form entry school (with 2 form entry infrastructure) (Phase 1): £4,250k Basic Need requirement 210 places £750k Early Years Basic Need 26 places		2019-20	5,000	-	180	3,200	1,550	70	-	-	C&YP
A/C.01.044	Loves Farm primary, St Neots	New 2 form entry school: £10,020k Basic Need requirement 420 places		2019-20	10,020	-	-	300	6,200	3,400	120	-	C&YP
A/C.01.045	Melbourn Primary	Expansion of 4 classrooms, hall and refurbishment: £4,160k Basic Need requirement 60 places		Committed	4,441	1,650	2,581	210	-	-	-	-	C&YP
A/C.01.046	Sawston Primary	Extension of 4 classrooms to complete 1 form entry expansion: £2,830k Basic Need requirement 120 places		2019-20	2,830	-	-	100	1,000	1,600	130	-	C&YP
A/C.01.048	Histon Additional Places	Expansion of 1 form of entry within Histon area: £16,000k Basic Need requirement 210 places		Committed	16,000	1,983	5,000	5,500	3,317	200	-	-	C&YP
A/C.01.049	Northstowe 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £9,990k Basic Need requirement 420 places £1,260k Early Years Basic Need 52 places		2021-22	11,250	-	-	-	400	7,750	2,900	200	C&YP

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## Section 4 - A: People and Communities

**Table 4: Capital Programme**  
Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
A/C.01.050	March new primary	New 1 form entry school (Phase 1): £8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	250	5,000	3,350	170	C&YP
A/C.01.051	Wisbech new primary	New 1 form entry school; this is to be an on-going review: £8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	-	-	250	8,520	C&YP
A/C.01.052	NIAB 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £7,950k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places £1,500k Community facilities - Children's Centre		2024-25	10,950	-	-	-	-	-	-	10,950	C&YP
A/C.01.053	Robert Arkenstall Primary	Replacement of temporary building £500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	500	C&YP
A/C.01.054	Wilburton Primary	Expansion from 4 to 5 classrooms / replacement of temporary building: £500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	500	C&YP
A/C.01.055	Benwick Primary	Expansion from 3 to 5 classrooms / replacement of temporary buildings: £500k Basic Need requirement 60 places		2024-25	2,450	-	-	-	150	1,400	800	100	C&YP
A/C.01.056	Alconbury Weald 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £8,528k Basic Need requirement 420 places £1,522k Early Years Basic Need 52 places		2023-24	10,050	-	-	-	-	-	350	9,700	C&YP
A/C.01.057	Northstowe 3rd primary	New 2 form entry school with 52 Early Years provision and community facilities: £10,567k Basic Need requirement 420 places £1,333k Early Years Basic Need 52 places		2024-25	11,900	-	-	-	-	-	-	11,900	C&YP
A/C.01.061	Gamlingay Primary School	Extension of 4 classrooms to complete 1 form entry expansion with new hall: £3,000k Basic Need requirement 120 places		Committed	4,700	1,100	3,450	150	-	-	-	-	C&YP
A/C.01.062	Waterbeach Primary School	Expansion of 1 form of entry due to in catchment development: £6,660 Basic Need requirement 120 places		2018-19	6,660	200	4,000	2,300	160	-	-	-	C&YP
A/C.01.063	St Neots Eastern Expansion	Expansion of 1 form of entry: £5,500k Basic Need requirement 120 places		2018-19	5,500	50	2,700	2,600	150	-	-	-	C&YP
A/C.01.064	Rackham Primary	Expansion to 2 form of entry: £5,500k Basic Need requirement		2018-19	5,600	-	150	3,300	2,000	150	-	-	C&YP
A/C.01.065	New Road Primary	Expansion to 1 form of entry: £6,470k Basic Need requirement		2018-19	6,470	150	700	4,500	1,000	120	-	-	C&YP
<b>Total - Basic Need - Primary</b>					<b>294,722</b>	<b>101,879</b>	<b>48,120</b>	<b>48,355</b>	<b>25,644</b>	<b>20,284</b>	<b>7,900</b>	<b>42,540</b>	

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## Section 4 - A: People and Communities

**Table 4: Capital Programme**

**Budget Period: 2018-19 to 2027-28**

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
<b>A/C.02</b>	<b>Basic Need - Secondary</b>												
A/C.02.003	Littleport secondary and special	New 4 form entry school (with 5 form entry core facilities) with new SEN school and 52 Early Years provision: £28,826k Basic Need requirement 600 places £1,500k Early Years Basic Need 26 places £12,000k SEN 110 places		Committed	43,100	42,807	150	143	-	-	-	-	C&YP
A/C.02.004	Bottisham Village College	Expansion to 10 form entry school: £12,700k Basic Need requirement 150 places		Committed	14,969	6,699	7,900	370	-	-	-	-	C&YP
A/C.02.006	Northstowe secondary	New 4 form entry school (with 12 form entry core facilities): £25,251k Basic Need requirement 600 places		Committed	44,851	1,070	7,000	28,000	7,500	900	381	-	C&YP
A/C.02.007	North West Fringe secondary	New 4 form entry school (Phase 1): £22,900k Basic Need requirement 600 places		Committed	20,000	18	350	2,700	12,000	4,600	332	-	C&YP
A/C.02.008	Cambridge City secondary	Additional capacity for Cambridge City £17,832k Basic Need requirement 450 places		Committed	17,995	8,119	8,900	800	176	-	-	-	C&YP
A/C.02.009	Alconbury Weald secondary and Special	New 4 form entry school (with 8 form entry core facilities): £26,000k Basic Need requirement 600 places £12,000k SEN 110 places		Committed	38,000	720	6,400	8,300	17,500	4,700	380	-	C&YP
A/C.02.010	Cambourne Village College	Expansion to 7 form entry (Phase 2): £10,062k Basic Need requirement 300 places		Committed	10,094	9,932	162	-	-	-	-	-	C&YP
A/C.02.011	New secondary capacity to serve Wisbech	New 5 form entry school: £23,000k Basic Need requirement 600 - 750 places		2019-20	23,000	-	600	17,000	5,000	400	-	-	C&YP
A/C.02.012	Cromwell Community College	Expansion from 7 to 8 form entry school: £3,700k Basic Need requirement 150 places		2019-20	5,000	-	-	-	-	-	-	5,000	C&YP
A/C.02.013	St. Neots secondary	Additional capacity for St Neots: £10,940 Basic Need requirement		2022-23	10,940	-	-	-	-	500	6,500	3,940	C&YP
A/C.02.014	Northstowe secondary, phase 2	Additional capacity for Northstowe: £11,640 Basic Need requirement 600 places		2022-23	11,640	-	-	-	-	520	6,500	4,620	C&YP
A/C.02.015	Sir Harry Smith	Expansion of 1 form entry: £5,000k Basic Need requirement 150 places		2019-20	5,000	-	-	150	2,800	1,900	150	-	C&YP
A/C.02.016	Cambourne West	New 6 form entry school: £24,500k Basic Need requirement 900 places		2018-19	24,500	30	2,500	16,000	5,500	470	-	-	C&YP
	<b>Total - Basic Need - Secondary</b>				<b>269,089</b>	<b>69,395</b>	<b>33,962</b>	<b>73,463</b>	<b>50,476</b>	<b>13,990</b>	<b>14,243</b>	<b>13,560</b>	

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**Table 4: Capital Programme**

**Budget Period: 2018-19 to 2027-28**

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
A/C.03	<b>Basic Need - Early Years</b>												
A/C.03.001	Orchard Park Primary	Expansion of 24 Early Years provision: £1,000k Early Years Basic Need 24 places		Committed	1,000	350	630	20	-	-	-	-	C&YP
A/C.03.003	LA maintained Early Years Provision	Funding which enables the Council to increase the number of free Early Years funded places to ensure the Council meets its statutory obligation. This includes providing one-off payments to external providers to help meet demand as well as increasing capacity attached to Cambridgeshire primary schools.		Committed	5,034	4,334	500	100	100	-	-	-	C&YP
	<b>Total - Basic Need - Early Years</b>				<b>6,034</b>	<b>4,684</b>	<b>1,130</b>	<b>120</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	
A/C.04	<b>Adaptations</b>												
A/C.04.001	Hauxton Primary	Expansion of 1 classroom and extension of hall: £1,061k Basic Need requirement 30 places		Committed	1,061	1,061	-	-	-	-	-	-	C&YP
A/C.04.004	Morley Memorial Primary	Expansion of 2 classrooms and internal re-modelling with 52 Early Years provision: £1,500k Basic Need requirement 60 places £1,500k Early Years Basic Need 18 places		Committed	3,441	2,032	1,317	92	-	-	-	-	C&YP
	<b>Total - Adaptations</b>				<b>4,502</b>	<b>3,093</b>	<b>1,317</b>	<b>92</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
A/C.05	<b>Condition &amp; Maintenance</b>												
A/C.05.001	School Condition, Maintenance & Suitability	Funding that enables the Council to undertake work that addresses condition and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.		Ongoing	23,850	-	2,000	2,000	2,350	2,500	2,500	12,500	C&YP
A/C.05.002	Kitchen Ventilation	Works to improve ventilation & gas safety in school kitchens (where gas is used for cooking) is required to comply with the Gas safety regulations BS 6173:2009.		Committed	1,650	500	500	500	150	-	-	-	C&YP
	<b>Total - Condition &amp; Maintenance</b>				<b>25,500</b>	<b>500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>12,500</b>	
A/C.07	<b>Schools Managed Capital</b>												
A/C.07.001	School Devolved Formula Capital	Funding is allocated directly to Cambridgeshire Maintained schools to enable them to undertake low level refurbishments and condition works.		Ongoing	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025	C&YP
	<b>Total - Schools Managed Capital</b>				<b>10,050</b>	<b>-</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>5,025</b>	

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## Section 4 - A: People and Communities

**Table 4: Capital Programme**

**Budget Period: 2018-19 to 2027-28**

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
<b>A/C.08</b>	<b>Specialist Provision</b>												
A/C.08.001	Trinity School Hartford, Huntingdon	This scheme provides for the relocation of the school's base in Huntingdon, which is unsuitable for the educational requirements and needs of the pupils and staff. The funding covers purchase of a site in St Neots and its redevelopment for use by Trinity and local early years and childcare providers.		Committed	5,059	5,033	26	-	-	-	-	-	- C&YP
A/C.08.002	Trinity School, Wisbech base	This scheme provides for permanent accommodation to be provided for the Wisbech base of the Trinity School which currently operates from leased accommodation at a rental cost of @£30,000 per year		2023-24	4,000	-	-	-	-	-	-	4,000	C&YP
A/C.08.003	SEN Pupil Adaptations	This budget is to fund child specific adaptations to facilitate the placement of children with SEND in line with decisions taken by the County Resourcing Panel.		Committed	750	150	150	150	150	150	-	-	- C&YP
A/C.08.004	Replacemnet Pilgrim Pru - Medical Provision	Replacement required as current site will not be available for future use.		2022-23	4,000	-	-	-	-	-	150	3,850	C&YP
A/C.08.005	Spring Common			2018-19	5,000	150	2,800	1,900	150	-	-	-	- C&YP
	<b>Total - Specialist Provision</b>				<b>18,809</b>	<b>5,333</b>	<b>2,976</b>	<b>2,050</b>	<b>300</b>	<b>150</b>	<b>150</b>	<b>7,850</b>	
<b>A/C.09</b>	<b>Site Acquisition &amp; Development</b>												
A/C.09.001	Site Acquisition, Development, Analysis and Investigations	Funding which enables the Council to undertake investigations and feasibility studies into potential land acquisitions to determine their suitability for future school development sites.		Ongoing	200	-	100	100	-	-	-	-	- C&YP
	<b>Total - Site Acquisition &amp; Development</b>				<b>200</b>	<b>-</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>A/C.10</b>	<b>Temporary Accommodation</b>												
A/C.10.001	Temporary Accommodation	Funding which enables the Council to increase the number of school places provided through use of mobile accommodation. This scheme covers the cost of purchasing new mobiles and the transportation of provision across the county to meet demand.		Ongoing	13,000	-	1,500	1,500	1,500	1,500	1,500	5,500	C&YP
	<b>Total - Temporary Accommodation</b>				<b>13,000</b>	<b>-</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>5,500</b>	
<b>A/C.11</b>	<b>Children Support Services</b>												
A/C.11.001	Children's Minor Works and Adaption	Funding which enables remedial and essential work to be undertaken, maintaining the Council's in-house LAC provision.		Ongoing	75	25	25	25	-	-	-	-	- C&YP
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works	Funding which enables remedial and essential work to be undertaken by supplementing the devolved formula allocations of Cambridgeshire Alternative Education Service.		Ongoing	200	-	20	20	20	20	20	100	C&YP

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## Section 4 - A: People and Communities

**Table 4: Capital Programme**  
Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
A/C.11.003	CFA Buildings & Capital Team Capitalisation	Salaries for the Buildings and Capital Team are to be capitalised on an ongoing basis.		Ongoing	2,500	-	250	250	250	250	250	1,250	C&YP
	<b>Total - Children Support Services</b>				<b>2,775</b>	<b>25</b>	<b>295</b>	<b>295</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>1,350</b>	
<b>A/C.12</b>	<b>Adults' Services</b>												
A/C.12.002	Enhanced Frontline	Planned spending on in-house provider services and independent care accommodation to address building condition and improvements. Service requirements and priorities will be agreed and aligned with the principles of Transforming Lives.		Ongoing	785	-	150	150	150	150	185	-	Adults
A/C.12.004	Disabilities Facilities Grant	We are expecting this funding to continue to be managed through the Better Care Fund for the period 2017/18 to 2022/13, in partnership with local housing authorities. Disabled Facilities Grant enables accommodation adaptations so that people with disabilities can continue to live in their own homes.		Ongoing	19,318	8,881	3,479	3,479	3,479	-	-	-	Adults
A/C.12.005	Integrated Community Equipment Service	Funding to continue annual capital investment in community equipment, that helps people to sustain their independence. The Council contributes to a pooled budget purchasing community equipment for health and social care needs for people of all ages		Ongoing	13,000	-	1,300	1,300	1,300	1,300	1,300	6,500	Adults
	<b>Total - Adults' Services</b>				<b>33,103</b>	<b>8,881</b>	<b>4,929</b>	<b>4,929</b>	<b>4,929</b>	<b>1,450</b>	<b>1,485</b>	<b>6,500</b>	
<b>A/C.13</b>	<b>Capital Programme Variation</b>												
A/C.13.001	Variation Budget	The Council has decided to include a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-56,775	-	-11,770	-16,129	-10,407	-4,938	-3,486	-10,045	Adults, C&Y
A/C.13.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	8,798	-	1,509	2,744	2,529	1,018	425	573	Adults, C&Y
	<b>Total - Capital Programme Variation</b>				<b>-47,977</b>	<b>-</b>	<b>-10,261</b>	<b>-13,385</b>	<b>-7,878</b>	<b>-3,920</b>	<b>-3,061</b>	<b>-9,472</b>	
	<b>TOTAL BUDGET</b>				<b>629,807</b>	<b>193,790</b>	<b>87,573</b>	<b>121,024</b>	<b>78,846</b>	<b>37,229</b>	<b>25,992</b>	<b>85,353</b>	

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## Section 4 - A: People and Communities

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Funding	Total Funding £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000
<b>Government Approved Funding</b>								
Basic Need	127,967	37,156	24,919	6,905	7,000	7,000	10,000	34,987
Capital Maintenance	37,896	1,335	4,043	4,043	4,043	4,043	4,043	16,346
Devolved Formula Capital	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025
Specific Grants	23,506	10,570	4,312	4,312	4,312	-	-	-
<b>Total - Government Approved Funding</b>	<b>199,419</b>	<b>49,061</b>	<b>34,279</b>	<b>16,265</b>	<b>16,360</b>	<b>12,048</b>	<b>15,048</b>	<b>56,358</b>
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	45,033	21,381	2,555	15,290	5,807	-	-	-
Anticipated Developer Contributions	94,905	5,581	5,470	15,380	33,096	13,164	4,454	17,760
Prudential Borrowing	268,743	89,666	45,183	68,556	24,149	13,347	7,930	19,912
Prudential Borrowing (Repayable)	-	21,016	-1,804	-4,699	-3,066	-1,330	-1,440	-8,677
Other Contributions	21,707	7,085	1,890	10,232	2,500	-	-	-
<b>Total - Locally Generated Funding</b>	<b>430,388</b>	<b>144,729</b>	<b>53,294</b>	<b>104,759</b>	<b>62,486</b>	<b>25,181</b>	<b>10,944</b>	<b>28,995</b>
<b>TOTAL FUNDING</b>	<b>629,807</b>	<b>193,790</b>	<b>87,573</b>	<b>121,024</b>	<b>78,846</b>	<b>37,229</b>	<b>25,992</b>	<b>85,353</b>

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## Section 4 - A: People and Communities

### Table 5: Capital Programme - Funding

Budget Period: 2018-19 to 2027-28

Summary of Schemes by Start Date						Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
Ongoing						26,203	66,610	-13,061	-	-	-27,346	
Committed Schemes						388,386	72,499	117,024	21,707	-	177,156	
2018-2019 Starts						62,550	3,131	14,810	-	-	44,609	
2019-2020 Starts						56,948	11,206	6,000	-	-	39,742	
2021-2022 Starts						11,250	6,924	-	-	-	4,326	
2022-2023 Starts						26,580	13,572	-	-	-	13,008	
2023-2024 Starts						31,590	11,698	7,020	-	-	12,872	
2024-2025 Starts						26,300	13,779	8,145	-	-	4,376	
<b>TOTAL BUDGET</b>						<b>629,807</b>	<b>199,419</b>	<b>139,938</b>	<b>21,707</b>	<b>-</b>	<b>268,743</b>	

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
<b>A/C.01</b>	<b>Basic Need - Primary</b>										
A/C.01.008	Isle of Ely Primary			- Committed	16,370	2,389	3,168	4,635	-	6,178	C&YP
A/C.01.012	Ermine Street Primary, Alconbury Weald			- Committed	10,000	2,173	7,735	-	-	92	C&YP
A/C.01.013	Fourfields, Yaxley			- Committed	1,268	30	369	-	-	869	C&YP
A/C.01.018	Pathfinder Primary, Northstowe			- Committed	11,300	105	11,000	-	-	195	C&YP
A/C.01.020	Godmanchester Bridge, (Bearscroft Development)			- Committed	9,348	2,916	4,367	-	-	2,065	C&YP
A/C.01.021	North West Cambridge (NIAB site) primary			- Committed	10,752	91	7,317	-	-	3,344	C&YP
A/C.01.022	Burwell Primary			- Committed	6,724	34	5	-	-	6,685	C&YP
A/C.01.024	Clay Farm / Showground primary, Cambridge			- Committed	12,000	2,999	7,801	-	-	1,200	C&YP
A/C.01.025	Fordham Primary			- Committed	4,126	589	8	-	-	3,529	C&YP
A/C.01.026	Little Paxton Primary			- Committed	3,400	700	602	-	-	2,098	C&YP
A/C.01.027	Ramnoth Primary, Wisbech			- Committed	7,340	1,692	-	530	-	5,118	C&YP
A/C.01.028	Fulbourn Phase 2			- Committed	6,900	3,255	820	-	-	2,825	C&YP
A/C.01.029	Sawtry Infants			- Committed	4,292	2,839	-	-	-	1,453	C&YP
A/C.01.030	Sawtry Junior			- Committed	2,300	890	-	-	-	1,410	C&YP
A/C.01.031	Hatton Park, Longstanton			- Committed	5,340	2,691	-	-	-	2,649	C&YP
A/C.01.032	Meldreth			- Committed	1,566	1,436	-	-	-	130	C&YP
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields			- Committed	7,000	-	-	-	-	7,000	C&YP
A/C.01.034	St Neots, Wintringham Park			- Committed	8,850	-	8,790	-	-	60	C&YP
A/C.01.035	The Shade Primary, Soham			- Committed	2,600	316	343	-	-	1,941	C&YP
A/C.01.036	Pendragon, Papworth			- Committed	3,500	400	1,000	-	-	2,100	C&YP
A/C.01.037	Chatteris New School			- 2018-19	8,820	456	-	-	-	8,364	C&YP
A/C.01.038	Westwood Primary, March, Phase 2			- Committed	3,241	2,249	-	-	-	992	C&YP
A/C.01.039	Wyton Primary			- Committed	9,226	4,850	-	-	-	4,376	C&YP
A/C.01.040	Ermine Street, Alconbury, Phase 2			- 2019-20	2,780	185	2,150	-	-	445	C&YP
A/C.01.041	Barrington			- 2019-20	3,318	-	600	-	-	2,718	C&YP
A/C.01.043	Littleport 3rd primary			- 2019-20	5,000	2,986	-	-	-	2,014	C&YP
A/C.01.044	Loves Farm primary, St Neots			- 2019-20	10,020	2,252	-	-	-	7,768	C&YP
A/C.01.045	Melbourn Primary			- Committed	4,441	2,074	1,333	-	-	1,034	C&YP
A/C.01.046	Sawston Primary			- 2019-20	2,830	2,350	-	-	-	480	C&YP



# Appendix A

## Section 4 - A: People and Communities

**Table 5: Capital Programme - Funding**

**Budget Period: 2018-19 to 2027-28**

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
A/C.01.048	Histon Additional Places			- Committed	16,000	2,869	-	-	-	13,131	C&YP
A/C.01.049	Northstowe 2nd primary			- 2021-22	11,250	6,924	-	-	-	4,326	C&YP
A/C.01.050	March new primary			- 2023-24	8,770	-	7,020	-	-	1,750	C&YP
A/C.01.051	Wisbech new primary			- 2023-24	8,770	3,920	-	-	-	4,850	C&YP
A/C.01.052	NIAB 2nd primary			- 2024-25	10,950	2,625	8,145	-	-	180	C&YP
A/C.01.053	Robert Arkenstall Primary			- 2024-25	500	500	-	-	-	-	C&YP
A/C.01.054	Wilburton Primary			- 2024-25	500	500	-	-	-	-	C&YP
A/C.01.055	Benwick Primary			- 2024-25	2,450	299	-	-	-	2,151	C&YP
A/C.01.056	Alconbury Weald 2nd primary			- 2023-24	10,050	7,778	-	-	-	2,272	C&YP
A/C.01.057	Northstowe 3rd primary			- 2024-25	11,900	9,855	-	-	-	2,045	C&YP
A/C.01.061	Gamlingay Primary School			- Committed	4,700	1,220	-	-	-	3,480	C&YP
A/C.01.062	Waterbeach Primary School			- 2018-19	6,660	-	-	-	-	6,660	C&YP
A/C.01.063	St Neots Eastern Expansion			- 2018-19	5,500	-	-	-	-	5,500	C&YP
A/C.01.064	Rackham Primary			- 2018-19	5,600	859	-	-	-	4,741	C&YP
A/C.01.065	New Road Primary			- 2018-19	6,470	-	-	-	-	6,470	C&YP
	<b>Total - Basic Need - Primary</b>			-	<b>294,722</b>	<b>80,296</b>	<b>72,573</b>	<b>5,165</b>	-	<b>136,688</b>	
<b>A/C.02</b>	<b>Basic Need - Secondary</b>										
A/C.02.003	Littleport secondary and special			- Committed	43,100	1,495	5,000	-	-	36,605	C&YP
A/C.02.004	Bottisham Village College			- Committed	14,969	4,932	-	2,269	-	7,768	C&YP
A/C.02.006	Northstowe secondary			- Committed	44,851	7,445	8,820	12,500	-	16,086	C&YP
A/C.02.007	North West Fringe secondary			- Committed	20,000	-	19,650	-	-	350	C&YP
A/C.02.008	Cambridge City secondary			- Committed	17,995	8,730	-	1,739	-	7,526	C&YP
A/C.02.009	Alconbury Weald secondary and Special			- Committed	38,000	2,550	23,400	-	-	12,050	C&YP
A/C.02.010	Cambourne Village College			- Committed	10,094	4,364	4,536	-	-	1,194	C&YP
A/C.02.011	New secondary capacity to serve Wisbech			- 2019-20	23,000	1,533	-	-	-	21,467	C&YP
A/C.02.012	Cromwell Community College			- 2019-20	5,000	1,750	3,250	-	-	-	C&YP
A/C.02.013	St. Neots secondary			- 2022-23	10,940	10,240	-	-	-	700	C&YP
A/C.02.014	Northstowe secondary, phase 2			- 2022-23	11,640	3,332	-	-	-	8,308	C&YP
A/C.02.015	Sir Harry Smith			- 2019-20	5,000	150	-	-	-	4,850	C&YP
A/C.02.016	Cambourne West			- 2018-19	24,500	-	14,810	-	-	9,690	C&YP
	<b>Total - Basic Need - Secondary</b>			-	<b>269,089</b>	<b>46,521</b>	<b>79,466</b>	<b>16,508</b>	-	<b>126,594</b>	
<b>A/C.03</b>	<b>Basic Need - Early Years</b>										
A/C.03.001	Orchard Park Primary			- Committed	1,000	-	211	-	-	789	C&YP
A/C.03.003	LA maintained Early Years Provision			- Committed	5,034	1,689	-	34	-	3,311	C&YP
	<b>Total - Basic Need - Early Years</b>			-	<b>6,034</b>	<b>1,689</b>	<b>211</b>	<b>34</b>	-	<b>4,100</b>	
<b>A/C.04</b>	<b>Adaptations</b>										
A/C.04.001	Hauxton Primary			- Committed	1,061	30	749	-	-	282	C&YP
A/C.04.004	Morley Memorial Primary			- Committed	3,441	1,780	-	-	-	1,661	C&YP
	<b>Total - Adaptations</b>			-	<b>4,502</b>	<b>1,810</b>	<b>749</b>	-	-	<b>1,943</b>	

# Appendix A

## Section 4 - A: People and Communities

**Table 5: Capital Programme - Funding**

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
<b>A/C.05</b>	<b>Condition &amp; Maintenance</b>										
A/C.05.001	School Condition, Maintenance & Suitability			- Ongoing	23,850	23,850	-	-	-	-	- C&YP
A/C.05.002	Kitchen Ventilation			- Committed	1,650	677	-	-	-	973	C&YP
	<b>Total - Condition &amp; Maintenance</b>			-	<b>25,500</b>	<b>24,527</b>	-	-	-	<b>973</b>	
<b>A/C.07</b>	<b>Schools Mananged Capital</b>										
A/C.07.001	School Devolved Formula Capital			- Ongoing	10,050	10,050	-	-	-	-	- C&YP
	<b>Total - Schools Mananged Capital</b>			-	<b>10,050</b>	<b>10,050</b>	-	-	-	-	
<b>A/C.08</b>	<b>Specialist Provision</b>										
A/C.08.001	Trinity School Hartford, Huntingdon			- Committed	5,059	-	-	-	-	5,059	C&YP
A/C.08.002	Trinity School, Wisbech base			- 2023-24	4,000	-	-	-	-	4,000	C&YP
A/C.08.003	SEN Pupil Adaptations			- Committed	750	-	-	-	-	750	C&YP
A/C.08.004	Replacemnet Pilgrim Pru - Medical Provision			- 2022-23	4,000	-	-	-	-	4,000	C&YP
A/C.08.005	Spring Common			- 2018-19	5,000	1,816	-	-	-	3,184	C&YP
	<b>Total - Specialist Provision</b>			-	<b>18,809</b>	<b>1,816</b>	-	-	-	<b>16,993</b>	
<b>A/C.09</b>	<b>Site Acquisition &amp; Development</b>										
A/C.09.001	Site Acquisition, Development, Analysis and Investigations			- Ongoing	200	200	-	-	-	-	- C&YP
	<b>Total - Site Acquisition &amp; Development</b>			-	<b>200</b>	<b>200</b>	-	-	-	-	
<b>A/C.10</b>	<b>Temporary Accommodation</b>										
A/C.10.001	Temporary Accommodation			- Ongoing	13,000	12,967	-	-	-	33	C&YP
	<b>Total - Temporary Accommodation</b>			-	<b>13,000</b>	<b>12,967</b>	-	-	-	<b>33</b>	
<b>A/C.11</b>	<b>Children Support Services</b>										
A/C.11.001	Children's Minor Works and Adaptions			- Ongoing	75	45	-	-	-	30	C&YP
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works			- Ongoing	200	180	-	-	-	20	C&YP
A/C.11.003	CFA Buildings & Capital Team Capitalisation			- Ongoing	2,500	-	-	-	-	2,500	C&YP
	<b>Total - Children Support Services</b>			-	<b>2,775</b>	<b>225</b>	-	-	-	<b>2,550</b>	
<b>A/C.12</b>	<b>Adults' Services</b>										
A/C.12.002	Enhanced Frontline			- Ongoing	785	-	-	-	-	785	Adults
A/C.12.004	Disabilities Facilities Grant			- Ongoing	19,318	19,318	-	-	-	-	Adults
A/C.12.005	Integrated Community Equipment Service			- Ongoing	13,000	-	-	-	-	13,000	Adults
	<b>Total - Adults' Services</b>			-	<b>33,103</b>	<b>19,318</b>	-	-	-	<b>13,785</b>	

## Appendix A

### Section 4 - A: People and Communities

**Table 5: Capital Programme - Funding**

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
<b>A/C.13</b>	<b>Capital Programme Variation</b>										
A/C.13.001	Variation Budget			- Ongoing	-56,775	-	-13,061	-	-	-43,714	Adults,
A/C.13.002	Capitalisation of Interest Costs			- Committed	8,798	-	-	-	-	8,798	Adults, C&YP
	<b>Total - Capital Programme Variation</b>			-	<b>-47,977</b>	-	<b>-13,061</b>	-	-	<b>-34,916</b>	
	<b>TOTAL BUDGET</b>				<b>629,807</b>	<b>199,419</b>	<b>139,938</b>	<b>21,707</b>	-	<b>268,743</b>	



**FINANCE AND PERFORMANCE REPORT – JULY 2017**

**To:** Children and Young People Committee

**Meeting Date:** 12 September 2017

**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 July 2017 Finance and Performance report for People And Communities Services (P&C), formerly Children's, Families and Adults Services (CFA).

The report is presented to provide the Committee with the opportunity to comment on the financial and performance position as at the end of July 2017.

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

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## **1.0 BACKGROUND**

- 1.1 A Finance & Performance Report for People and Communities (P&C), formerly Children, Families and Adults Directorates (CFA) 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 budget lines for which this Committee is responsible, which are detailed in Appendix 1.
- 1.4 **Financial Context**  
As previously discussed at CYP Committee 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.

## **2.0 MAIN ISSUES IN THE JULY 2017 P&C FINANCE & PERFORMANCE REPORT**

- 2.1 The July 2017 Finance and Performance report is attached at Appendix 2. At the end of July, P&C forecast an overspend of £3,276k. This is a worsening position from the previous month when the forecast overspend was £2,528k.

### **2.2 Revenue**

The main changes to the revenue forecast variances within CYP Committees areas of responsibility since the previous report are as follows:

- In Children and Safeguarding, the Strategic Management budget is forecasting an overspend of £956k, a reduction of £122k on the previous month's forecast. The previously reported position included a pressure on the Business Support budget, and it has since been identified that this can be managed through in-year savings resulting from vacant posts.
- In Children and Safeguarding, the Looked After Children Placements budget is forecasting an overspend of £641k, an increase of £234k from last month. Although additional budget is now shown in P&C following the GPC decision to allocate additional demography funding (£2.913m), this budget change had been anticipated in earlier forecasts and the increase in pressure is due to factors other than the volume of demand. There is a delay in the expected savings (£151k) and a combination of changes to placement fees (£83k).
- In Children and Safeguarding, Adoption the forecast outturn overspend has increased by £150k to £450k. An overspend of £150k is anticipated on the adoption/Special Guardianship Order (SGO) allowances budget as a result of the continuation of historical adoption/SGO allowances and a lower than expected reduction in costs from reviews of packages or delays in completing reviews of packages. The increase in Adoption 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 budget.

- In Children and Safeguarding, the Children's Disability Service is forecasting an overspend of £168k due to an increase in the number of support hours, including the number of joint funded health packages.
- In Children & Families Services, Legal Proceedings are forecasting an overspend of £450k as a result of an increase in Care Applications.
- In Commissioning, Strategic Management have a forecast outturn of £168k underspent due to a grant, previously awarded from the Grants to Voluntary Organisations budget, ceasing.

2.3 The table below identifies the key areas of over and underspends within CYP alongside potential mitigating actions:

<b>SEN Placements</b>  Forecast year-end variance: <b>+£100k</b>  <b>DSG Funded</b>	<p>The key reason for the overspend in this area is:</p> <ul style="list-style-type: none"> <li>• An increase in the number of children and young people who are LAC, have an EHCP and have been placed in a 52 week placement.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• SEND Sufficiency plan to be implemented. This sets out what is needed, how and when;</li> <li>• New special schools to accommodate the rising demand over the next 10 years;</li> <li>• Delivery of the SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education;</li> <li>• Work on coordination of reviews for ISEPs to look at returning in to county; and</li> <li>• A full review of all High Needs spend due to the ongoing pressures and proposed changes to national funding arrangements.</li> </ul>
<b>Commissioning Services</b>  Forecast year-end variance: <b>+£100k</b>  <b>DSG Funded</b>	<p>The key reason for the overspend in this area is:</p> <ul style="list-style-type: none"> <li>• an increasing number of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative (tuition) packages.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• the introduction of a new process to ensure all allocations and packages are reviewed in a timely way and that there is oversight of moves back into full time school.</li> </ul>
<b>Strategic Management – Children &amp; Safeguarding</b>  Forecast year-end variance: <b>+£956k</b>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>• Historical unfunded pressures of £886k. These consist of £706k around the use of agency staffing and other unfunded posts totalling £180k.</li> <li>• An additional £70k of costs associated with managing the Children's Change Programme (CCP) is also forecast</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Pressures continue to be monitored and reviewed at the CCP work stream project meetings, by Senior Management Team and at the P&amp;C Delivery Board with the intention of any residual pressures being managed as part of the</li> </ul>

	2018/19 Business Planning round.
<b>Looked After Children Placements</b>  Forecast year-end variance: <b>+£641k</b>	<p>The key reason for the overspend in this area is:</p> <ul style="list-style-type: none"> <li>• The continuing higher than budgeted number of LAC placements and forecast under-delivery of composition savings.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• A fortnightly panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.</li> <li>• 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.</li> <li>• A new Head of Service, with expertise in children's services commissioning, has been re-deployed from elsewhere in the P&amp;C directorate to lead the Access to Resources function. Their review of commissioning practices for LAC will report in mid-September, to identify cost reductions, longer term process improvements and resourcing needs.</li> </ul>
<b>Adoption</b>  Forecast year-end variance: <b>+£450k</b>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>• Requirement to purchase inter agency placements to manage this requirement and ensure our children receive the best possible outcomes.</li> <li>• The continuation of historical adoption/SGO allowances and a lower than expected reduction from reviews of packages or delays in completing reviews of packages</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Ongoing dialogue with CCA to identify more cost effective medium term options to recruit more adoptive families to meet the needs of our children.</li> </ul>
<b>Legal</b>  Forecast year-end variance: <b>+£450k</b>	<p>The key reason for the overspend in this area is:</p> <ul style="list-style-type: none"> <li>• The increased number of Care Applications (52% between 2014/15 and 2016/17).</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Use of a legal tracker to more effectively manage controllable costs.</li> </ul>
<b>Children's Disability Service</b>  Forecast year-end variance: <b>+£168k</b>	<p>The key reason for the overspend in this area is:</p> <ul style="list-style-type: none"> <li>• The increase both in the number of support hours, a high cost individual case and in the number of joint funded health packages,</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Reviewing the costs of current packages and in particular support levels for our young people.</li> </ul>

## 2.4 Capital

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 (July) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (July) £000
P&C	-10,305	-1,525	1,525	14.8%	-
<b>Total Spending</b>	-10,305	-1,525	1,525	14.8%	-

## 2.5 Performance

Of the twenty-one P&C service performance indicators eight are shown as green, seven as amber and six are red.

Of the Children and Young People Performance Indicators, four are green, five are amber and four are red. The four red performance indicators are:

1. Number of children with a Child Protection Plan per 10,000 population under 18
2. The number of looked after children per 10,000 children;
3. The Free School Meals (FSM)/Non-FSM attainment gap % achieving level 4+ in reading, writing and maths at Key Stage 2.
4. The FSM/Non-FSM attainment gap % achieving 5+ A\*-C including English and maths at GCSE.

## 2.6 P&C Portfolio

The major change programmes and projects underway across P&C are detailed in Appendix 8 of the report – none of these is currently assessed as red.

## 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

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 P&C Service.

### **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.

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

**Children & Young People Committee Revenue Budgets within the Finance & Performance report**

**Commissioning Directorate**

Strategic Management – Commissioning – *covers all of P&C*  
Access to Resource & Quality

Children's Commissioning

Special Educational Needs Placements  
Commissioning Services  
Early Years Specialist Support  
Home to School Transport – Special  
LAC Transport

**Community & Safety Directorate**

Youth Offending Service  
Central Integrated Youth Support Services  
Safer Communities Partnership

**Children & Safeguarding Directorate**

Strategic Management – Children & Safeguarding  
Partnerships and Quality Assurance  
Children in Care  
Integrated Front Door  
Children's Centre Strategy  
Support to Parents

Looked After Children Placements  
Adoption Allowances  
Legal Proceedings

SEND Specialist Services (0-25 years)

SEND Specialist Services  
Children's Disability Service  
High Needs Top Up Funding

District Delivery Service

Safeguarding Hunts and Fenland  
Safeguarding East & South Cambs and Cambridge  
Early Help District Delivery Service –North  
Early Help District Delivery Service – South

**Education Directorate**

Strategic Management - Education  
Early Years Service  
Schools Curriculum Service  
Schools Intervention Service

Schools Partnership Service  
Children's Innovation & Development Service  
Catering & Cleaning Services  
Teachers' Pensions & Redundancy

Infrastructure  
0-19 Organisation & Planning  
Early Years Policy, Funding & Operations  
Education Capital  
Home to School/College Transport – Mainstream

**Executive Director**

Executive Director - *covers all of P&C*  
Central Financing - *covers all of P&C*

**Grant Funding**

Financing DSG  
Non Baselined Grants - *covers all of P&C*

From: Martin Wade  
 Tel.: 01223 699733  
 Date: 9<sup>th</sup> August 2017

## **People & Communities (P&C) Service**

### **Finance and Performance Report – July 2017**

#### **1. SUMMARY**

##### **1.1 Finance**

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

##### **1.2. Performance and Portfolio Indicators – June 2017 Data (see sections 4&5)**

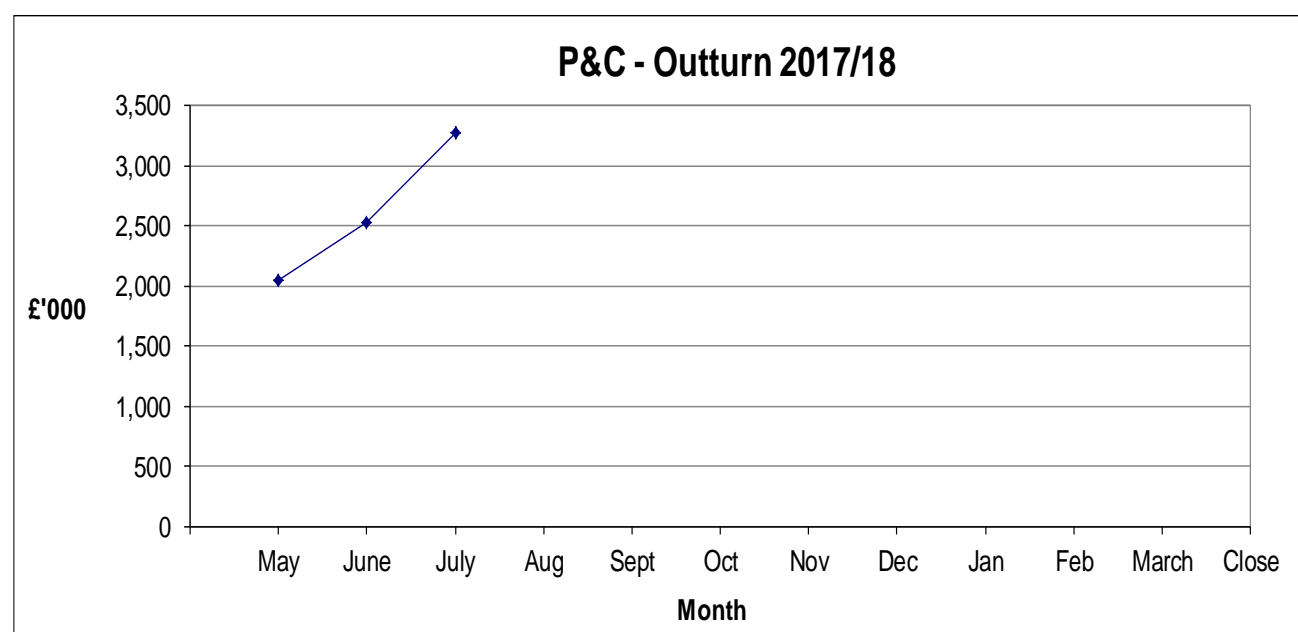
<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
June Performance (No. of indicators)	6	7	8	21
June Portfolio (No. of indicators)	0	3	4	7

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

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

<b>Forecast Variance Outturn (June) £000</b>	<b>Directorate</b>	<b>Original Budget 2017/18 £000</b>	<b>Current Budget 2017/18 £000</b>	<b>Current Variance £000</b>	<b>Forecast Variance Outturn (July) £000</b>	<b>Forecast Variance - Outturn (July) %</b>
68	Adults & Safeguarding	147,600	148,526	1,369	247	0.2%
-84	Commissioning	33,255	34,012	-1,165	-22	-0.1%
0	Communities & Safety	4,472	4,444	-248	-1	0.0%
2,253	Children & Safeguarding	90,340	91,945	1,946	2,786	3.0%
290	Education	19,319	19,945	-514	299	1.5%
219	Executive Director	494	644	13	210	32.6%
<b>2,746</b>	<b>Total Expenditure</b>	<b>295,481</b>	<b>299,517</b>	<b>1,400</b>	<b>3,519</b>	<b>1.2%</b>
-218	Grant Funding	-62,471	-62,471	-81	-243	0.4%
<b>2,528</b>	<b>Total</b>	<b>233,010</b>	<b>237,046</b>	<b>1,635</b>	<b>3,276</b>	<b>1.4%</b>

The service level finance & performance report for July 2017 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 July 2017, P&C is forecasting a year end overspend of £3,276k. Significant issues are detailed below:

- In Adults and Safeguarding, Mental Health Central, a workforce restructure within the mental health trust managing social work staff has resulted in an in-year reduction in costs. The forecast is an underspend of £127k.
- In Adults and Safeguarding, Older People Mental Health, increased care commitments for nursing dementia beds, compared to those budgeted have created a forecast pressure of £271k. Delivery of savings is in line with expectations and other mitigations within Mental Health Services are partially mitigating the pressure.
- In Children and Safeguarding, the Strategic Management budget is forecasting an overspend of £956k, a reduction of £122k on the previous month's forecast. The previously reported position included a pressure on the Business Support budget, and it has since been identified that this can be managed through in-year savings resulting from vacant posts.
- In Children and Safeguarding, the Looked After Children Placements budget is forecasting an overspend of £641k, an increase of £234k from last month. Although additional budget is now shown in P&C following the GPC decision to allocate additional demography funding (£2.913m), this budget change had been anticipated in earlier forecasts and the increase in pressure is due to factors other than the volume of demand. There is a delay in the expected savings (£151k) and a combination of changes to placement fees (£83k).
- In Children and Safeguarding, Adoption the forecast outturn overspend has increased by £150k to £450k. An overspend of £150k is anticipated on the adoption/Special Guardianship Order (SGO) allowances budget as a result of the continuation of historical adoption/SGO allowances and a lower than

expected reduction in costs from reviews of packages or delays in completing reviews of packages. The increase in Adoption 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 budget.

- In Children and Safeguarding, the Children's Disability Service is forecasting an over spend of £168k due to an increase in the number of support hours, including the number of joint funded health packages.

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

Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements July 17	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	1	1.00	£133k	2,544.66	0	-£10k	-198.54
Residential - secure accommodation	0	£k	52	0.00	0	0.00	£k	0.00	0	£k	0.00
Residential schools	16	£1,160k	52	1,408.53	20	18.01	£2,025k	2,150.91	2.01	£865k	742.38
Residential homes	22	£3,018k	52	2,656.43	33	32.13	£5,010k	3,055.29	10.13	£1,992k	398.86
Independent Fostering	263	£10,304k	52	784.53	269	261.38	£10,801k	793.68	-1.62	£497k	9.15
Supported Accommodation	15	£1,244k	52	1,247.14	24	19.55	£1,557k	1,476.17	4.55	£313k	229.03
16+	25	£608k	52	467.73	8	6.69	£97k	227.31	-18.31	-£511k	-240.42
Growth/Replacement	-	£868k	-	-	-	-	£1,044k	-	-	£176k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£2,681k	-	-	-£2,681k	-
<b>TOTAL</b>	<b>342</b>	<b>£17,344k</b>			<b>355</b>	<b>338.76</b>	<b>£17,985k</b>		<b>-3.24</b>	<b>£641k</b>	
In-house fostering - Basic	212	£2,053k	56	172.89	170	168.59	£1,896k	183.74	-43.41	-£156k	10.85
In-house fostering - Skills	212	£1,884k	52	170.94	170	168.73	£1,566k	184.01	-43.27	-£319k	13.07
Kinship - Basic	40	£439k	56	195.84	40	40.11	£400k	178.30	0.11	-£39k	-17.54
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	3.50	£556k	3,054.38	-1.5	£k	916.31
Growth*	0	-£297k	-	0.00	0	0.00	£k	0.00	-	£297k	-
<b>TOTAL</b>	<b>257</b>	<b>£4,674k</b>			<b>214</b>	<b>212.20</b>	<b>£4,457k</b>		<b>-44.8</b>	<b>-£216k</b>	
Adoption	376	£3,236k	52	165.51	399	395.15	£3,425k	162.31	19.15	£189k	-3.20
Concurrent Adoption	5	£91k	52	350.00	2	2.00	£37k	350.00	-3	-£55k	0.00
Savings Requirement	0	£k	0	0.00	0	0.00	£k	0.00	0	£k	0.00
<b>TOTAL</b>	<b>381</b>	<b>£3,327k</b>			<b>401</b>	<b>397.15</b>	<b>£3,461k</b>		<b>19.15</b>	<b>£134k</b>	
<b>OVERALL TOTAL</b>	<b>980</b>	<b>£25,345k</b>			<b>970</b>	<b>948.11</b>	<b>£25,904k</b>		<b>-28.89</b>	<b>£559k</b>	

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.

\*Represents expected growth of in-house foster placements to be managed against the LAC Placements budget

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

BUDGET				ACTUAL (July 17)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements July 17	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	£62,895	93	95.72	£6,797k	£71,012	-5	-2.28	£632k	£8,117
Hearing Impairment (HI)	3	£100k	£33k	2	2.00	£74k	£37,217	-1	-1.00	£26k	£3,895
Moderate Learning Difficulty (MLD)	3	£109k	£36k	5	4.16	£143k	£34,470	2	1.16	£34k	£1,922
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	£75k	£0
Physical Disability (PD)	1	£19k	£19k	3	2.58	£50k	£19,370	2	1.58	£31k	£400
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	£41k	£0
Social Emotional and Mental Health (SEMH)	35	£1,490k	£43k	36	38.63	£1,825k	£47,250	1	3.63	£335k	£4,666
Speech, Language and Communication Needs (SLCN)	3	£163k	£54k	2	2.00	£96k	£48,006	-1	-1.00	£67k	£6,479
Severe Learning Difficulty (SLD)	2	£180k	£90k	1	1.00	£90k	£90,237	-1	-1.00	£90k	£0
Specific Learning Difficulty (SPLD)	8	£164k	£20k	5	4.88	£196k	£40,215	-3	-3.12	£32k	£19,715
Visual Impairment (VI)	2	£64k	£32k	2	2.00	£57k	£28,574	0	0.00	£7k	£3,553
Recoupment	-	-	-	-	-	£658k	-	-	-	£658k	-
<b>TOTAL</b>	<b>157</b>	<b>£8,573k</b>	<b>£54,602</b>	<b>149</b>	<b>152.97</b>	<b>£8,673k</b>	<b>£60,993</b>	<b>-8</b>	<b>-4.03</b>	<b>£100k</b>	<b>£6,390</b>

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 current 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 July for Adults & Safeguarding Services is shown below:

		BUDGET			ACTUAL (July 17)			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 July 17	D o T	Current Average Unit Cost	D o T	Forecast Actual £000	Forecast Variance £000
Adult Disability Services	Residential	31	£1,121k	£1,807k	30	↔	£1,027	↑	£1,614k	£193k
	Nursing	20	£928k	£965k	21	↑	£1,008	↑	£1,108k	£143k
	Community	669	£292k	£10,149k	647	↑	£320	↓	£10,863k	£714k
<b>Total expenditure</b>		<b>720</b>		<b>£12,921k</b>	<b>698</b>				<b>£13,586k</b>	<b>£665k</b>
<b>Income</b>				£1,646k					£1,504k	£142k
<b>Further savings assumed within forecast</b>										£941k
<b>Net Total</b>				<b>£11,275k</b>						<b>£134k</b>
Learning Disability Services	Residential	313	£1,338	£21,771k	299	↓	£1,388	↑	£22,682k	£911k
	Nursing	8	£2,069	£861k	8	↓	£2,128	↓	£904k	£44k
	Community	1,272	£608	£40,217k	1,283	↑	£644	↓	£43,327k	£3,110k
<b>Learning Disability Service Total</b>		<b>1,593</b>		<b>£62,848k</b>	<b>1,590</b>				<b>£66,913k</b>	<b>£4,065k</b>
<b>Income</b>				£2,566k					£3,040k	£473k
<b>Further savings assumed within forecast as shown in Appendix 1</b>										£3,418k
<b>Net Total</b>										<b>£173k</b>



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

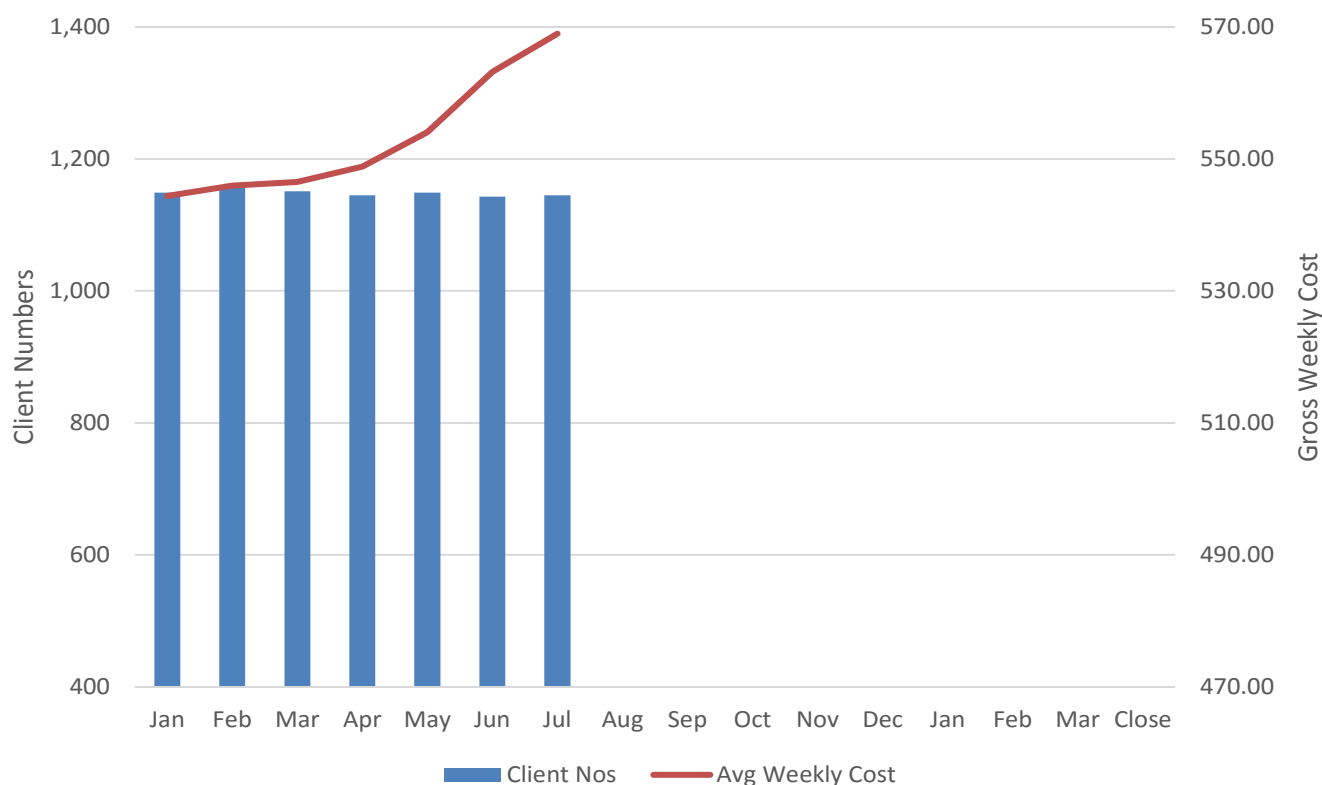
		BUDGET			ACTUAL (July)				FORECAST		
Service Type		Budgeted No. of Clients 2017/18	Budgeted Average Unit Cost (per week) £'s	Annual Budget £000's	Snapshot of No. of Clients at End of July 17	Direction of Travel	Current Average Unit Cost (per week) £'s	Direction of Travel	Forecast Spend £000's	Direction of Travel	Variance £000's
Adult Mental Health	Community based support	24	£71	£89k	15	↔	£111	↓	£112k	↑	£23k
	Home & Community support	154	£87	£703k	185	↑	£62	↓	£820k	↓	£117k
	Nursing Placement	13	£783	£531k	19	↑	£389	↓	£577k	↓	£46k
	Residential Placement	65	£718	£2,432k	75	↔	£595	↓	£2,664k	↓	£232k
	Supported Accommodation	133	£116	£804k	134	↑	£83	↓	£722k	↑	-£82k
	Respite Independent Sector	0	£0	£k	1	↑	£544	↑	£28k	↑	£28k
	Direct Payments	20	£232	£241k	15	↓	£260	↓	£201k	↓	-£40k
	Anticipated New Demand										£114k
	Inflation			£109k					£107k		-£2k
	Income			-£368k					-£377k		-£9k
<b>Adult Mental Health Total</b>		<b>409</b>		<b>£4,541k</b>	<b>444</b>				<b>4,854,152</b>		<b>£427k</b>
<b>Further savings assumed within forecast as shown in Appendix 1</b>											<b>-£410k</b>

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

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

OP Total	BUDGET			ACTUAL (July 17)				Forecast		
Service Type	Expected No. of Service Users 2017/18	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	Direction of Travel	Current Average Cost (per week) £	Direction of Travel	Forecast Actual £000	Direction of Travel	Forecast Variance £000
Residential	447	£483	£11,593k	448	↓	£493	↑	£12,079k	↓	£486k
Residential Dementia	347	£536	£9,984k	357	↑	£545	↑	£10,403k	↓	£419k
Nursing	301	£715	£11,694k	294	↑	£685	↑	£11,043k	↑	-£651k
Nursing Dementia	55	£753	£2,253k	46	↓	£753	↑	£2,127k	↑	-£125k
Respite			£1,303k					£1,344k	↓	£42k
Community based										
~ Direct payments	248	£173	£2,239k	215	↔	£263	↓	£2,600k	↓	£361k
~ Day Care			£941k					£910k	↓	-£31k
~ Other Care			£5,081k					£5,172k	↑	£91k
~ Homecare arranged	1,608	per hour £15.70	£13,265k	1,469	↓	per hour £16.19	↑	£14,608k	↑	£1,343k
<b>Total Expenditure</b>	<b>3,006</b>		<b>£58,351k</b>	<b>2,829</b>				<b>£60,286k</b>		<b>£1,934k</b>
Residential Income			-£8,306k					-£8,653k	↑	-£347k
Community Income			-£8,099k					-£8,032k	↓	£68k
Health Income			-£9k					-£27k	↓	-£18k
<b>Total Income</b>			<b>-£16,415k</b>					<b>-£16,712k</b>		<b>-£297k</b>
<b>Further Savings Assumed Within Forecast as shown within Appendix 1</b>										<b>-£1,637k</b>

### OP Activity and Weekly Cost for Residential and Nursing Care from Jan 2017



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

OPMH Total	BUDGET			ACTUAL (July 17)				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	£489k	13	↔	£669	↑	£525k	↓	£37k
Residential Dementia	28	£533	£778k	23	↓	£515	↓	£837k	↓	£58k
Nursing	16	£740	£592k	17	↓	£742	↑	£729k	↓	£137k
Nursing Dementia	90	£747	£3,421k	102	↓	£751	↑	£4,214k	↓	£792k
Respite			£10k					£5k	↓	£-5k
Community based										
~ Direct payments	16	£207	£161k	15	↔	£238	↔	£189k	↓	£28k
~ Day Care			£3k					£4k	↔	£1k
~ Other Care			£37k					£43k	↓	£7k
~ Homecare arranged	45	per hour £15.95	£525k	47	↔	per hour £16.12	↔	£665k	↓	£139k
<b>Total Expenditure</b>	<b>209</b>		<b>£6,017k</b>	<b>217</b>				<b>£7,212k</b>		<b>£1,195k</b>
Residential Income			£-862k					£-976k	↑	£-114k
Community Income			£-244k					£-301k	↓	£-57k
Health Income			£k					£k	↔	£k
<b>Total Income</b>			<b>£-1,106k</b>					<b>£-1,277k</b>		<b>£-172k</b>
Further Savings Assumed Within Forecast as shown in Appendix 1										£-751k

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.

### **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 and Future Years Scheme Costs

In July there has been a £19,949k increase in the overall capital scheme costs. These changes relate to future years and will be addressed through the 2018/19 Business Plan.

This change relates to;

- £349k increase due to additional costs at Littleport SEN School for specialist fixtures and fittings.
- £19,600k increase in Northstowe Secondary School. This includes the addition of SEN provision of which 90 places are to be funded by the Education Funding and Skills Agency (EFSA) and also the delivery of community sports provision which will attract S106 funding from South Cambs District Council.

##### 2017/18 In Year Pressures/Slippage

As at the end of July the capital programme forecast underspend continues to be zero. The level of slippage has not exceeded the Capital Variation budget of £10,305k. A forecast outturn will only be reported once slippage exceeds this level. However in July movements on schemes has occurred totaling £250k. The significant changes in schemes are detailed below;

- Meldreth Primary; £500k slippage due to redesign work being undertaken and the commencement on site being delayed from November to February 2018.
- Southern Fringe; £250k accelerated spend due to increased IT equipment request for 2017/18.
- Littleport Secondary & Special School; £300k accelerated spend due to delivering Special School SEN fixtures and fittings.
- North West Fringe Secondary; £350k slippage due to the project completion being rephrased from September 2020 to September 2021.

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 new set of Key Performance Indicators (KPIs) for 2016/17 agreed by Committees in January. A new development for last year was the inclusion of deprivation indicators. These continue to be included in the new set of KPIs for 2016/17 and are those shown in italics in appendix 7. Please note, following a request at the last CYP Committee that measures in appendix 7 are now ordered by Directorate. We also now include the latest benchmarking information in the performance table.

Six indicators are currently showing as RED:

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

During June, we saw the numbers of children with a Child Protection plan decrease from 571 to 566.

Following a review of working processes in FREDt which has ensured that referrals are effectively processed in a timelier manner, we have seen some increases in the number of families undergoing a section 47 assessment, which has then impacted on the numbers of requests for Conference. This increase is likely to be short-lived as any backlog is resolved

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

The number of Looked After Children increased to 681 in May. This includes 67 UASC, around 10% 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 Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.

- A weekly LAC monitoring meeting chaired by the Executive Director of P&C, which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions. It also challenges progress made and promotes new initiatives.

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

Performance remains very 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.

(N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)

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

In May '17 there were 747 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 144.3 delays per 100,000 of 18+ population. For the same period the national rate was 152.2 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.

The increase is primarily due to delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's.

- **FSM/Non-FSM attainment gap % achieving L4+ in Reading, Writing & Maths at KS2 and FSM/non-FSM attainment gap % achieving 5+A\*-C at GCSE including Maths and English**

Provisional data for 2016 shows that there is still a significant gap in the performance of pupils eligible for FSM in the new KS2 tests. 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. 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.

Provisional data for 2016 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.

## 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 (June) £'000	Service	Current Budget for 2017/18 £'000	Expected to end of July £'000	Actual to end of July £'000	Current Variance £'000   %		Forecast Variance Outturn (July) £'000   %	
Adults & Safeguarding Directorate								
0	Strategic Management - Adults	1,783	1,339	1,610	271	20%	0	0%
64	Principal Social Worker, Practice and Safeguarding	2,025	695	621	-74	-11%	36	2%
Learning Disability Services								
75	LD Head of Service	5,606	1,942	2,025	83	4%	75	1%
0	LD - City, South and East Localities	33,559	11,277	12,213	936	8%	0	0%
0	LD - Hunts & Fenland Localities	27,151	9,249	9,527	278	3%	0	0%
200	1 LD - Young Adults	4,300	1,143	1,029	-114	-10%	173	4%
0	In House Provider Services	5,501	1,949	2,094	145	7%	0	0%
0	NHS Contribution to Pooled Budget	-17,113	0	0	0	0%	0	0%
Older People's Services								
0	OP - City & South Locality	20,318	7,859	8,052	194	2%	0	0%
0	OP - East Cambs Locality	6,199	2,115	1,922	-193	-9%	0	0%
0	OP - Fenland Locality	9,106	3,146	2,768	-377	-12%	0	0%
0	OP - Hunts Locality	13,781	5,008	4,945	-63	-1%	0	0%
0	Discharge Planning Teams	2,189	729	678	-51	-7%	0	0%
0	Shorter Term Support and Maximising Independence	7,351	2,429	2,016	-412	-17%	0	0%
Adult Disability Services								
-2	PD Head of Services	456	204	159	-45	-22%	0	0%
-99	Physical Disabilities	11,632	4,168	4,550	382	9%	-20	0%
-170	Autism and Adult Support	808	233	176	-57	-24%	-95	-12%
0	Carers	642	214	365	152	71%	-83	-13%
Mental Health								
0	2 Mental Health Central	771	261	192	-68	-26%	-127	-16%
0	Adult Mental Health Localities	6,493	1,832	1,788	-44	-2%	17	0%
0	3 Older People Mental Health	5,970	1,765	2,190	426	24%	271	5%
68	Adult & Safeguarding Directorate Total	148,526	57,553	58,922	1,369	2%	247	0%
Commissioning Directorate								
-168	4 Strategic Management – Commissioning	2,227	655	576	-79	-12%	-127	-6%
	Access to Resource & Quality	798	279	251	-28	-10%	0	0%
-28	Local Assistance Scheme	321	175	85	-90	-51%	-28	-9%
Adults Commissioning								
-88	Central Commissioning - Adults	3,054	985	932	-54	-5%	-9	0%
0	Integrated Community Equipment Service	711	581	719	138	24%	0	0%
0	Mental Health Voluntary Organisations	3,759	1,309	981	-328	-25%	-58	-2%
Childrens Commissioning								
100	5 Special Educational Needs Placements	8,973	3,583	3,639	56	2%	100	1%
100	6 Commissioning Services	3,888	909	882	-27	-3%	100	3%
0	Early Years Specialist Support	1,210	154	60	-94	-61%	0	0%
0	Home to School Transport – Special	7,946	2,665	1,960	-705	-26%	0	0%
0	LAC Transport	1,126	390	436	46	12%	0	0%
-84	Commissioning Directorate Total	34,012	11,684	10,520	-1,165	-10%	-22	0%

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

### Communities & Safety Directorate

0	Youth Offending Service	2,647	-127	-105	21	-17%	0	0%
0	Central Integrated Youth Support Services	208	36	47	11	31%	0	0%
0	Safer Communities Partnership	1,589	-157	-122	35	-22%	-1	0%
<b>0</b>	<b>Communities &amp; Safety Directorate Total</b>	<b>4,444</b>	<b>-248</b>	<b>-181</b>	<b>68</b>	<b>-27%</b>	<b>-1</b>	<b>0%</b>

### Children & Safeguarding Directorate

1,078	7	Strategic Management – Children & Safeguarding	2,521	876	1,412	536	61%	956	38%
0		Partnerships and Quality Assurance	1,892	589	624	35	6%	0	0%
0		Children in Care	12,448	4,441	4,353	-88	-2%	3	0%
0		Integrated Front Door	2,568	880	908	28	3%	0	0%
0		Children's Centre Strategy	326	215	192	-23	-11%	0	0%
0		Support to Parents	2,852	1,094	1,107	13	1%	0	0%
407	8	Looked After Children Placements	17,344	3,411	3,867	456	13%	641	4%
300	9	Adoption Allowances	4,406	1,528	1,774	247	16%	450	10%
450	10	Legal Proceedings	1,540	220	339	119	54%	450	29%
		<u>SEND Specialist Services (0-25 years)</u>							
18		SEND Specialist Services	6,815	2,438	2,698	260	11%	43	1%
0	11	Children's Disability Service	6,527	2,421	2,490	68	3%	168	3%
0		High Needs Top Up Funding	13,573	4,519	4,965	446	10%	0	0%
		<u>District Delivery Service</u>							
0		Safeguarding Hunts and Fenland	4,994	1,574	1,597	23	1%	75	2%
0		Safeguarding East & South Cambs and Cambridge	4,422	1,286	1,224	-61	-5%	0	0%
0		Early Help District Delivery Service – North	4,583	1,251	1,159	-92	-7%	0	0%
0		Early Help District Delivery Service – South	5,134	1,235	1,214	-21	-2%	0	0%
<b>2,253</b>		<b>Children &amp; Safeguarding Directorate Total</b>	<b>91,945</b>	<b>27,977</b>	<b>29,922</b>	<b>1,946</b>	<b>7%</b>	<b>2,786</b>	<b>3%</b>

Forecast Variance Outturn (June) £'000	Service	Current Budget for 2017/18 £'000	Expected to end of July £'000	Actual to end of July £'000	Current Variance		Forecast Variance Outturn (July)	
					£'000	%	£'000	%
Education Directorate								
0	Strategic Management - Education	384	207	270	63	30%	0	0%
0	Early Years Service	1,439	135	53	-81	-60%	0	0%
0	Schools Curriculum Service	58	-166	-173	-7	4%	0	0%
0	Schools Intervention Service	1,077	537	604	67	12%	10	1%
0	Schools Partnership Service	759	185	212	27	14%	0	0%
104	12 Children's' Innovation & Development Service	47	-1,638	-1,414	224	-14%	104	220%
186	13 Catering & Cleaning Services	-449	-68	-130	-62	92%	185	41%
0	Teachers' Pensions & Redundancy	2,936	974	842	-132	-14%	0	0%
Infrastructure								
0	0-19 Organisation & Planning	4,472	811	865	54	7%	0	0%
0	Early Years Policy, Funding & Operations	90	30	11	-19	-63%	0	0%
0	Education Capital	160	213	327	114	53%	0	0%
0	Home to School/College Transport – Mainstream	8,972	3,282	2,520	-762	-23%	0	0%
290	Education Directorate Total	19,945	4,503	3,989	-514	-11%	299	1%
Executive Director								
219	14 Executive Director	211	71	94	23	33%	219	103%
0	Central Financing	433	45	36	-10	-22%	-9	-2%
219	Executive Director Total	644	116	129	13	11%	210	33%
Total								
2,746	Total	299,517	101,585	103,301	1,716	2%	3,519	1%
Grant Funding								
-218	15 Financing DSG	-39,991	-13,249	-13,330	-81	1%	-243	-1%
0	Non Baselined Grants	-22,480	-4,903	-4,903	0	0%	0	0%
-218	Grant Funding Total	-62,471	-18,152	-18,233	-81	0%	-243	0%
Net Total								
2,528	Net Total	237,046	83,432	85,067	1,635	2%	3,276	1%



## APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>1) LD – Young Adults Team</b>	<b>4,300</b>	<b>1,029</b>	<b>173</b>	<b>4%</b>
<p>The Young Adults Team is forecasting a pressure of £173k. The demography and savings relating to this part of the LDP is budgeted using a number of assumptions about the levels of care and support required to meet needs and the sustainability of these arrangements through the year. The circumstances of the young people as they reach 18 years old is monitored closely to confirm the level of funding required to meet their needs and to try to anticipate the sustainability of the arrangements. This includes both the home circumstances and the educational arrangements for the young person. This work has led to the forecast overspend. Work continues with colleagues in Children's services to ensure that packages are cost effective leading up to each person's 18th birthday and staff in the Young Adults Team are working to try to mitigate the potential of increased costs if individual circumstances are not sustainable.</p>				
<b>2) Mental Health Central</b>	<b>771</b>	<b>192</b>	<b>-127</b>	<b>-16%</b>
<p>The Section 75 contract value with CPFT (who host the mental health workforce) has been updated in line with the restructure of Mental Health Services undertaken during 2016/17. This has resulted in an efficiency in the current year of £137k. A number of small items of additional spend partially offset the position.</p>				
<b>3) Older People Mental Health</b>	<b>5,970</b>	<b>2,190</b>	<b>271</b>	<b>5%</b>
<p>Older People Mental health is forecasting an overspend of £271k. 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. The underlying cost of care commitments have reduced significantly from the June snapshot position, so although good progress is being made towards delivering savings included in the Business Plan, a net pressure remains on the budget.</p> <p>Mitigating underspends have been identified across Mental Health Services, notably efficiencies achieved on the Section 75 contract, as reported under Mental Health Central, and from retendering of supported accommodation block contracts, as included in the forecast position for Mental Health Voluntary Organisations.</p>				
<b>4) Strategic Management - Commissioning</b>	<b>2,227</b>	<b>576</b>	<b>-127</b>	<b>-6%</b>
<p>The Grants to Voluntary Organisations budget is forecasting an underspend of £168k, which is due to the Home Start/Community Resilience Grant where the re-commissioning of this service ceased in 16/17. This has therefore reduced the 2017/18 committed expenditure.</p> <p>The above underspend is partially offset by interim management costs that were incurred pending the outcome of the new Commissioning Directorate consultation.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>5) SEN Placements</b>	<b>8,973</b>	<b>3,639</b>	<b>100</b>	<b>1%</b>
<p>The SEN Placements budget is forecasting a £100k overspend. This budget continues to see an increase in pressure from a rise in the number 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. 4 additional such cases recently placed further pressure on this budget.</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"> <li>• SEND Sufficiency plan to be implemented. This sets out what is needed, how and when;</li> <li>• 3 new special schools to accommodate the rising demand over the next 10 years .One school is opening 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 FE to provide appropriate post 16 course is also being explored in the plan;</li> <li>• Deliver SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education;</li> <li>• 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.</li> </ul>				
<b>6) Commissioning Services</b>	<b>3,888</b>	<b>882</b>	<b>100</b>	<b>3%</b>
<p>The Out of School Tuition budget is forecasting an overspend of £100k due to an increasing number of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative (tuition) packages. 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. There are delays in securing permanent school places which results in alternative education packages lasting longer.</p>				
<b>7) Strategic Management – Children &amp; Safeguarding</b>	<b>2,521</b>	<b>1,412</b>	<b>956</b>	<b>38%</b>
<p>The Children and Safeguarding Director budget is forecasting an over spend of £956k. This is a reduction of £122k on the June 2017 position.</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, unfunded posts (£180k). The previous Business Support service pressure of £122k is now being managed in year and managed out entirely by 2018/19. An additional £70k of costs associated with managing the Children's Change Programme is also forecast. 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.</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 CCP work stream project meetings, by Senior Management Team and at the P&amp;C Delivery Board with the intention of any residual pressures being managed as part of the 2018/19 Business Planning round.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>8) Looked After Children Placements</b>	<b>17,344</b>	<b>3,867</b>	<b>641</b>	<b>4%</b>

An overspend of £641k is being forecast, which is an increase of £234k from what was reported in June. Of this increase, £151k relates to a reduction in the forecast LAC composition savings in 17/18 (where the expectation is that these will be delivered in 18/19 due to the timing of the savings), with the remaining £83k being due to a combination of changes in placement fees and/or new placements.

In July GPC approved the allocation of £2.913m from the corporately held demography and demand budget to the LAC Placement budget, resulting in the overall pressure being reduced to a more manageable level.

Overall LAC numbers at the end of July 2017, including placements with in-house foster carers, residential homes and kinship, are 689, 9 more than June 2017. This includes 66 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of July are 355, an increase of 8 from the 347 reported at the end of June. A small number of expensive residential placements made in the last quarter of 2016/17 and during April 2017 impact significantly on the forecast.

External Placements Client Group	Budgeted Packages	30 June 2017 Packages	31 July 2017 Packages	Variance from Budget
Residential Disability – Children	1	1	1	0
Child Homes – Secure Accommodation	0	0	0	0
Child Homes – Educational	16	20	20	+4
Child Homes – General	22	33	33	+11
Independent Fostering	263	263	269	+6
Supported Accommodation	15	21	24	+9
Supported Living 16+	25	9	8	-17
<b>TOTAL</b>	<b>342</b>	<b>347</b>	<b>355</b>	<b>+13</b>

'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 overspend include:

- A fortnightly panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>Looked After Children Placements continued;</b> <ul style="list-style-type: none"> <li>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 a holistic, creative team of support for young people with the most complex needs, improving outcomes for young people and preventing use of expensive externally-commissioned services.</li> </ul>				
<b>9) Adoption</b>	<b>4,406</b>	<b>1,774</b>	<b>450</b>	<b>10%</b>
<p>The Allowances budget is forecasting an over spend of £450k.</p> <p>Our contract with Coram Cambridgeshire Adoption (CCA) provides for 38 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 to manage this requirement and ensure our children receive the best possible outcomes. The forecast assumes £270k to manage our inter agency requirement and a further £30k to increase our marketing strategy in order to identify more suitable adoptive households.</p> <p>The adoption/Special Guardianship Order (SGO) allowances overspend of £150k is based on the continuation of historical adoption/SGO allowances and a lower than expected reduction from reviews of packages or delays in completing reviews of packages. The increase in Adoption 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 continues which is resulting in some reduction of packages, which is currently off-setting any growth by way of new allowances.</p>				
<b>10) Legal Proceedings</b>	<b>1,540</b>	<b>339</b>	<b>450</b>	<b>29%</b>
<p>The Legal Proceedings budget is forecasting a £450k overspend.</p> <p>Numbers of Care Applications have increased by 52% from 2014/15 (105) to 2016/17 (160), mirroring the national trend and continue to rise. Aside from those areas which we are working on to reduce costs ie advice/use of appropriate level of Counsel, the volume of cases remaining within the system indicates an estimated £450k 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 but this was only implemented in June 2017 so the impact is yet to be felt. The tracker 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>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>11) Children's Disability Service</b>	<b>6,527</b>	<b>2,490</b>	<b>168</b>	<b>3%</b>
<p>The Children's Disability Service is forecasting an over spend of £168k.</p> <p>The Community Support Services budget has seen an increase both in the number of support hours, a high cost individual case (£35k) and in the number of joint funded health packages (also including some with high allocations of hours). Contributions to Adult Services (£45k) have increased and the service is also carrying a £50k overspend position from 2016/17.</p> <p><u>Actions being taken:</u></p> <p>We will be reviewing the costs of current packages and in particular support levels for our young people.</p>				
<b>12) Childrens' Innovation &amp; Development Service</b>	<b>47</b>	<b>-1,414</b>	<b>104</b>	<b>220%</b>
<p>There is a pressure of £104k against Grafham Water which was identified during budget build.</p> <p>The budget includes an internal loan of £97k in 17/18 relating to building and improvement works carried out a number of years ago. Although prices have been increased for all user groups and the centre is running at high capacity, the centre is currently unable to generate sufficient income to cover the additional costs of the loan as well as a targeted £27k over-recovery.</p> <p>This long standing issue will be addressed through a review of options for Grafham Water going forwards, with the aim of achieving a realistic and sustainable budget. We will look to mitigate the pressure in the short term via any emerging underspends elsewhere within the directorate.</p>				
<b>13) Catering &amp; Cleaning Services</b>	<b>-449</b>	<b>-130</b>	<b>185</b>	<b>41%</b>
<p>CCS is currently forecasting an under recovery of £185k, which is reduced from the £215k pressure identified at budget build. Plans are being progressed with the transformation team to develop strategies in which the service can be competitive in price, make efficiencies to the service and increase customer engagement.</p> <p>Encouragingly the service has retained the CPET group of 3 schools plus an additional new site at Trumpington, as well as contracting with ALT to develop the catering service at the new Littleport Academy from Sep17.</p> <p>Conversely, a further 4 sites have given notice that they are tendering their catering services to commence wef Jan 18 and previous trends indicate the very high potential for these contracts to be lost.</p> <p>Operational teams have been targeted with increasing the uptake of meals served by a minimum 5%, and making productivity savings against the major direct costs to achieve 45% staffing costs (budget = 47%, savings value = £200k) and 39% provisions costs (budget = 39%) against income.</p> <p>Cleaning services will face a further pressure in 18/19 when contracts for Childrens center's are moved to the corporate CCC contract, and 2 major SLAs are expected to end (Revenue value £200k)</p> <p>The Management Team are considering a number of additional actions for potential delivery in year, alongside wider considerations for long term model and structure. As a result of support from Transformation Team and the wider considerations, the HoS and Client Development posts are being held vacant enabling an in year saving of £70k to be held whilst appropriate structure and future model discussions take place.</p> <p>The mothballed C3 cook freeze unit has a potential £500k dilapidations cost (awaiting verification) to resolve before the lease can be ended, and £80k pa ongoing costs until then.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>14) Executive Director</b>	<b>211</b>	<b>94</b>	<b>219</b>	<b>103%</b>
It is not likely that the £219k Business Support saving will not be achieved in 17/18 through efficiencies identified within the business support functions. As such, there is a pressure of £219k being reported. However, work is ongoing to identify strategies to realise this saving.				
<b>15) Financing DSG</b>	<b>-39,991</b>	<b>-13,330</b>	<b>-243</b>	<b>-1%</b>
Within P&C, spend of £40.0m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £243k is made up from Education Placements (£100k); Commissioning Services (£100k); SEND Specialist Services (£43k) and for this financial year will be met by DSG reserve carry forwards.				

### 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
<b>Grants as per Business Plan</b>		
Public Health	Department of Health	331
Better Care Fund	Cambs & P'Boro CCG	15,457
Social Care in Prisons Grant	DCLG	319
Unaccompanied Asylum Seekers	Home Office	1,600
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	1,668
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
Music Education HUB	Arts Council	784
Non-material grants (+/- £160k)	Various	71
<b>Total Non Baselined Grants 2017/18</b>		<b>22,480</b>

Financing DSG	Education Funding Agency	39,991
<b>Total Grant Funding 2017/18</b>		<b>62,471</b>

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

Directorate	Grant Total £'000
Adults & Safeguarding	438
Commissioning	15,457
Children & Safeguarding	5,785
Education	799
<b>TOTAL</b>	<b>22,480</b>

## APPENDIX 4 – Virements and Budget Reconciliation

### Virements between P&C and other service blocks:

	Eff. Period	£'000	Notes
<b>Budget as per Business Plan</b>		<b>237,311</b>	
Multiple Policy Lines	Apr	-292	Corporate Capacity Review (CCR) adjustments
Multiple Policy Lines	Apr	310	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
Multiple Policy Lines	May	-1,335	LGSS Workforce Development to Corporate Services
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 Commissioning 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)
<b>Current Budget 2017/18</b>		<b>237,046</b>	



## APPENDIX 5 – Reserve Schedule

GPC will be asked to re-approve these earmarked reserves at their July meeting.

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 July 17		
	£'000	£'000	£'000	£'000	
<b><u>General Reserve</u></b>					
P&C carry-forward	540	-540	0	-3,276	Forecast overspend of £3,276k applied against reserves.
<b>subtotal</b>	<b>540</b>	<b>-540</b>	<b>0</b>	<b>-3,276</b>	
<b><u>Equipment Reserves</u></b>					
ICT Equipment Replacement Reserve	726	0	726	31	The reserve is fully committed but the replacement cannot be implemented before school summer holiday so costs will be incurred Autumn Term 2017
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).
<b>subtotal</b>	<b>859</b>	<b>0</b>	<b>859</b>	<b>114</b>	
<b><u>Other Earmarked Reserves</u></b>					
<b>Adults &amp; Safeguarding</b>					
Homecare Development	22	0	22	0	Post taking forward proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work.
Falls prevention	44	0	44	20	Upscale the falls prevention programme with Forever Active
Dementia Co-ordinator	13	0	13	0	Used to joint fund dementia co-ordinator post with Public Health
Mindful / Resilient Together	188	0	188	55	Programme of community mental health resilience work (spend over 3 years)
Increasing client contributions and the frequency of Financial Re-assessments	14	0	14	0	Hiring of fixed term financial assessment officers to increase client contributions. Staff in post.
Brokerage function - extending to domiciliary care	35	0	35	0	Trialling homecare care purchasing 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
<b>Commissioning</b>					
Capacity in Adults procurement & contract management	143	0	143	80	Continuing to support route rationalisation for domiciliary care rounds
Specialist Capacity: home care transformation / and extending affordable care home capacity	25	0	25	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	0	60	0	Draw down of funds to pay for independent travel training
Prevent children and young people becoming Looked After	25	0	25	0	Re-tendering of Supporting People contracts (ART)
Disabled Facilities	44	0	44	0	Funding for grants for disabled children for adaptations to family homes.

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 July 17		
	£'000	£'000	£'000	£'000	
<b>Community &amp; Safety</b>					
Youth Offending Team (YOT) Remand (Equalisation Reserve)	150	0	150	150	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
<b>Children &amp; Safeguarding</b>					
Child Sexual Exploitation (CSE) Service	250	0	250	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).
<b>Education</b>					
Cambridgeshire Culture/Art Collection	47	-4	43	93	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	0	36	22	Funding for 2 year post re CIN
Cambridgeshire Music	80	0	80	90	Annual reserve agreed by GPC to develop and support the Cambridgeshire Music CREATE program which will look to create new purpose built accommodation.
<b>Cross Service</b>					
Develop 'traded' services	30	0	30	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	0	78	0	This will fund 2-3 staff across 2017/18 focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	110	0	110	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)	135	-43	92	0	Other small scale reserves.
<b>subtotal</b>	<b>1,489</b>	<b>249</b>	<b>1,738</b>	<b>566</b>	
<b>TOTAL REVENUE RESERVE</b>	<b>2,888</b>	<b>-291</b>	<b>2,597</b>	<b>-2,596</b>	

Fund Description	Balance at 1 April 2017	2017/18		Forecast Balance at Year End	Notes
		Movements in 2017/18	Balance at 31 July 17		
	£'000	£'000	£'000	£'000	
<b><u>Capital Reserves</u></b>					
Devolved Formula Capital	780	980	1,760	0	Devolved Formula Capital Grant is a three year rolling program managed by Cambridgeshire School
Basic Need	0	16,414	16,414	273	The Basic Need allocation received in 2017/18 is fully committed against the approved capital plan. Remaining balance is 2017/18 funding in advance
Capital Maintenance	0	1,492	1,492	0	The School Condition allocation received in 2017/18 is fully committed against the approved capital plan.
Other Children Capital Reserves	1,448	616	2,064	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	4,188	0	Adult Social Care Grant to fund 2017/18 capital programme spend.
<b>TOTAL CAPITAL RESERVE</b>	<b>2,607</b>	<b>23,311</b>	<b>25,918</b>	<b>273</b>	

(+) 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	Scheme	Revised Budget for 2017/18	Actual Spend (July)	Forecast Spend - Outturn (July)	Forecast Variance - Outturn (July)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	<b>Schools</b>						
41,560	Basic Need - Primary	38,750	10,654	37,265	-1,485	274,415	-9,571
26,865	Basic Need - Secondary	29,520	11,553	29,996	476	219,592	21,564
841	Basic Need - Early Years	1,687	164	1,346	-341	5,442	592
1,650	Adaptations	1,945	42	1,795	-150	3,442	442
248	Specialist Provision	242	-46	216	-26	9,810	0
3,000	Condition & Maintenance	3,000	1,628	3,000	0	27,400	0
1,076	Schools Managed Capital	1,760	0	1,760	0	12,022	-664
150	Site Acquisition and Development	150	67	150	0	650	0
1,500	Temporary Accommodation	1,500	394	1,500	0	15,500	0
2,095	Children Support Services	2,715	0	2,715	0	5,618	0
5,354	Adult Social Care	5,278	3,675	5,278	0	36,029	0
-6,664	P&C Capital Variation	-10,305	0	-8,780	1,525	-37,825	0
1,533	Capitalisation of Interest Costs	1,533	0	1,533	0	6,846	0
<b>79,208</b>	<b>Total P&amp;C Capital Spending</b>	<b>77,774</b>	<b>28,131</b>	<b>77,774</b>	<b>0</b>	<b>572,095</b>	<b>12,363</b>

### **Basic Need - Primary £9,571k reduction in scheme cost**

A total scheme variance of -£8,524k 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 Primary; £384k reduction as risk and contingency items not required.
- Fulbourn Primary; £1,215k increase. Further planning requirements has indicated scope of the works has increased with associated costs.
- 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 1.5FE rather than 1FE to ensure school can respond to future demand for places.
- Melbourn Primary; £281k increase due to increase project scope including works to an early year's provision.
- Morley Memorial; £443k increase due to revision of milestone 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 these reductions were increased further by £419k due to underspend on 2017/18 schemes which were due to complete and did not require the use of budgeted contingencies:

Godmanchester Bridge ((£129k), Fordham Primary (£157k) and Ermine Street Primary (£139k)

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

### **Basic Need - Primary £1,485k 2017/18 slippage**

In additional 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 17 to February 2018. Barrington £90k slippage as project has slipped to a September 2020 completion and planning and design work has consequently reduced. These are offset by £50k accelerated spend at Godmanchester bridge Primary School.

### **Basic Need – Secondary £21,564k increased total scheme cost**

A total scheme variance of £21,564k has occurred due to changes since the Business Plan was approved. Littleport Secondary and Special School has experienced a £774k increase in costs due to additional specialist equipment being required as part of the capital build. Bottisham Secondary scheme has increased by £2,269k due to EFA grant funded works being carried out by CCC and the school transferring the budget to fund this. Northstowe Secondary scheme has increased by £19,600k due to the addition of SEN provision of which 90 places are to be funded by the Education Funding and Skills Agency (EFSA) and also the delivery of community sports provision which will attract S106 funding from South Cambs District Council.

### **Basic Need – Secondary £476k 2017/18 overspend**

An in year overspend for Littleport of £725k and accelerated spend on Southern Fringe of £250k on IT equipment has been offset with slippage on Northstowe Secondary (£100k), Alconbury Secondary and SEN scheme (£50k) where design progress on these projects has not progressed since the beginning of the financial year. Slippage has also occurred on North West Fringe (£350k) as the project has been rephased by 1 year.

### **Basic Need – Early Years £341k slippage**

Orchard Park Primary early years provision has experienced slippage of £341k as project being reviewed and currently on hold, no spend expected in 2017/18

### **Adaptations £442k increased total scheme cost**

Morley Memorial has experienced additional total scheme costs of £442k due to the revision of the project which was initially costed in 2012. The additional requirements reflect the inflationary price increases and not a change to the scope of the scheme.

### **Adaptations £150k 2017/18 slippage**

Morley Memorial 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.

### **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 (July) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (July) £000
P&C	-10,305	-1,525	1,525	14.8%	-
<b>Total Spending</b>	-10,305	-1,525	1,525	14.8%	-

## 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 (July) £'000	Forecast Funding Variance - Outturn (July) £'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	4,283	4,283	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	23,382	23,382	0
-8,845	Prudential Borrowing (Repayable)	-8,845	-8,845	0
<b>79,208</b>	<b>Total Funding</b>	<b>77,774</b>	<b>77,774</b>	<b>0</b>

## APPENDIX 7 – Performance at end of June 2017

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	16.6%	20.0%	20.9%	Jun-17	↓	A	19.9% (2016)	22.3% (2016)	Performance in re-referrals to children's social care is slightly above target
Number of children with a Child Protection Plan per 10,000 population under 18	Children and Families	42.9	30.0	42.6	Jun-17	↑	R	38 (2016)	43.1 (2016)	During June, we saw the numbers of children with a Child Protection plan decrease from 571 to 566. Following a review of working processes in FREDt which has ensured that referrals are effectively processed in a timelier manner, we have seen some increases in the number of families undergoing a section 47 assessment, which has then impacted on the numbers of requests for Conference. This increase is likely to be short-lived as any backlog is resolved

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	50.7	40.0	51.2	Jun-17	↓	R	42.3 (2016)	60.0 (2016)	<p>The number of Looked After Children increased to 681 in May This includes 67 UASC, around 10% 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:</p> <ul style="list-style-type: none"> <li>• A weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.</li> <li>• A weekly LAC monitoring meeting chaired by the Executive Director of P&amp;C, which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions. It also challenges progress made and promotes new initiatives.</li> </ul> <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	93.9%	96.5%	93.7%	Jun-17	↓	A	94.0% (2015)	94.8% (2015)	We have not met our in learning target for year 12 and performance has been variable across the localities. Year 13 in learning has improved over the last three years and is very close to target. However again performance is variable across the localities.
%16-18 year olds NEET and unknown	Children and Families	4.0%	3.8%	3.8%	Jun-17	↑	G			NOTE: From Sept 2016 - This indicator has changed from 16-19 to 16-18 and now includes unknowns, and therefore isn't comparable to previous years. Though performance remains within target, there is a high number of young people whose situation is currently unknown. Information about these young people will be gathered during the autumn term to give a clearer idea of our actual performance.
% Clients with SEND who are NEET	Children and Families	10.6%	9.0%	9.4%	Q1 (Apr to Jun 17)	↑	A	7.0% (2015)	9.2% (2015)	Whilst we are not on target our performance is much better than this time last year when NEET was 10.6%. We continue to prioritise this group for follow up and support.

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%	Jun-17	➡	G			
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	83.9%	82.0%	81.7%	Jun-17	⬇	G	88.4% (2016)	88.5% (2016)	163 out of 194 primary schools are judged as good or outstanding
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	80.3%	75.0%	80.3%	Jun-17	➡	G	85.2% (2016)	80.3% (2016)	Performance for Secondary schools continues to improve with 25 out of 31 schools now good or outstanding. Further improvement is expected.

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	100.0%	100.0%	100.0%	Jun-17	➡	G			
Proportion of income deprived 2 year olds receiving free childcare	Learning	78%	80.0%	75.4%	Spring Term	⬇	A			There were 1,703 children identified by the DWP as eligible for the Spring Term. 1,284 took up a place which equates to 75.4%
<i>FSM/Non-FSM attainment gap % achieving the national standard in Reading, Writing &amp; Maths at KS2</i>	Learning	30%	21%	27%	2016	⬆	R			Provisional data for 2016 shows that there is still a significant gap in the performance of pupils eligible for FSM in the new KS2 tests. 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.
<i>FSM/Non-FSM attainment gap % achieving 5+ A*-C including English &amp; Maths at GCSE</i>	Learning	37%	26%	29%	2016	⬆	R		24.8%	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.

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	0.2%	1.5% (Pro-Rata)	0.3%	June-17	↑	R	5.9% (2014-15)	6.0% (2014-15)	Performance remains very 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 dependant on the review/assessment performance of LD teams. (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	97.8%	93.0%	97.8%	June-17	→	G	83.0% (2014-15)	82.6% (2014-15)	Performance remains above the target and is generally moving toward 100%. Performance is above the national average for 14/15 and will be monitored closely.
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	46.1%	50.1%	49.0%	June-17	↑	A	N/A (Local Indicator)		Performance of this indicator has risen and is closer to the target. If teams focus on completing overdue reviews this would contribute to a fall in performance in the future.

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	57.7%	57.0%	58.1%	June-17	↑	G	N/A (Local Indicator)		<p>The service continues to be the main route for people leaving hospital with simple, as opposed to complex care needs. However, we are experiencing a significant challenge around capacity in that a number of staff have recently retired and we are currently undertaking a recruitment campaign to increase staffing numbers. In addition the service is being re-organised to strengthen leadership and to reduce process delays.</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. We are addressing this issue through a variety of means, including discussions with the NHS about filling intermediate care gaps, to reduce inappropriate referrals and use of capacity in reablement. The Council has also developed the Double Up Team who work with staff to reduce long term care needs and also release re-ablement capacity, and a home care transition service to support transfers into long term domiciliary care.</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	45.6	141 (Pro-Rata)	70.0	June-17	↑	G	611.0 (2014-15)	658.5 (2014-15)	<p>The implementation of Transforming Lives model, combined with a general lack of available residential and nursing beds in the area is resulting in a fall in the number of admissions.</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	442	429	447.7	May-17	↓	A	N/A (Local Indicator)		<p>Between April '16 and March '17 there were 35,732 bed-day delays across the whole of the Cambridgeshire system - representing a 22% increase on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have increased by 16% from 20,365 (Apr 15 - Mar 16) to 23,621 (Apr 16 - Mar 17), while bed-day delays attributed to Adult Social Care have increased from 7,709 in Apr 15 - Mar 16 to 9,259 in Apr 16 - Mar 17 an increase of 20%.</p> <p>Over the course of this year we have seen a rise in the number of admissions to A &amp; E across the county with several of the hospitals reporting Black Alert. The main cause of the recent increase in bed-day delays varies by area but a general lack of capacity in domiciliary and residential care is the prevailing theme. 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> <p>The significant improvement in this indicator comes as we move into the new financial year and last year's performance is replaced with a single, relatively-well performing month of data.</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	108	114	126.5	May-17	↓	G	N/A (Local Indicator)		<p>In May '17 there were 747 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 144.3 delays per 100,000 of 18+ population. For the same period the national rate was 152.2 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles &amp; responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.</p> <p>The increase is primarily due to delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's.</p>
1F - Adults in contact with secondary mental health services in employment	Older People & Mental Health	12.9%	12.5%	12.8%	June-17	↓	G	9.0% (2015-16) Provisional	6.7% (2015/16) Provisional	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.



## APPENDIX 8 – P&C Portfolio at end of June 2017

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Transforming Lives Practice Governance Project</b> Claire Bruin / Jane Heath	<p>Following input from the new Principal Social Worker, the project plan has been reviewed and revised. Revised service plans are to follow. The Quality Assurance annual report was shared with the project board and Heads of Service have been tasked with producing preliminary proposals to demonstrate how they will take the recommendations forward to improve practice in their services.</p> <p>Following a meeting with the Mental Health service it has been agreed that at each board meeting from July 2017 their representative will provide a written report to update board members on the progress of the service on their Section 75 workstreams.</p>	GREEN
<b>Building Community Resilience Programme:</b> Sue Grace/Elaine Matthews	<p>The Community Resilience Programme and the Innovation Fund moved to Strengthening Communities Service for management and delivery from 1 Feb 2017. That work now falls within the remit of the new Communities and Partnerships Committee Chaired by Cllr Steve Criswell. A recommendation to full Council in July resulted in agreement of five Area Champions taken from the membership of this Committee, who will champion and support community development in each of the Cambridgeshire Districts. A paper will be heard at the 24 August Communities and Partnership Committee which includes the role of the Area Champions and asks for confirmation of named members.</p> <p>A 6 month review of the Innovation Fund resulted in the recommendation that the fund be rebranded 'Innovate and Cultivate Fund', with a smaller fund application process (up to £10k) open to community groups wanting to cultivate sustainable community networks and a larger fund (£10k-£50k) focusing on more innovative approaches which support Council priorities. Both funds still require a return on council investment. A paper setting out these changes was received by the new committee in June and in response they have asked for an increased role by the new Committee in approving recommended applications.</p>	GREEN

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p><b>0-19 Commissioning:</b> Meredith Teasdale/ 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 that 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>Progress to date:</p> <ul style="list-style-type: none"> <li>Options appraisal completed and recommended option taken forward</li> <li>Specification collaboratively completed to an advanced position</li> <li>Method statement completed to an advanced position</li> <li>Financial envelope presented to August JCU for consideration</li> </ul> <p>The next steps are to progress JCU governance in support of commissioning options. Critical to furthering the work stream is agreement of the current financial envelope, determination of crystallised future savings from each of the commissioning organisations and clarity about future savings assumptions. These will form the basis of the financial section of the specification.</p> <p>Work stream logs to include risks, issues, actions and decisions are complete to date, and an extensive engagement log is in place evidencing wide spread stakeholder engagement that has influenced the principles, specification and outcomes sought from this work.</p> <p>Once all the above are approved and in place, the current timeline will be updated with the detailed planning required to deliver the next phase.</p> <p>New guidance from NHS England (ISAP) will impact on taking 0-19 service forward and may delay the procurement a further year to April 2019 this will be confirmed in September.</p> <p>A draft Spec has gone out for discussion and possible alliance models are being explored with current providers.</p>	<p><b>GREEN</b></p>
<p><b>Children's Centres:</b> Helen Freeman/Theresa Leavy</p>	<p>The Public Children's Centre Consultation Has now been launched and consultation events are being held across the county. The consultation runs from July 17th – September 22nd 2017.</p>	<p><b>AMBER</b></p>

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p><b>Mosaic:</b> Sue Grace / James Wilson</p>	<p>Review of the programme nearing completion –, the programme has been re-scoped, all workstreams confirmed with key milestones agreed and revised programme plan due to next Board for sign-off</p> <p>Technical workstreams progressing well and migration work beginning in earnest</p> <p>Developing strategies to engage and involve the wider business in the programme – we are creating a dedicated website with comms, info and materials for training and support. Change Champions and super users from within the business have been identified</p> <p>The programme is still planning for go-live of the system in the first quarter of 2018 – but this will depend on the results of the data migration and the practice training required for the signs of safety module.</p> <p>Amber status remains reflecting both the overall complexity, tight timelines and technical and business change challenges – in addition a number of specific risks/issues are identified below.</p> <ul style="list-style-type: none"> <li>• In some areas Servelec are not providing the capacity and responsiveness we need – with particular issues around some of the process design workshops</li> <li>• Issues in relation to the Signs of Safety module where there is delay from Servelec and negotiation on the associate costs for this element</li> <li>• We have had some challenges in securing the right engagement / leads from within children's services to progress some of the children's build design work</li> </ul>	<p><b>AMBER</b></p>
<p><b>Accelerating Achievement:</b> Keith Grimwade</p>	<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>	<p><b>AMBER</b></p>

Programme/Project and Lead Director	Brief description and any key issues	RAG
<p><b>Children's Change Programme:</b> Theresa Leavy/James Gemmell Lynsey Barron/Gwendolyn Casazza</p>	<p>Phase I of the Children's Change Programme (CCP) has brought together the Enhanced and Preventative directorate with the Children's Social Care directorate to create Children and Families Services. This integration will provide continuity of relationships with children, families and professional partners to respond to the increasing levels of need experienced across our communities.</p> <p>Phase II has seen a change in front line structures to bring together people working across early help, safeguarding and specialist services. The consultation for Phase II ended in May 2017 with implementation scheduled for July 2017.</p> <p>Phase 3 – The consultation on the development of the SEND 0-25 service has been completed with recruitment into available posts currently being undertaken. Planning for future phases is being undertaken.</p>	<p><b>GREEN</b></p>

# CHILDREN AND YOUNG PEOPLE POLICY AND SERVICE COMMITTEE AGENDA PLAN

Published 1 September 2017

## 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 10.00am seven clear working days before the meeting.

The agenda dispatch date is a minimum of five clear working days before the meeting.

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
<b>12/09/17</b>	Minutes and Action Log	Democratic Services	Not applicable	30/08/17	01/09/17
	Free School Proposals	H Belchamber	Not applicable		
	Charging for Academy Conversions	H Belchamber	Not applicable		
	Local Safeguarding Children Board's Annual Report	R Waite/ A Jarvis	Not applicable		
	Educational Outcomes: Provisional Results	K Grimwade	Not applicable		
	Children's Self-Assessment	T Leavy	Not applicable		
	Staffing Structures in Children Families and Adults Directorate (People and Communities)	W Ogle-Welbourn	Not applicable		

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Legal Costs	W Ogle-Welbourn/ Quentin Baker	Not applicable		
	Service Committee Review of Draft Revenue Business Planning Proposals for 2018-19 to 2022-2023	Hazel Belchamber	Not applicable		
	Finance and Performance Report	C Malyon/ M Wade	Not applicable		
	Agenda Plan, Appointments and Training Plan	Democratic Services	Not applicable		
<b>10/10/17</b>	Minutes and Action Log	Democratic Services	Not applicable	27/09/17	29/09/17
	Children's Centres: Outcome of Public Consultation	T Leavy/ H Freeman	2017/031		
	School Place Planning over the next Five Years in Cambridge City	K Grimwade/ R Lewis	Not applicable		
	Free School Proposals	H Belchamber	Not applicable		
	Revised Place Planning Strategy St Neots	C Buckingham	2017/045		
	Education Self-Assessment	K Grimwade	Not applicable		
	Service Committee Review of Draft Revenue Business Planning Proposals for 2018-19 to 2022-2023	W Patten	Not applicable		
	Finance and Performance Report	C Malyon/ M Wade	Not applicable		
	Agenda Plan, Appointments and Training Plan	Democratic Services	Not applicable		
<b>14/11/17</b>	Minutes and Action Log	Democratic Services	Not applicable	01/11/17	03/11/17
	Kennett Garden Village – Relocation and Expansion of a Primary Academy	C Buckingham	2017/046		

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Free School Proposals	H Belchamber	Not applicable		
	Establishment of a new area special school at Alconbury Weald	C Buckingham	Not applicable		
	Placement Sufficiency and No Wrong Door	T Leavy/ F MacKirdy	tbc		
	Childcare Sufficiency	K Grimwade	Not applicable		
	People and Communities Directorate Staffing Structure	W Ogle-Welbourn	Not applicable		
	Recruitment and Retention	J Maulder/ T Leavy	Not applicable		
	Schools Funding Update	M Wade	Not applicable		
	Service Committee Second Review of Draft 2018-19 Capital Programme and Capital Prioritisation	W Patten/ M Teasdale	Not applicable		
	Finance and Performance Report	C Malyon/ M Wade	Not applicable		
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable		
<b>05/12/17</b>	Minutes and Action Log	Democratic Services	Not applicable	22/11/17	24/11/17
	Free School Proposals	H Belchamber	Not applicable		
	Annual Corporate Parenting report	T Leavy/ F Mackirdy	Not applicable		

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Estimating Demand for Education Provision arising from New Housing Developments (revision of methodology) (previously titled Revisions to Multipliers)	C Buckingham	2017/047		
	Apprenticeships Take Up and Outcome	K Grimwade	Not applicable		
	CUSPE Report	K Grimwade	Not applicable		
	Business Planning	W Patten	Not applicable		
	Service Committee Final Review of Draft Revenue and Capital Business Planning Proposals for 2018-19 to 2022-2023	W Patten	Not applicable		
	Finance and Performance Report	C Malyon/ M Wade	Not applicable		
	Agenda Plan, Appointments and Training Plan	Democratic Services	Not applicable		
<b>09/01/18</b>	Minutes and Action Log	Democratic Services	Not applicable	22/12/17	28/12/17
	Free School Proposals	H Belchamber	Not applicable		
	Future Capacity of Cambridge City Primary Schools	H Belchamber/ R Pinion	2018/004		
	Attendance ( including alternative provision and exclusions)	K Grimwade	Not applicable		
	Children Change Programme update on achievements: <ul style="list-style-type: none"> <li>• Children Centres</li> <li>• No Wrong Door</li> <li>• Multi Agency Safeguarding Hub (MASH)</li> </ul>	L Williams	Not applicable		



<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Schools Funding Formula Approval	M Wade	Not applicable		
	Finance and Performance Report	C Malyon/ M Wade	Not applicable		
	Agenda Plan, Appointments and Training Plan	Democratic Services	Not applicable		
<i>[13/02/18] Provisional Meeting</i>					
<b>13/03/18</b>	Minutes and Action Log	Democratic Services	Not applicable	28/02/18	02/03/18
	Free School Proposals	H Belchamber	Not applicable		
	Key Stage 4, Post 16 and Virtual School Results	K Grimwade	Not applicable		
	Education Strategy and Plan	K Grimwade	Not applicable		
	Annual Youth Offending Service (YOS) Report	S Ferguson/ T Watt	Not applicable		
	Update on Domestic Abuse and Sexual Violence work in Children and Education services	S Ferguson	Not applicable		
	Finance and Performance Report	C Malyon/ M Wade	Not applicable		
	Agenda Plan, Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable		
<i>[10/04/18] Provisional Meeting</i>					
<b>22/05/18</b>	Notification of the Appointment of the Chairman/ Chairwoman and Vice Chairman/ Chairwoman	Democratic Services	Not applicable	09/11/18	11/05/18

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Minutes and Action Log	Democratic Services	Not applicable		
	Free School Proposals	H Belchamber	Not applicable		
	Finance and Performance Report	C Malyon/ M Wade	Not applicable		
	Agenda Plan, Appointments and Training Plan	Democratic Services	Not applicable		

**Notice made under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in compliance with Regulation 5(7)**

1. At least 28 clear days before a private meeting of a decision-making body, public notice should be given which must include a statement of reasons for the meeting to be held in private.
2. At least 5 clear days before a private meeting of a decision-making body, further public notice must be given which must include a statement of reasons for the meeting to be held in private, details of any representations received by the decision-making body about why the meeting should be open to the public and a statement of the Council's response to such representations.

Forward plan reference	Intended date of decision	Matter in respect of which the decision is to be made	Decision maker	List of documents to be submitted to the decision maker	Reason for the meeting to be held in private

**Decisions to be made in private as a matter of urgency in compliance with Regulation 5(6)**

3. Where the date by which a meeting must be held makes compliance with the above requirements impracticable, the meeting may only be held in private where the decision-making body has obtained agreement from the Chairman of the Council.
4. Compliance with the requirements for the giving of public notice has been impracticable in relation to the business detailed below.
5. The Chairman of the Council has agreed that the Committee may hold a private meeting to consider the business referred to in paragraph 4 above because the meeting is urgent and cannot reasonably be deferred for the reasons stated below.

Date of Chairman's agreement	Matter in respect of which the decision is to be made	Reasons why meeting urgent and cannot reasonably be deferred

For further information, please contact Quentin Baker on 01223 727961 or [Quentin.Baker@cambridgeshire.gov.uk](mailto:Quentin.Baker@cambridgeshire.gov.uk)



**Children and Young People (CYP) Committee Training Plan 2017/18**

Below is an outline of dates and topics for potential training committee sessions and visits. At the Committee meeting on 12 June 2017 Members asked that training sessions start between 4.00-4.30pm where possible:

	<b>Subject</b>	<b>Desired Learning Outcome/ Success Measures</b>	<b>Priority</b>	<b>Date</b>	<b>Responsibility</b>	<b>Nature of Training</b>	<b>Audience</b>	<b>CYP Attendance by:</b>	<b>% of the Committee Attending</b>
1.	Committee Induction Training	<p>1. Provide an introduction to the work of the Children Families and Adults Directorate in relation to children and young people;</p> <p>2. Provide an overview of the committee system which operates in Cambridgeshire County Council;</p> <p>3. Look at the roles and responsibilities of committee members;</p> <p>4. Consider the Committee's training needs.</p>	High	12.06.17  Room 128	<i>Wendi Ogle-Welbourn/ Richenda Greenhill</i>	Presentation and discussion	CYP Members & Subs	Cllr S Bywater Cllr A Costello Cllr P Downes Cllr L Every Cllr A Hay Cllr S Hoy Cllr L Nethsingha Cllr J Wisson Cllr H Batchelor Cllr D Connor Cllr K Cuffley Cllr L Joseph Cllr C Richards Cllr T Sanderson Cllr J Gowing Cllr A Bradnam A Read	75%

2.	An overview of the revised Children's and Families directorate - Corporate Parenting Board			August (tbc)	<i>Theresa Leavy / Sarah-Jane Smedmor</i>		All CYP Members invited		
3.	Meeting with Voices Matter (Young People's Council)			August (tbc)	<i>Michelle Dean / Sarah-Jane Smedmor</i>		All CYP Members invited		
4.	Visit to the Multi-agency Safeguarding Hub (MASH)			August (tbc)	<i>Jenny Goodes</i>		All CYP Members invited		
5.	Place Planning 0-19; commissioning new schools, admissions and Transport			Sept (tbc)  Various locations	<i>Various</i>		All CYP Members invited		
6.	Special Educational Needs - strategy, role and operational delivery			October (tbc)	<i>Meredith Teasdale / Helen Phelan</i>		All CYP Members invited		
7.	Commissioning Services – what services are commissioned and how our			Nov (tbc)	<i>Meredith Teasdale</i>		All CYP Members invited		

	services are commissioned across CFA								
8.	Local Government Finance			21 Nov 2017 (time tbc)  KV Room	<i>Chris Malyon</i>		All Members invited		
9.	Understanding Educational Performance			Dec 2017 (tbc)	<i>Keith Grimwade</i>		All CYP Members invited		

Also to be included:

- Autumn 2017: Finance training by Martin Wade (Strategic Finance Manager, CFA):
  - Schools funding – Sept/ Oct





**CAMBRIDGESHIRE COUNTY COUNCIL  
CHILDREN AND YOUNG PEOPLE COMMITTEE  
APPOINTMENTS TO INTERNAL ADVISORY GROUPS AND PANELS**

Vacancies are highlighted in yellow.

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Accelerating the Achievement of Vulnerable Groups Steering Group</b>  The Group steers the development and implementation of the Accelerating Achievement Action Plan, which aims to rapidly improve the educational achievement of vulnerable groups.	6	1	Councillor A Costello (Con)	Keith Grimwade Director of Learning  01223 507165  <a href="mailto:Keith.Grimwade@cambridgeshire.gov.uk">Keith.Grimwade@cambridgeshire.gov.uk</a>
<b>Cambridgeshire Culture Steering Group</b>  The role of the group is to give direction to the implementation of Cambridgeshire Culture, agree the use of the Cambridgeshire Culture Fund, ensure the maintenance and development of the County Art Collection and oversee the loan scheme to school and the work of the three Cambridgeshire Culture Area Groups.	3	3	1. Councillor S Bywater (Con) 2. Councillor N Kavanagh (Lab) 3. Cllr L Joseph (Con)	Keith Grimwade Director of Learning  01223 507165  <a href="mailto:Keith.Grimwade@cambridgeshire.gov.uk">Keith.Grimwade@cambridgeshire.gov.uk</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Cambridgeshire Schools Forum</b>  The Cambridgeshire Schools Forum exists to facilitate the involvement of schools and settings in the distribution of relevant funding within the local authority area	6	3	1. Councillor S Bywater (Con) 2. Councillor P Downes (LD) 3. Councillor J Whitehead (Lab)	Richenda Greenhill Democratic Services Officer  01223 699171  <a href="mailto:Richenda.greenhill@cambridgeshire.gov.uk">Richenda.greenhill@cambridgeshire.gov.uk</a>
<b>Corporate Parenting Partnership Board</b>  The Corporate Parenting Partnership Board looks after the interests of all children and young people who are looked after. As corporate parents, the Council will strive to ensure we provide our Looked After children with safe and supportive care which promotes their talents, skills and potential and encourages them to be the best that they can be.	4	6	1. Councillor A Costello (Con) 2. Councillor L Every (Con) 3. Councillor A Hay (Con) 4. Councillor P Topping (Con) 5. Councillor J Whitehead (Lab) 6. Vacancy	Theresa Leavy Interim Service Director: Children's Social Care  01223 727989  <a href="mailto:theresa.leavy@cambridgeshire.gov.uk">theresa.leavy@cambridgeshire.gov.uk</a>
<b>Educational Achievement Board</b>  For Members and senior officers to hold CFA/ People and Communities to account to ensure the best educational outcomes for all children in Cambridgeshire. Elected Member representation previously consisted of the Chair and Vice-Chair of CYP and CYP Spokes.	3	5	1. Councillor S Bywater (Con) (Chairman) 2. Cllr S Hoy (Con) 3. Cllr J Whitehead (Lab) 4. Cllr S Taylor (Ind)	Keith Grimwade Director of Learning  01223 507165  <a href="mailto:Keith.Grimwade@cambridgeshire.gov.uk">Keith.Grimwade@cambridgeshire.gov.uk</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Fostering Panel</b>  Recommends approval and review of foster carers and long term / permanent matches between specific children, looked after children and foster carers. It is no longer a statutory requirement to have an elected member on the Panel.	2 all-day panel meetings a month	1	1. Councillor S King (Con) 2. Cllr P Topping (Con)	Fiona MacKirdy Interim Head of Service Looked After children  01223 715576  <a href="mailto:fiona.mackirdy@cambridgeshire.gov.uk">fiona.mackirdy@cambridgeshire.gov.uk</a>
<b>New Street Ragged School Trust</b>  Management of the Cambridge Learning Bus, which provided enhanced curriculum support to Cambridge City nursery and primary schools. It travels to the schools where the Learning Bus teacher and teaching assistant deliver workshops.	2	2	1. Councillor L Nethsingha (LD) 2. Councillor J Whitehead (Lab)	Keith Grimwade Director of Learning  01223 507165  <a href="mailto:Keith.Grimwade@cambridgeshire.gov.uk">Keith.Grimwade@cambridgeshire.gov.uk</a>
<b>Standing Advisory Council for Religious Education (SACRE)</b>  To advise on matters relating to collective worship in community schools and on religious education.	As required	3	1. Councillor C Richards (Lab) 2. Councillor J Wisson (Con) 3. <b>Vacancy</b>	Kerri McCourty Business Support Team  <a href="mailto:kerri.mccourly@cambridgeshire.gov.uk">kerri.mccourly@cambridgeshire.gov.uk</a>

NAME OF BODY	MEETINGS PER ANNUUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Virtual School Management Board</b>  The Virtual School Management Board will act as “governing body” to the Head of Virtual School, which will allow the Member representative to link directly to the Corporate Parenting Partnership Board.	Termly	1	Councillor A Costello (Con)	Keith Grimwade Director of Learning  01223 507165  <a href="mailto:Keith.Grimwade@cambridgeshire.gov.uk">Keith.Grimwade@cambridgeshire.gov.uk</a>  Edwina Erskine Business Support Officer – Administration Services Team Cambridgeshire’s Virtual School for Looked After Children (ESLAC Team)  01223 699883  <a href="mailto:edwina.erskine@cambridgeshire.gov.uk">edwina.erskine@cambridgeshire.gov.uk</a>

# CAMBRIDGESHIRE COUNTY COUNCIL

## CHILDREN AND YOUNG PEOPLE COMMITTEE

### APPOINTMENTS TO PARTNERSHIP LIAISON AND ADVISORY GROUPS

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Cambridgeshire Music Hub</b>  A partnership of school music providers, led by the County Council, to deliver the government's National Plan for School Music.	3	2	1. Councillor L Every 2. Councillor S Taylor	Keith Grimwade Director of Learning  01223 507165 <a href="mailto:Keith.Grimwade@cambridgeshire.gov.uk">Keith.Grimwade@cambridgeshire.gov.uk</a>
<b>Cambridgeshire School Improvement Board</b>  To improve educational outcomes in all schools by ensuring that all part of the school improvement system work together.	6	2	1. Councillor S Bywater (Con) 2. Councillor C Richards (Lab)	Keith Grimwade Director of Learning  01223 507165 <a href="mailto:Keith.Grimwade@cambridgeshire.gov.uk">Keith.Grimwade@cambridgeshire.gov.uk</a>
<b>Children's Health Joint Commissioning Board</b>  Health and Local Authority Commissioners work together to improve the quality of provision of services delivered to children and families and comment on the performance of health contracts which affect children and young people in Cambridgeshire.	6	2	1. Councillor S Bywater (Con) 2. Councillor L Nethsingha (LD)  <i>(subject to confirmation that the Board is continuing)</i>	Meredith Teasdale Service Director: Strategy and Commissioning  01223 714568 <a href="mailto:Meredith.teasdale@cambridgeshire.gov.uk">Meredith.teasdale@cambridgeshire.gov.uk</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>College of West Anglia Governing Body</b>  One of up to sixteen members who appear to the Corporation to have the necessary skills to ensure that the Corporation carries out its functions under article 3 of the Articles of Government.	5	1	<b>1 vacancy*</b>  * The appointment is subject to the nominee completing the College's own selection process.	Rochelle Woodcock Clerk to the Corporation College of West Anglia  01553 815288. Ext 2288 <a href="mailto:Rochelle.Woodcock@cwa.ac.uk">Rochelle.Woodcock@cwa.ac.uk</a>
<b>F40 Group</b>  F40 ( <a href="http://www.f40.org.uk">http://www.f40.org.uk</a> ) represents a group of the poorest funded education authorities in England where government-set cash allocations for primary and secondary pupils are the lowest in the country.	tbc	1 +substitute	Councillor P Downes (LD).  Substitute: Cllr S Hoy (Con)	Meredith Teasdale Service Director: Strategy and Commissioning  01223 714568  <a href="mailto:Meredith.teasdale@cambridgeshire.gov.uk">Meredith.teasdale@cambridgeshire.gov.uk</a>
<b>Huntingdonshire Area Partnership</b>  Meetings are chaired by Daniel Beckett, (daniel.beckett@godmanchesterbaptist.org) also attends them.  Cambridgeshire County Council's Children and Young People's Area Partnerships' Manager is Gill Hanby ( <a href="mailto:gill.hanby@cambridgeshire.gov.uk">gill.hanby@cambridgeshire.gov.uk</a> ).	3-4	1	Councillor A Costello (Con)	Dawn Shepherd Business Support Officer St Ives Locality/Hunts SEND SS/ PA for Sarah Tabbitt Unit 7 The Meadow, Meadow Lane St Ives PE27 4LG <a href="mailto:dawn.shepherd@cambridgeshire.gov.uk">dawn.shepherd@cambridgeshire.gov.uk</a> 01480 699173

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Joint Consultative Committee (Teachers)</b>  The Joint Committee provides an opportunity for trade unions to discuss matters of mutual interest in relation to educational policy for Cambridgeshire with elected members.	2	6	1. Vacancy 2. Vacancy 3. Vacancy 4. Vacancy 5. Vacancy 6. Vacancy  <i>(appointments postponed pending submission of proposals on future arrangements)</i>	Keith Grimwade Director of Learning  01223 507165 <a href="mailto:Keith.Grimwade@cambridgeshire.gov.uk">Keith.Grimwade@cambridgeshire.gov.uk</a>
<b>Local Safeguarding Children's Board</b>  LSCBs have been established by the government to ensure that organisations work together to safeguard children and promote their welfare. In Cambridgeshire this includes Social Care Services, Education, Health, the Police, Probation, Sports and Leisure Services, the Voluntary Sector, Youth Offending Team and Early Years Services.	tbc	1	Councillor S Bywater (Con)	Andy Jarvis, LSCB Business Manager  07827 084135 <a href="mailto:andy.jarvis@cambridgeshire.gov.uk">andy.jarvis@cambridgeshire.gov.uk</a>

