

AUDIT AND ACCOUNTS COMMITTEE



Date: Monday, 30 July 2018

Democratic and Members' Services

Fiona McMillan

Deputy Monitoring Officer

14:00hr

Shire Hall

Castle Hill

Cambridge

CB3 0AP

Room 128

Shire Hall, Castle Hill, Cambridge, CB3 0AP

AGENDA

Open to Public and Press

1. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/ccc-conduct-code>
2. **Petitions and Public Questions**
3. **Audit and Accounts Committee Minutes 29th May 2018** **5 - 20**
4. **Audit and Accounts Committee Minutes 12th June 2018** **21 - 30**
5. **Minutes Action Log**
to follow
6. **Safer Recruitment in Schools Update** **31 - 34**
7. **Transformation Fund Monitoring Report Quarter 4 2017-18** **35 - 44**

8.	Annual Risk Management Report	45 - 72
9.	Integrated Resources and Performance Report for the period ending 31st May 2018	73 - 120
10.	Internal Audit Progress Report	121 - 146

ACCOUNTS REPORTS

11.	ISA 260 External Audit Completion Report To follow	
12.	ISA 260 Audit Completion Report - Pension Fund Audit To follow	
13.	Statement of Accounts 2017-18 to follow	
14.	Forward Agenda Plan	147 - 152
15.	Date of Next Meeting - Thursday 20th September Note change of day.	

The Audit and Accounts Committee comprises the following members:

Councillor Mike Shellens (Chairman) Councillor Terence Rogers (Vice-Chairman)

Councillor Peter Hudson Councillor Noel Kavanagh Councillor Mac McGuire Councillor David Wells and Councillor John Williams

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

Clerk Name: Rob Sanderson

Clerk Telephone: 01223 699181

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

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AUDIT AND ACCOUNTS COMMITTEE: MINUTES

Date: 29th May 2018

Time: 2.00 – 4.05 p.m.

Place: KV Room, Shire Hall, Cambridge

Present: Councillors: J French (substitute for Councillor Wells), P Hudson, M McGuire, M Shellens, (Chairman) T Rogers (Vice Chairman), and J Whitehead (substitute for Councillor Kavanagh)

Apologies: N Kavanagh, D Wells and J Williams

Note: In a change to the Committee membership Councillor Kavanagh has replaced Councillor Crawford on the Committee with Councillor Crawford now one of the named Labour Group substitutes.

Action

81. APPOINTMENT OF CHAIRMAN AND VICE CHAIRMAN 2018-19

Councillor Hudson nominated and Councillor Rogers seconded that Councillor Shellens should be re-appointed as the Chairman of the Committee. There being no further nominations,

it was resolved unanimously:

To appoint Councillor Shellens as the Chairman of the Audit and Accounts Committee for the Municipal Year 2018-19.

Councillor Shellens nominated and Councillor Hudson seconded that Councillor Rogers be appointed as the Vice-Chairman of the Committee.

There being no further nominations,

it was resolved unanimously:

To appoint Councillor Rogers as the Vice Chairman of the Audit and Accounts Committee for the Municipal Year 2018/19.

82. DECLARATIONS OF INTEREST - none

83. MINUTES OF THE MEETING HELD ON 27th MARCH 2018

The minutes of the meeting held on 27TH March 2018 were confirmed as a correct record and were signed by the Chairman.

84. MINUTES ACTION LOG

Matters raised / clarifications requested from referencing the Minutes and Minute Action Log included;

**a) Minute 72 Demography And Demand Planning
Presentation Budgeting For Looked After Children**

Regarding the action for a report summarising the proposals scheduled for the Children and Young People's (CYP) Committee in May, the full report had been circulated to the Committee on 22nd May. As the CYP meeting had only been the previous week and the Minutes not yet drafted / cleared, a short report would be circulated to the Committee following approval of the CYP minutes. **Action**

**R Sanderson to
Liaise with Lou
Williams**

**b) Minute 74 BDO Pension Fund Planning Report for the
year ending March 2018 (Page 13 on the agenda)**

It was confirmed that the second audit did take place on 4th June.

c) Minute 75 – Closedown Progress Report (page 15)

It was confirmed that that there would be a business rates section in the Accounts.

d) Minute 77 Draft Internal Audit Progress Report (page 17)

- i) Ely Bypass Overspend** It was confirmed that the overspend associated with the Ely Bypass Project would be incorporated in the scope of the capital contracts reviews to be undertaken by Internal Audit. In reply to a further question, it was clarified that any report back from Internal Audit was unlikely to be until the late Autumn.

ii) LGSS Business Partnership Arrangements

In response to a question on whether the target end date of end of May would be met it was orally reported that there had been a short period of delay but that it was expected to be issued in June.

- e) 6a) Minute Action Log** - It was confirmed that the Chairman would wish to receive an Internal Audit hosted seminar slot on providing a case study of anon-contentions project even if other Committee members did not wish to attend. **Action: officers to look at a date in the autumn.**

**R Sanderson/ M
Kelly**

**85. CHILDREN'S SOCIAL CARE CASE LOADS QUARTELY
UPDATE**

Concerns were previously raised by the Committee regarding high caseloads. The report provided a quarterly update to the Committee on children's social care case-loads to enable the Committee to monitor the potential risk involved.

The key issue reported was that following the Children's Change Programme, units and teams had now located into the new districts which had caused some short term movement of cases with some units over the anticipated caseload. During the previous quarter most of the districts had remained at a consistent high case load level, however, these had reduced in City and South Cambridgeshire to still high, but more manageable levels. The graph report highlighted some disparity when comparing total caseloads against each of the districts with Fenland, Ely and Hunts units having fewer cases compared to those in Cambridge City and South Cambridgeshire. It was highlighted that there were still considerable recruitment issues in the south west of the County (City and South Cambridgeshire) with 22 vacancies out of 64 posts which it was highlighted was a national issue. Cambridgeshire colleagues were working with their counterparts in Peterborough to try to address the issue as detailed in section 3 'Future Plans' section of the report. The proposals set out in section 3.1 had been agreed by CYP Committee the previous week. This would see the social workers model going back to specialisms within a team as general social workers posts was seen as being less attractive.

The Chairman requested that he meet with officers outside of the meeting to discuss age structures. **Action:**

**Sarah-Jane
Smedmor**

Clarifications were requested:

- In respect of the statement Paragraph 2.4 reading "... It is of note that children identified as being in need of social work services by the Integrated Front Door to Cambridge City and South Cambridgeshire had been higher than other Districts" and a question on whether this was absolute numbers or rate of population, the reply was that it was rate of 100,000 population.
- The Chairman asked why the County had more 'Looked After Children' (LAC) than other authorities the reply was this was as a result of not progressing plans as quickly as some other authorities. With the new proposals having been agreed by CYP committee there was an expectation that the next report would be able to show an improved position.

Having commented:

It was resolved:

- a) To note the report.
- b) To note the continued monitoring of caseloads for the Children's Social Work Units by Children and Families Leadership Team.
- c) The next Update Report to come to the September Committee

86. REGISTRATION OF LAND PURCHASED FOR HIGHWAY PURPOSES

This report updated the Committee on the Highways Assets project to register with her Majesty's Land Registry (HMLR) around 6,000 parcels of land purchased for highways schemes.

The Asset Information Searches team had also identified highway land parcels which were not currently being used for highway purposes and which might have alternative uses. As they were commercially sensitive their details had been provided in a separate, confidential background document to Members of the Committee but did not form part of the Committee papers. Consideration of such land identified fell within the remit of the Commercial and Investment Committee.

It was highlighted that:

- site valuations could not be undertaken until a strategic decision was made by the Highways Service to dispose of land. Identification of such sites had so far been restricted to the South Cambridgeshire area, although investigation of the Cambridge City Council and Fenland areas had recently commenced.
- Scanning and certification of the land deeds was completed during January 2018. Since that time, officers have been submitting deeds to HMLR for registration. At the time of writing the report HMLR's progress with registration has been limited due to the sporadic availability of staff resource. However, County Council officers had submitted over 490 deeds for registration and over 100 had been registered to date. It has been agreed with HMLR that priority sites would be identified by County Council officers and submitted for registration ahead of smaller sites and to expedite registration where there was a need to secure the Council's interest in the land. For sites where there was a requirement to extinguish the highway right, a stopping up order would be required through the Magistrates court. This could cost the

authority up to £5k per application, which in some cases was likely to exceed the value of the land for sale.

- The proposal to attempt to generate consultancy income as a result of being the first authority to undertake a full electronic registration of a series of parcels of land had to date garnered little interest.

Key issues highlighted in the report and presentation included:

- With reference to page 39 and identification of sites for disposal by district, a query was raised on whether the areas being progressed was due to some of the districts not responding to requests to supply planning constraint data. In reply it was clarified that all districts had been asked to provide their most up to date information regarding planning constraints, but currently Huntingdonshire District Council and East Cambridgeshire District Council had yet to respond, although for the latter, there was due to be an officer discussion meeting later in the week. A supplementary question asked what timescale for a response had been given, for which the response was that the request had not been issued in terms of an urgency request. It was suggested that target dates should be given as a useful reference for follow up requests. The Committee also offered assistance to the officers if they required Member intervention.
- One Member suggested that if land was identified that was no longer required for highways purposes it might be useful depending on their size, to offer them on a first refusal basis to the appropriate district council, as for instance, the City Council were always seeking land for housing. Councillor Shellens suggested that the Member who made the suggestion put the detail of the proposal in writing and then the Chairman / Democratic Services could bring it to the attention of Commercial and Investment committee. **Action**
- **Councillor French requested that officers' make available to her when it became available the list of land in Fenland identified as no longer required for highways purposes.** **Action** It was explained that this would be sometime in the future as Cambridge City was the next on the list to be progressed.

Cllr Whitehead

**Daniel
Ashman**

It was resolved:

To note the progress to date with land registration and identification of land for potential sale or redeployment.

**87. TRANSFORMATION FUND MONITORING REPORT QUARTER 3
2017-18**

This report outlined progress in delivery of the projects for which transformation funding had been approved at the end of the third quarter of the Financial year. The time lag for the report coming forward was that it was required to go to General Purposes Committee first. In the introduction amongst the points highlighted as updates were the following:

- The Dedicated Reassessment Team - Learning Disabilities had moved to an amber rating on the RAG (Red, Amber, Green) rating system for the reasons detailed in the report.
- Paragraph 4.2 Adult Transformation Programme jointly being undertaken with Peterborough City Council (page 52) included 12 opportunities for good savings and had been approved by the Adults Committee the previous week and would go forward to General Purposes Committee in September.
- Paragraph 4.4 External Funding / Cambridgeshire Lottery (page 53) – the licence from the Gambling Association was going through for implementation in October.

Questions and issues raised / explained included:

- The Chairman suggested the savings figures for the third quarter were disappointing and asked when the next report was due to be presented to enable comparison. In response it was due to come forward to the July Committee meeting.
Action add to Work Programme
- **The Chairman asked for details of the target figure for the category ‘Using Assistive Technology to help those with Learning Disabilities live and be more independent⁴ without the need for 24 hour or overnight care’ (page 48) Action:** The officer undertook to find out this figure and provide it to the Chairman outside of the meeting through Democratic Services.
- On a query regarding **‘Children’s Social Care Support for Young People with Complex Needs’** – the recruitment of a Service Manager to support the Fostering Manager was expected to speed up accommodation requirements / family placements.
- **Page 53 last paragraph under the section Neighbourhood Cares** - The Chairman suggested that the paragraph statement commencing with the text “A further

**Rob
Sanderson**

Julia Turner

upcoming development is work with Purple.....” etc.
was not very informative and required greater explanation.

Action: The officer undertook to provide a fuller explanatory note to the Chairman outside of the meeting through Democratic Services.

Julia Turner

- There was a request for more information in a future report regarding the Cambridgeshire Lottery in terms of:
 - how much money it was being estimated it would raise,
 - the number of people who were expected to participate,
 - the prize money that was to be offered,
 - how much County Council money was at risk.
 - How long was the Council committed to the Lottery.

The Member who raised the majority of the questions highlighted that the National Lottery was a cautionary tale as its revenue streams and public participation had visibly decreased in recent years. In response to the last two queries it was explained that there was no money at risk for the Council after the set up costs, as all the risk was with the operator and the Council could withdraw from the scheme after a year if it was not successful. **Action on other information points above still required**

Julia Turner

- Asking whether the report had gone to General Purposes Committee in March. This was confirmed. **Action: The Vice Chairman suggested that the next update report should include the relevant minutes from the General Purposes Committee as an appendix.**
- On a query on estimates of savings it was suggested that some were showing a poor return. In response it was explained that the estimate figure for the projects was for the end of the scheme rather than the financial year. As a further response it was suggested that the end of the project should be made clear and the projected income for each year as in one case it was showing an investment was £50k with an estimated saving of £70k.

Julia Turner

Having commented on the report and the impact of transformation fund investment across the County

It was resolved:

To note the report and receive the next update report at the July Committee meeting.

88. INTERNAL AUDIT ANNUAL REPORT 2017-18

The Public Sector Internal Audit Standards require that the Chief Internal Auditor presents an annual Internal Audit report to the Audit and Accounts Committee for its consideration and for it to be made aware of the Chief Internal Auditor's opinion on the Internal Control Framework within Cambridgeshire County Council. The Report forms part of the evidence that supports the Authority's Annual Governance Statement 2017-18.

The Chairman indicated that he had some minor changes to the presentation text that he would share with the officers outside of the meeting. **Action**

**Cllr Shellens
/ Neil Hunter**

The officer in his presentation highlighted particular points as detailed in the report including;

- That on the basis of the audit work undertaken during the 2017/18 financial year, an opinion of good assurance had been awarded. The internal control environment (including the key financial systems, risk and governance) was well established and operating effectively in practice and there were no outstanding significant issues arising from the work undertaken by Internal Audit. The level of assurance therefore remained at a similar level to 2016/17.
- The overview and key findings highlighted that as a result of the audit reviews undertaken in 2017-18 no areas had been identified where it was considered that, if the risks highlighted materialised, it would have a major impact on the organisation as a whole. In each instance where it had been identified that the control environment was not strong enough, or was not complied with sufficiently to prevent risks to the organisation, Internal Audit had issued recommendations to further improve the system of control and compliance. Where the recommendations were considered to have significant impact on the system of internal control, the implementation of actions was followed-up by Internal Audit and reported to Audit and Accounts Committee on a quarterly basis. An overview of the implementation of actions in 2017-18 was summarised in Table 1 of the report.
- Table 2 Key financial systems audits 2017-18 – some of the assurance ratings listed were still draft but were not expected to change from the compliance rating as shown for 2016-17 with the detailed explanation provided in the

subsequent paragraphs. The summary of the risk based audits were set out in Appendix A to the report. (referred in error to as Appendix 1 in the cover report) Attention was drawn to a typo against the Debt Recovery compliance Assurance entry which should classed as 'good' and needed updating as did the systems assurance which should be rated 'satisfactory'. The final document would be refreshed to include these changes.

Issues raised included:

- On paragraph 4.2.5 in response to question from the Chairman on when debt performance targets could be expected to improve, the response was within the first three months of the year. **The Chairman asked that Internal Audit should follow up on this commitment.**
- Confirmation with respect to section 4.5 'Procurement and Contract Reviews' that reports would be coming back to the September Committee meeting as part of the Internal Audit Update Report.
- With regard to Table 3 investigations 2017-18 and the referral under the heading 'Conflicts of Interest Investigations' there was a request for more information on whom they involved. In reply it was explained that they related to investigations to staff working for a company and the Council. This had resulted in one match but had not been an issue when further looked into. The expectation was that there would not be an issue with the others still being reviewed.

M Kelly.

Having considered the report

It was resolved:

To approve the Annual Internal Audit Report.

89. DRAFT ANNUAL GOVERNANCE STATEMENT 2017-18

This report presented the Annual Governance Statement (AGS) for 2017-18 for consideration by the Committee prior to sign off by the Chief Executive and the Chairman of General Purposes Committee

In discussion the following issue were raised / points made:

- **Page 87 under iv headed 'The Audit and Accounts Committee'** the Vice-Chairman suggested that the use of the words 'effective assurance' in the line reading "The Audit and Accounts Committee provides independent effective

assurance of the adequacy of the Council's governance environment" was subjective.

- **Page 88 under vii Internal Audit second paragraph** reading "The Chief Internal Auditor provided his annual report to the Audit (*and Accounts*) Committee on 12th June 2018. The report outlined the key findings of the audit work undertaken during 2017-18 including areas of significant weakness in the internal control environment" In discussion on this as there had not been any significant weaknesses identified, the word 'significant' in the last line to be deleted.
- The Chairman asked if there was a need for a Governance Issues list to be included. These were known but none were of significance to require to be included in the current document.
- It was suggested that that in future, changes to the AGS from the previous year should be highlighted in the draft document (as most of the AGS remains the same year on year) in order to make it easier for Committee to identify the key elements that had changed. **Action: Officers agreed this would be a useful addition and undertook to make this change in future years,**

Mairead Kelly

Having considered the report,

It was resolved to agree:

That the Annual Governance Statement (AGS) at Appendix A of the report was consistent with the Committee's own perspective on internal control within the Council and the definition of significant governance and control issues given in paragraph 3.2 of the report.

90. AUDIT AND ACCOUNTS - ANNUAL REVIEW OF THE TERMS OF REFERENCE

This report presented the terms of reference for the Committee to review. As there had been an extensive review in July 2017 the Chief Internal Auditor was not suggesting any changes.

In discussion one Member suggested that the word 'governance' used under 'Section 2 Summary of Functions' bullet 4 could be interpreted as very wide ranging and a catch all word.

It was resolved:

To approve the current terms of reference as set out in annex A to the report.

91. WHISTLE BLOWING POLICY ANNUAL REPORT

The Committee was reminded that Cambridgeshire County Council's Whistleblowing Policy was revised and updated in 2017 to include greater detail on the issue of harassment following whistleblowing, setting out arrangements for monitoring the Policy, and ensuring officer contact information was up to date. This report had been produced as part of the Whistleblowing Policy in order to help identify any patterns of concern and assess the effectiveness of the Policy.

Section 2 of the report provided details of the publicity undertaken to increase staff awareness of the Policy. The Staff Survey conducted in May 2018 indicated that 80% of staff indicated that they were aware of the Whistleblowing Policy, and 80% of staff confirmed that they would feel confident in raising a serious concern either with their line manager, another senior member of staff, or via the Whistleblowing Policy. Only two members of staff indicated that they had considered using the whistleblowing process in the last 12 months with the detail of why they had not progressed the action set out in paragraph 3.4 of the report.

In line with the new Policy, Internal Audit had asked the key whistleblowing contacts to report on any cases raised under the whistleblowing process in the last 12 months. No cases were identified. It was explained that a good workplace culture should enable staff to raise concerns through their own line management structure, and therefore the lack of any whistleblowing cases was not necessarily a cause for concern.

Issues raised included:

- The Chairman highlighted that on Page 103 Quentin Baker's name needed to be removed as he was no longer with the Council. **He indicated that he had some drafting issues that he would share with the lead officers after the meeting. Action**
- The Chairman asked how the authority compared with other authorities in respect of whistleblowing numbers, bearing in mind that none had been reported for the current year and what was being undertaken to ensure every opportunity was afforded to those people who might wish to use the Policy. In response it was explained that the major website launch had only taken place in January and therefore the major way of publicising and making staff aware of the new policy was still relatively recent. Taking this on board it **was requested that a further report should come back to the September Committee with update details of the number complaints**

**M Kelly /
Chairman**

M Kelly

received under the Policy to help Members consider further, the effectiveness of the current publicity measures.

- Another Member believed there required to be text inserted into the policy / or publicity to make a potential whistleblower aware that the person complained against should be provided with details of the complaint, in order to have the opportunity to defend themselves. In reply it was suggested that many cases of personal issues against individuals would be taken under the Council's separate grievance procedures. Those that were appropriate to progress under the Whistleblowing Policy were listed in paragraph 2.4 of the Policy. Further to this, Councillor Whitehead who had raised the query, suggested that some of those listed in the said paragraph were against the individual and suggested many people would not be clear if it was a complaint to be taken under the grievance procedure or under the Whistleblowing Policy and highlighted that the text in bullet one was significantly different from the other bullet examples. The officer responded that the Policy stated that when a person was unsure, they should in the first instance get in touch with the identified contact officers to help establish whether their complaint was appropriate to be considered under the Policy. **Action: It was agreed that the officers and the Councillor should arrange a further meeting to establish any changes required to the text of 2.4 and seek to resolve any other concerns the Member had with the currently worded policy.**
- It was clarified in respect of a question asked that schools had their own separate, whistleblowing policy.

M Kelly to contact Cllr Whitehead and arrange meeting

It was resolved:

That a further report should be submitted to the September Committee meeting with any suggestions for changes to the Policy along with details of any referrals submitted under the Policy.

92. INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE YEAR ENDING 31st MARCH 2018

This report summarised the overall financial position for the 2017/18 financial year with the key movements in operational expenditure highlighted below:

- The overall revenue budget position was a pressure of +£4.0m (+1.1%) at year end. This was a movement of - £0.4m on the forecast reported as at the end of February with

the majority of services reporting small favourable movements on their February forecasts with the exception of People & Communities (P&C) and CS Financing.

- The Capital Programme was reporting an underspend of - £2.0m compared to the position originally anticipated when the capital programme variations budget was set. Incorporating the in-year underspend of -£83.3m on Housing schemes, this gave an overall underspend position of - £85.2m. This included full utilisation of the £27.5m capital programme variations budget with the detail set out in section 12 of the report.

It was indicated that all the recommendations on the front page of the report for General Purposes Committee had been agreed by that Committee in the morning.

Issues raised / comments made on the report included:

- **Page 121 Table number of service users supported by key care budgets** – the Chairman expressed disappointment that the table did not provide base figures. **In response officers undertook to include start of year bassline figures as standard in future reports and would provide details on trends outside of the meeting.** Additionally graphical information was contained in the underpinning People and Communities Finance and Performance Report.
- **The need to include a title to the pie chart Corporate Risk Register indicator information on page 120 for future reports and if practicable, increase the size of the text.**

T Barden

T Barden

The Vice Chairman queried whether forecast changes since the previous month were reported on a comprehensive service by service basis. In response it was explained that individual Committee budget reports provided this information and to add this to the report that was primarily for General Purposes Committee who looked at it from a budget overview and summary perspective would add substantially more pages on information that was accessible electronically from the links included in the report. It was clarified that what was being suggested by the Member was two lines, one that provided details of the brought forward figures and another titled “other” for the month. **Officers to consider further the future formatting of the report in the 2018-19 financial year.**

Tom Kelly

- Reference was made to the performance section which highlighted that street lighting had used more energy than had been anticipated, with a question asked on why this might have been. **Action: The Deputy Section 151 Officer undertook to find out more detail and circulate it outside of the meeting.**

Tom Kelly

- Paragraph 6.9 reference to 'ppts' the Chairman sought clarification that this was an abbreviation for percentage points and stated (as it was a public report) it should have been spelt out.
- Page 131 Paragraph 6.8 Suggested that the **text relating to the number of people or seriously injured on Cambridgeshire's roads being higher than the target, was unfortunate wording and officers should look to revising it in future reports.**
- Page 133-134 explanation requested regarding the text reading "The performance indicator for the visiting mandated check at 2-21/2 years is red but includes data from checks that are not wanted resulting in a high "did not attend rate". This related to checks where people had not attended or had not wanted to attend. As a further point the Chairman enquired on how many children might be at risk as a result of failed checks and at what point was intervention undertaken. In reply it was explained that if people did not attend this was followed up with a letter and phone call and referred on to the relevant partnership and to the police if there was a safeguarding concern. The Chairman enquired on the length of time for such an intervention. The Chairman of the Health Committee in response provided details of the 0-19 Visiting Service.
- Page 136 - attention was drawn to the second table 'Value of surplus revenue balance held by schools at 31st March' and the bottom line which indicated that one primary school still held a balance of plus £400k. Councillor Whitehead explained that such large surpluses being held by schools had been a concern for both Children and Young People's Committee and Schools Forum for a number of years. She made the point that schools who had converted to academies were not required to provide details of their reserve figures.
- Page 138 - Item 10.1 'Treasury Management Activity' - the Chairman asked for an explanation on why the interest receivable actual figure had resulted in a variation of around £800k less than had been estimated for in the budget. This

T Barden

was the result of interest rates having been lower than expected and was a misclassification. **The officers would look at the format of the table for future reports.**

Tom Kelly

- In respect of the debt management position, **there was a request that in respect of the debt management report scheduled for the Committee, the lead officer should attend to be able to answer questions of detail. Action**
- Page 146 Guided Busway a 1.2m underspend was reported for year-end, an increase of £0.5m on that previously reported in February. The Chairman queried why this had not been reported sooner. The officer in response accepted that this had been an area of weak reporting and should have been forecasted earlier in the year.
- Page 147 - Safe Road Fund – in response for an explanation of the text for the £0.4m underspend for year-end reading “as a result of no expenditure this financial year” this was the result of one scheme slipping (A1303) and being re-phased to the next year.
- Page 155 - Paragraph 15.3 - With reference to the text on the ‘revised strategy for Council Tax agreed for the medium term agreed’ the Chairman stated that in his view this paragraph should have been more explicit regarding what it entailed.
- Page 160 - The Chairman reiterated his view from previous meetings that the level reserves and provisions was insufficient for the potential challenges.

Tom Kelly to inform officer

The report was noted.

93. AUDIT AND ACCOUNTS FORWARD AGENDA PLAN

The agenda plan was noted with the changes agreed at the meeting:

30th July

Transformation fund Update Report
Annual Risk Assessment Report

September

Whistleblowing Update Report

- 94. DATE OF NEXT MEETING – SPECIAL MEETING 2.00 P.M. 12TH
JUNE 2018 TO CONSIDER THE DRAFT ACCOUNTS**

**Chairman
30th July 2018**

AUDIT AND ACCOUNTS COMMITTEE: MINUTES

Date: 12th June 2018

Time: 2.00 – 3.55 p.m.

Place: Room 128, Shire Hall, Cambridge

Present: Councillors: P Hudson, N Kavanagh, M Shellens, (Chairman)
T Rogers (Vice Chairman), and J Williams

Apologies: M McGuire and D Wells

Action

95. DECLARATIONS OF INTEREST

None received.

96. DRAFT STATEMENT OF ACCOUNTS 2017-18

This report presented the unaudited ‘Draft Statement of Accounts’ for the Committee to review and comment on ahead of its final review and approval and sign off at the Committee meeting on 30th July 2018.

Before the officer introduction to the report the Chairman paid tribute to the officers in achieving the early deadline for the production of the initial draft and also stated that the relatively few changes that he would be highlighting reflected the improvement in their presentation from that of previous years.

With the agreement of the meeting, the Chairman agreed to take the Pensions section of the accounts first (from pages 120).

The Chairman sought and received clarification that the accounts being reviewed were the entire Local Government Pension Fund accounts and not simply the figure for the County Council’s fraction of the total fund. He also sought and received confirmation that the Pension Fund was currently cash positive, meaning that the contributions of members were greater than the outgoing pension payments and that the latter did not rely on income made from the Pension Fund investments. A date of 2022/23 was referred to as the date when the Fund could become cash neutral and after that date to be in deficit. The Pension Officer considered this to be a conservative figure and this projection was not currently impacting on the Investment Strategy overseen by the Pensions Committee.

There was a discussion on the effect that Cambridgeshire joining the Access Pool would have on investments. It was explained that

at the moment investment managers were picked by the Pensions Committee but in the future the fund would go to the Asset Pool who contracted with investment managers on participating Funds' behalf. Economies of scale resulted in reduced fees. It was confirmed that this did not have an effect on a Fund's agreed Investment Policy and, when going to the Pool, the Fund would still be in control in terms of specifying the level of risk and return being sought.

With reference to management expenses being 13% and whether this represented value for money, it was explained that it was currently very comparable to the Chartered Institute of Public Finance and Accountancy (CIPFA) benchmark with the cost of administration of the Cambridgeshire Pension Fund being 19.5 pence per member compared to the CIPFA benchmark of 20.14 pence.

Issues raised included:

- Page 124 - on the number of employers with active members - the Chairman highlighted that the average number of employees had fallen which must represent a pressure on service delivery.
- The Chairman queried the most recent actuarial estimate that forecast a pay increase per year going forward of 2.7 % for salaries and what effect this over-estimate would have on the Fund. It was explained that every year the Actuary provided an update and this took account of whether the estimates provided for salaries had been accurate.
- Page 128 second from past paragraph – explanation of the date in the last line reading “No performance fee was payable for the period ended 30th June 2016” and whether the date was a typo. It was confirmed that it was not and was there to provide information on the 2016/17 for comparative.
- Page 132 – in the first table Item - Actuarial present value of promised retirement benefits – column titled “effect if actual results differ from assumptions” explanation sought on last lines reading “...and a one year increase in assumed life expectancy would approximately increase the liability by between £125m and £201m” on why the range shown rather than one figure. **The officer undertook to check the figure and provide an explanation outside of the meeting.**
- Page 135 - Taxes on Income - Seeking a response to why taxes on income was zero last year while a figure was included for the current year. It was explained that in some

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cases taxes had been levied on income from overseas investments and was accounted for as a Fund expense as it arises. It was stated that it was only a small figure relating to three items. Officers were currently verifying that the tax accounted for was correctly classified as irrevocable.

- Page 135 - 11A Investment Management Expenses - explanation sought of the £2m increase between years. The increase in management fees in 2017-18 reflected the increase in the performance of the assets under management in the year. In terms of a question on whether a drop in the value of the assets could lead to higher management fees it was explained the majority of fees were based on asset values and performance fees were only paid when performance exceeded the target value of return achieved on the investment. The Chairman suggested that investment managers could be seen to be receiving a double payment in fees when the assets values were going up if they also received a bonus if they were above target. The officers indicated that this was the case in good years but that fee arrangements with a performance element usually had a lower base fee than non-performance fee agreements.

- Same section: **There was a request for information to be provided outside of the meeting regarding the line under the heading 'Investment Management expenses' - other costs - which had shown an increase from £283k in 2016-17 to £1,102k in 2017-18. Action**

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- Note 14a) page 137 – A question was asked on which asset class in the table had achieved the greatest return. It was explained that the performance information was included in the annual report with equities performing best with a 1.5% greater return than mandated investment managers and private equities infrastructure performing better than expected.

There was a request that the following should be included in the final version of the Pension Fund Accounts:

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- Management expenses - A note to include a reference to comparison with the CIPFA benchmark.
- A link to the full pension report.
- Page 127 – taxation section – irrecoverable tax – suggest the figure is included in the section.
- Reference to Access Pool in balance sheet note.

- 13. Taxes on Income – page 135 – Note expanded explaining the difference between the two sets of figures.
- Make reference in the notes 14-17 starting on page 137 that the figures do not add up across the page in the table. (The layout being a CIPFA designated requirement).
- An income / expenditure one page summary to be provided at the beginning of the section.

The Chairman asked to see a draft in advance of the Accounts being published for the July Committee meeting.

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Main Accounts

As part of the introduction and for the record Jon Lee, Head of Integrated Finance thanked the Finance Team and in particular Martin Savage, Eleanor Tod and Michelle Parker present at the meeting for their tremendous efforts in the achievement of producing the draft Accounts by 31st May, earlier than ever before. This was echoed by the Chairman on behalf of the Committee.

Issues arising / request for additional information / explanations provided included:

The same request as for the Pensions section that a one page income and expenditure summary be provided at the front of the accounts Action

M Savage

Comments on the Narrative Report section

Page 5 Reserves - reference to unusable reserves – **request to provide an example that a member of the public could understand.**

**Martin
Savage (MS) /
Michelle
Parker
MS**

Page 11-12 Connecting Cambridgeshire, Cambridge North Station – request for figures to be included

Page 13 - Commercial Assets and Investments second paragraph first date to read 2017-18 rather than 2011-18.

MS

Page 14 - LGSS Summary – the Chairman queried the fact that LGSS used to generate large surpluses for the Accounts. It was explained that there had been a big swing for LGSS Law in month 10, as otherwise a surplus would have been achieved. It was highlighted that most of the large savings had now been achieved and further substantial savings were unlikely.

Page 15 - after Workforce Profile section – suggested a page break be inserted so that the Statement of Accounts section starts on a new page.

MS

Page 16 - balance sheet – clarified the relevant note for investment properties was shown as Note 18 page 46.

Page 23 – Comprehensive Income and Expenditure Statement

- **LGSS Managed** - drop in gross Expenditure of £3m – clarified that this was due to an exceptional item of non-enhancing expenditure of £2.5m last year and £400k this year.

Page 25 - Balance Sheet as at 31st March

- In reply to a request for an explanation on why intangible assets had increased by £600k this was a result of various IT systems purchases.
- Replying to why cash equivalents had no figures - it was indicated that there were no figures in the balance sheet and therefore required to be removed.

Page 31 – Note 6. Critical Judgements in applying Accounting Policies

- **Reference to Balfour Beatty plc** reading “- to replace Cambridgeshire’s existing street lighting network and subsequent maintenance until 2016”, The Chairman suggested the **wording might require revisiting as this suggested every street light was to be replaced. The officers would check and amend.**

MS

Page 32 Heritage Assets

The Chairman queried the reference reading “.....there remains £3.4m of Heritage Assets that have not actually been reviewed to determine their individual lengths of deposit. It was explained that following the sale of the very largest items, the items remaining were individually of very low value. **It was requested that some explanatory text to this effect should be added.**

MS

Page 33 Property, Plant and Equipment – ‘Uncertainties’ column reading “Assets valuations are completed on a five year rolling basis and values are reviewed annually to ensure they are not materially misstated” as clarification to the note it was explained that this was now carried out on an individual asset basis using building cost indices. This had replaced the previous high level analysis approach last used in 2015-16. However, with a five year

rolling programme, some assets valued before this date still had three years to go before being revalued. .

Page 33 - Pension Liability – the explanation on funding arrangements was set out in note 19 on page 154-155. **The Chairman asked the officers to consider how this should be best reflected in the main accounts in terms of consistency.**

J Lee

Page 35 – Notes on the Core Financial Statements

- The explanation on the line under 'Adjustments to Revenue Resources' section reading – 'Reversal of entries included in the Surplus or Deficit on the Provision of Services' was that this was a statutory requirement.

Page 36 Movements in Balances in 2016-17 – there was a query on what the line 'Holiday Pay' represented. It was explained that this was an international accounting standard requiring to show in the Accounts Holiday Pay in the year it accrued and not in the year it was taken.

Page 37 – Transfers from Earmarked Reserves – it was confirmed the change in figures in the line titled 'Carry forward – Schools' down from £20m to 14m reflected that more schools had converted to academies.

Page 38 – Note 12 Table, Financing and Investment Income and Expenditure - explanation of line titled 'Net Interest on the net defined benefit liability' – this was the Pension Fund liability owed from the Council.

Page 38 - Note 13. Table – the line on non ringfenced government grants which had fallen from -£51,294m to -£24,782m between the two years represented the reduction in Central Government provided grants.

Page 39 – Note 14 Property Plant and Equipment It was explained that the data for this and on the next page should be side by side when presented in a printed booklet version of the accounts.

Page 41 – Capital Commitments – Expenditure approved and contracted

- **Schools Fulbourn Primary £5.9m** – one Member highlighted that this was an example of a large capital overspend, as the original estimate had been £4.5m. It was explained that this had been different from other schools projects. **The Deputy Section 151 Officer undertook to provide more details outside of the meeting.**

T Kelly

- **As the area of capital project overspends was currently being reviewed by Internal Audit, there was a request that when the summary of the review came back to Committee, this should include a presentation.**
- **Real Time Passenger Information** – There was a query regarding when it would take place. The contract had been signed in 2017-18 and involved spend of £900k for the next five years.

R Sanderson
inform Mairead
Kelly

Page 42 Valuation of Long Term assets – in further discussion regarding the heritage assets and sculptures etc. in maintained schools, a query was raised that if a school transferred to academy status, who owned any art works displayed at the school. Officers believed that as they were only ever loaned, that the Local Authority would still own them as this was the case with Children's Centres **but it was agreed this would be checked and confirmation provided to Members outside of the meeting.**

Eleanor Tod

Page 43 Note 16 - Long Term Debtors - explanation of the reduction from 40m to 20m was City Deal money which decreased by £20m each year.

Page 48 Reconciliation of Fair Value Measurements within Level 3 of the Fair Value Hierarchy – The line reading '**Total gains (or losses) for the period included in Surplus or deficit on revaluation of Long Term Assets** – Action: need to make clear which it was.

MS / ET

Page 49 Short Term Debtors

- **the changes to the Central government bodies line** – this reflected the City Deal Monies owed the next year. The rest was in grants.
- **The other local authorities, entities and individuals line** - reflected what was owed for which there would always be a figure included and depended on when the Accounts were struck.

Page 50 Assets held for sale – line reading – Revaluation losses – an explanation was provided for the treatment in line with the Code of Practice.

Page 53 – in the usable Reserves balance table it was explained that 'Capital Grants unapplied' related to capital grants received but not used e.g. projects that had not yet happened. One Councillor asked whether it would be better to use the word "unspent". In reply

it was explained that the Code required the wording as set out in the Accounts.

Page 62 Senior officers' salaries – these were shown as a pro-rata. It was indicated that the **Executive Director People and Communities was a 50/50 split this year and therefore note 2. would need to change. Officers would also check with BDO if a note was required to highlight that the Monitoring Officer had resigned since the end of the financial year.**

MS

Page 63 Remuneration Banding Table – In respect of the one person in the £155-159k range this was the salary and redundancy package. It was suggested that an **explanation should be included that it was salary plus on-costs, as it was currently misleading. Action**

MS

Page 64-65 - Note 34 and Table - Dedicated Schools Grant (DSG) - there was a discussion on the deficit increase resulting from high needs which was a national and not just a local issue. For 2018/19 there was a transfer from the Schools Block to support the high needs position. If the pressure continued to grow in the future, it would need to be met from the DSG. **Action: The Chairman asked for a note to be sent to him on what action was being undertaken.**

Rob Sanderson to contact Lou Williams

Page 66 - Note 35 Grant Income – table titled 'Grant Income supplied with Mandate Requirements' An explanation was sought regarding the substantial reduction in the Education Services Grant between the two years. It was explained that the Government had in recent years changed how this grant was distributed to local authorities through moving it into the DSG, with the grant being reduced over time.

Page 66 - Note 35 Grant Income – table titled Grant Income supplied with Mandate Requirements

Line 'Pupil Premiums' – **The Chairman requested an explanation on it going down from £10,133M to £9,366m - action**

Jon Lee

Page 67 - Capital Grants receipts in advance – explanation requested for increase from £23,326m to £40,936m on the contributions section. This was in respect of £15m received for Northstowe.

Page 69 – This Land Companies - the Chairman queried the title as the subsequent text seemed to suggest there was only one company. It was explained that several had been incorporated in the last year. The information was provided in the Group Accounts. **The Chairman asked the officers to look at the text again to see if any re-wording was required.**

MS

Page 69 – Opus LGSS People Solutions Ltd

In response to questions it was indicated that the Country Council joined last year with the Suffolk County Council the lead authority.

MS

The entry needed to be changed from stating there was a debtor balance to a creditor balance

Page 74 – explanation requested on the line ‘Payments during the Year’ – It was explained that the PFI credits were one of the funding sources for each PFI scheme. The cost of the unitary charge at year under accounting requirements was split between items such as the service cost, interest costs and charges for the underlying debt.

Page 77 Impairment Losses - It was confirmed that the majority amount related to schools.

Page 79 Local Government Pension Scheme – In response for an explanation on the line titled ‘current service costs’ which had increased by £18m, it was explained that this was an Actuarial adjustment . **Officers indicated that they would ask the Actuary what the figure was made up of.**

**MS to ask
Actuary to
provide a note**

Actuarial gains / losses lines - required explanation

MS / T Pegram

Page 91 Last paragraph headed ‘Art Collection’ – in relation to the 50 paintings, prints drawings etc. only having an average insurance valuation of £300, this was due to it not being cost effective to value them separately as they were local / unknown artists but would eventually be sold as one job lot.

There were no issues on the Group Accounts requiring special attention.

Having commented and suggested changes to the 2017-18 Statement of Accounts as submitted for Audit.

It was resolved:

To note the draft Statement of Accounts ahead of the final review and approval at the Committee meeting on 30th July.

**Chairman
30th July 2018**

SAFER RECRUITMENT IN SCHOOLS UPDATE

To: **Audit and Accounts Committee**

Date: 30.07.18

From:

Electoral Division(s): **All**

Purpose: Safer Recruitment Update

Key Issues: To update the Committee on the Schools Intervention Service monitoring of the Leadership of Safeguarding including safer recruitment in maintained schools

<i>Officer contact:</i>	
Name:	Chris Meddle
Post:	Senior Education Adviser
Email:	Chris.meddle@cambridgeshire.gov.uk
Tel:	01223 703564

1. BACKGROUND

- 1.1 Safer recruitment is a statutory safeguarding requirement for schools. Expectations are outlined in Keeping Children Safe in Education 2017. This document is being updated by the Department for Education and will be republished in September 2018.

2. MAIN ISSUES

- 2.1 **The Committee requires assurances that Cambridgeshire maintained schools are compliant with statutory safer recruitment procedures and the wider leadership of safeguarding.**
- 2.2 **The Education Directorate carries out regular safeguarding reviews in schools, which include a focus on safer recruitment.**
- 2.3 **To facilitate this the Education Directorate Safeguarding and Safer Recruitment Report is presented regularly to the Audit and Accounts Committee.**

3. EDUCATION ADVISER SAFEGUARDING TRAINING REPORT

This report focuses upon the training delivered in Cambridgeshire to support the wider leadership of safeguarding including safer recruitment.

Maintained nurseries, primary schools, academies and special schools are independently governed and managed and are free to purchase their training support from a range of providers including the Local Authority. For example, Safer Recruitment training is offered by the LA Governor Services Team, the NSPCC who provide online training and private providers including accredited trainers and private companies. The LA Child Protection Service provides a wide range of Child Protection related courses to nearly all maintained schools academies and independent schools in Cambridgeshire.

The aim of this paper is to report on attendance at training in 2018/19.

3.1 Governor Services

The following safeguarding courses were offered by Governor Services on a traded basis in the 2017/18 academic year:

Safer Recruitment for leaders and governors
Safer Recruitment Refresher
An Introduction to Safeguarding and Child Protection
Creating a Safeguarding Culture Safer Recruitment Training

Safer Recruitment

Attendees on full training in 2017/18	117 attendees
Attendees on refresher training in 2017/18	55 attendees

Nurseries	4	57% of establishments
Primary maintained	70	33% of establishments
Primary Academies	13	21% of establishments
Secondary academies	10	30% of establishments
Maintained special	4	80% of establishments
Maintained special academies	0	0% of establishments

A number of schools sent more than one delegate.

Schools may also have sent delegates to be trained in 2016/17 or planning to train new staff or use refresher training in 2018/19.

It is good practice to refresh training within a school every year years, so about 33% of schools will access training each academic year.

Other schools may use private providers or the online NSPCC training and we do not have the data for that training.

Creating a Safeguarding Culture

28 schools have attended this course

An Introduction to Safeguarding and Child Protection

43 schools attended this course

3.3 Education Advisers

The following 8 module training has been offered on a traded basis by the Education Adviser team in 2017/18

The Leadership of Safeguarding

Overview	48 attendees
Wider safeguarding culture	19 attendees
Safer recruitment	50 attendees
Complaints and allegations	28 attendees
Monitoring of vulnerable groups	28 attendees
Health and safety and contractor control	20 attendees
Safeguarding policies and website compliance	23 attendees
Critical Incidents	66 attendees

92 schools have attended at least one module of the training. This is 44% of all primary schools.

3.4 Overview

62 Primary schools have not engaged in any of the training listed above. That is 29% of all primary schools.

22 are maintained schools. That is 15 % of all maintained primary schools.

40 are academies. That is 63% of academies in Cambridgeshire.

We will be delivering training for the DEMAT Trust in 2018/19. They run approximately 30 academies across their Trust with many in Cambridgeshire. That will deliver training to some academies who have not taken up training this year. 2 primary academies have purchased reviews this year.

2 out of 7 nursery schools have not engaged in any training.

21 secondary academies have not engaged in any training. However, 1 academy buys in the Education Adviser service and has had a safeguarding review. 2 others have purchased a review this year.

5 special schools have not engaged in any of the training. They are all academies. The Education Adviser training is targeted at primary schools.

We will be RAG rating maintained schools to target for training and safeguarding reviews in the next academic year and RAG rating academies to see if we can follow up on their training plans. The lack of information about this group is the largest potential risk.

3.8 The Knowledge Hub

This resource is freely available to maintained schools and academies in Cambridgeshire. It is also available nationally.

The Education Adviser page on the Knowledge Hub has been joined by 46% of Cambridgeshire primary schools. The group has an extensive safer recruitment library for schools to download from and Wikki pages on key safeguarding themes including safer recruitment.

There are a total of 190 members of the Knowledge Hub page.

Knowledge Hub Analytics Report – Education Advisory Pages

January to April 2018 (3 months) January to July 2018 (6 months)

Total Members:	166	190
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Audience Overview: Returning Visitors:

	84%	35%
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New visitors	16%	66%
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Devises Used:

Desktop:	89.5%	92.3%
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Tablet:	7.7%	6.1%
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Mobile:	2.8%	1.7%
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TRANSFORMATION FUND MONITORING REPORT QUARTER 4 2017/18

To: **General Purposes Committee
Audit and Accounts Committee 30th July for information**

Meeting Date: **24 July 2018**

From: **Amanda Askham, Director of Business Improvement and Development**

Electoral division(s): **All**

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

Purpose: **To outline progress in delivery of the projects for which transformation funding has been approved at the end of the fourth quarter of the 2017/18 financial year.**

Recommendation: **It is recommended that the Committee note and comment on the report and the impact of transformation fund investment across the Council.**

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Amanda Askham	Names:	Councillors Count & Hickford
Post:	Director of Business Improvement and Development	Post:	Chair/Vice-Chair
Email:	Amanda.askham@cambridgeshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk Roger.Hickford@cambridgeshire.gov.uk
Tel:	01223 699796	Tel:	01223 706398

1. BACKGROUND

- 1.1 As part of a new approach to business planning, focused on outcomes, it was agreed that the Council would establish a fund that could be used to resource the costs of delivering transformation, ensuring that finance is not a barrier to change at pace across the organisation. A fund of nearly £20m was established and there is now a programme of schemes which have received funding and are supporting the delivery of saving in the current financial year (2017/18) and beyond.
- 1.2 General Purposes Committee (GPC) has responsibility for stewardship of the fund, approving business cases for new proposals and reviewing progress with existing schemes. In June 2017 the Committee received a baseline report describing how each of the proposals would be progressed and monitored and this paper provides the third quarterly in-year monitoring update on expenditure and outcomes to date, the first being received by GPC in September.
- 1.3 GPC asked that future reports provide a high-level overview of how proposals were working, using a Red Amber Green (RAG) rating system to highlight where things are on and off-track. The steer given was that individual Policy and Service Committees would review relevant projects in detail as appropriate, with GPC maintaining a strategic oversight role and primarily focussing on highlights and exceptions.

2. OVERVIEW OF PROGRAMME

- 2.1 The table at fig. 1 provides a summary for Committee regarding the proportion of schemes with Transformation Fund investment which are rated green as 'on track' and those which are amber or red because the delivery of benefits is either delayed or will not be achieved as originally anticipated. The total invested and delivered to date and projected over the lifetime of the programme is provided in overview.

Figure 1: Transformation Programme Overview

RAG Rating	No of Schemes	Investment to Q4 (£000)	Savings / Income to Q4 (£000)	Total Investment Committed (£000)	Total Projected Saving/income over lifetime of scheme (£000)
Green – On Track	12	2,033	-5,136	3,256	-5,546
Amber – Delayed or some risk of under-delivery	1	58	-218	90	-259
Red – Not projected to deliver as originally planned	5	1,441	-2,524	1,883	-3,223
Total	18	3,532	-7,878	5,229	-9,028

3. EXCEPTIONS

3.1 The Committee has requested details of schemes which are not on track and the table below therefore provides an overview of;

- investment funding spent and savings secured to the end of the quarter, and how this varies from the original profile
- the total projected saving from the investment, and how this varies from the original profile
- details of the reasons for the variance and any mitigating actions which could be put in place

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q4 2017/18 (£000)	Savings to date at Q4 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Enhanced Occupational Therapy Support to reduce the need for double-handed care (A/R.6.165)		58	-218	-218	The LD reviews progressed somewhat more slowly due to the complexity of the cases but where care packages have been changed this brought significant savings. The team will continue to work on delivering further savings during 2018-19 Although the Transformation target was not quite reached, it should be noted that overall the team delivered in-year savings and avoided costs of £1.087m across all areas.	Amber
Invest £000	Saving £000					
90	-259					

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q4 2017/18 (£000)	Savings to date at Q4 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Using Assistive Technology to help people with Learning Disabilities live and be safe more independently without the need for 24 hr or overnight care (A/R 6.116)		186	-124	-135	As part of the Learning Disability savings programme we have invested in additional specialist assistive technology capacity. The work to review the use of technology across LD cases is ongoing. The savings rate achieved in 2017/18 is lower than modelled with the rate of referrals also being slower – however the programme is ongoing and we believe that further opportunities can be	Red
Invest £000	Saving £000					

186	-214				identified – in particular the use of more enabling technologies for people with autism will support greater independence during daytime activities. An expectation of c£80K savings will be delivered in 2018/19.	
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Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q4 2017/18 (£000)	Savings to date at Q4 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Dedicated Reassessment Team - Learning Disabilities (A/R 6.114)		734	-2,001	-2,381	To date 1,315 cases that have been reassessed between PAT and locality teams resulting in the 2,001k saving in 2017/18.	Red
Invest £000	Saving £000				The final position is £380k less than was predicted at the start of the year. This is largely a phasing issue with cases taking longer than anticipated to reassess.	
£750	-£2,381				There has been a significant amount of cost avoidance savings through the careful management of the fee negotiation increase process this year. Overall the LDP has cost avoided c£2.2M in cost increase.	

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q4 2017/18 (£000)	Savings to date at Q4 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Children's Social Care Support for young people with complex needs (C/R.5.404)		203	-373	-1508	The model is now live from 1/10/17 delivering outreach support, residential beds in the children's home at Wisbech and joint working with the police. Over this period 48 young people have been supported to either prevent their admission to care, return home from care within a 28 day period of admission, return home from long-term care in a planned and sustainable way, or to stabilise their presentation to reduce risk and prevent placement breakdown or escalation in resources. Work has continued on a recruitment strategy for family placements (fostering and supported lodgings) however progress has been delayed and is now on hold	Red
Invest £000	Saving £000					
£497	-£559					

					due to significant pressures on management capacity and operational demands. Communication support worker has been recruited and started in Q4, and work continues to recruit to the clinician post.	
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4. OUTCOMES

- 4.1 Appendix 1 maps out the schemes that have Transformation Fund investment against the Cambridgeshire County Outcomes. The totals indicate the outcomes that are most supported by the Transformation Fund investments, this shows trends and may create the opportunity to review and refine the current outcomes.

Recommendation: Review the current CCC Outcomes.

- 4.2 Below shows how some of the schemes are supporting people to live more independently:

Using assistive technology to support older people to remain independent in their own home

The project has introduced the use of 'just checking' monitoring equipment in the assessment of needs of older people. This gives social workers and families valuable information about people's movements and activities living at home and this is informing decisions about care planning. This is changing the perception of risk and needs and enabling lower cost packages of care and increases the likelihood of people maintaining their independence and staying in their own home for longer.

Enhanced Response Service – Falls and Telecare

This scheme has funded a team of responders to older people to ensure they get support promptly and that any issues requiring either urgent or ongoing care are picked up. This is making a contribution to pressures in both the health and social care system by avoiding the need for costly ambulance call outs, avoiding hospital admissions and keeping people at home.

Assistive Technology to help people with LD live and be safe independently

Reviewing the use of technology across existing LD cases to identify where technology can support more independence. Potential opportunities have been identified for people with autism where enabling technologies can provide support for greater independence during daytime activities.

5. ALIGNMENT WITH CORPORATE PRIORITIES

5.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

5.2 Helping people live healthy and independent lives

A key focus of the Transformation Programme is on helping people to live healthy lives and cope more independently of public services.

5.3 Supporting and protecting vulnerable people

The impacts associated with the people living healthy and independent lives are captured within Community Impact Assessments for each proposals within the Business Plan, including these transformation programmes. By successfully delivering transformation we can address the funding shortfall whilst protecting and enhancing outcomes for vulnerable groups. The transformation fund and its impact therefore mitigates the potential need for service reductions which would impact negatively on vulnerable people.

6. SIGNIFICANT IMPLICATIONS

6.1 Resource Implications

The resource implications are captured on the savings tracker showing expenditure from the transformation fund and the actual and anticipated return on investment.

6.2 Procurement/Contractual/Council Contract Procedure Rules Implications

No significant implications – in some instances the procurement process has taken longer than anticipated creating some delay in the expenditure and impact of the transformation investments – these are described within the commentary for each scheme.

6.3 Statutory, Legal and Risk Implications

There are no significant impacts for this category.

6.4 Equality and Diversity Implications

There are no significant implications within this category from this report – individual community impact assessments were completed for all schemes as part of the original business case.

6.5 Engagement and Communications Implications

There are no significant impacts for this category.

6.6 Localism and Local Member Involvement

There are no significant impacts for this category.

6.7 Public Health Implications

There are no significant impacts for this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes – Chris Malyon and Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	n/a
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	n/a
Have the equality and diversity implications been cleared by your Service Contact?	n/a
Have any engagement and communication implications been cleared by Communications?	n/a
Have any localism and Local Member involvement issues been cleared by your Service Contact?	n/a
Have any Public Health implications been cleared by Public Health	n/a

Source Documents	Location
General Purposes Committee Agenda, Reports and Minutes	https://cmis.cambridgeshire.gov.uk/ccc_live/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/2/Default.aspx

Appendix 1

		CAMBRIDGESHIRE COUNTY COUNCIL OUTCOMES						
Investment reference	Transformation Fund Investment title	Older people live well independently	People with disabilities live well independently	People at risk of harm are kept safe	People lead a healthy lifestyle	Children and young people reach their potential in settings and schools	The Cambridgeshire economy prospers to the benefit of all	People live in a safe environment
C/R.5.001	Commercial approach to contract management						X	
C/R.5.102	Total Transport						X	
C/R.5.202	Move to full cost recovery for non-statutory highway works						X	
B/R.6.214	Street Lighting Synergies						X	
C/R.5.301	Specialist Support for Adults with Autism to increase their independence		X	X	X		X	X
C/R.5.302	Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care		X	X	X		X	X
C/R.5.303	Using assistive technology to support older people to remain independent in their own homes (approved)	X		X	X		X	X
C/R.5.304	Neighbourhood Cares Transformation Pilot- A New Approach to Social Work in Communities	X		X	X		X	X
C/R.5.305	Enhanced Occupational Therapy Support to reduce the need for double-handed care						X	
C/R.5.306	Recouping under-used direct payment budget allocations (increased monitoring)						X	
C/R.5.307	Dedicated Reassessment Team - Learning Disabilities						X	

C/R.5.308	Supporting people with physical disabilities & people with autism to live more independently		X	X			X	X
C/R.5.312	Increase in client contributions from improving frequency of re-assessment - older people & elderly mental health						X	
C/R.5.313	Enhanced Response Service - Falls and Telecare						X	
C/R.5.319	ASC/OP investment required to manage and reduce demand & cost to serve	X		X				X
C/R.5.320	OP & MH service delivery - sustaining budgetary performance						X	
C/R.5.401	Enhanced intervention service for children with disabilities		X			X	X	
C/R.5.402	Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements			X		X	X	X
C/R.5.403	Link workers within Adult Mental Health Services		X					
C/R.5.404	Investment in Children's Social Care Support for young people with complex needs			X		X	X	X
C/R.5.004	Additional capacity in team conducting financial assessments						X	

Total

3

5

8

4

3

19

8

ANNUAL RISK MANAGEMENT REPORT

To: **Audit and Accounts Committee**

Date: **30th July 2018**

From: **Tom Barden, Head of Business Intelligence**

Electoral division(s): **All**

Forward Plan ref: **N/A** *Key decision:* **N/A**

Purpose:

- **To report on the development of the Council's risk management approach during 2017/18**
- **To identify proposed developments in risk management in 2018/19**

Recommendations: **Audit and Accounts Committee endorses the 2017/18 Annual Risk Management Report**

<i>Officer contact:</i>	
Name:	Duncan Wilkinson
Post:	LGSS Chief Internal Auditor
Email:	Duncan.Wilkinson@cambridgeshire.gov.uk
Tel:	01908 252089

1. BACKGROUND

1.1 In accordance with best practice, the Council operates a risk management approach at corporate and service levels across the Council, seeking to identify key risks which might prevent the Council's priorities, as stated in the Business Plan, from being successfully achieved.

1.2 The risk management approach is encapsulated in 2 key documents:

- Risk Management Policy

This document sets out the Council's Policy on the management of risk, including the Council's approach to the level of risk it is prepared to countenance as expressed as a maximum risk appetite. The Risk Management Policy is owned by the General Purposes Committee.

The Risk Management Policy states that the Council aims to manage risk in a manner which is proportionate to the risk faced based on the experience and expertise of its senior managers, although this must be within the Council's risk appetite. Audit and Accounts Committee members are therefore reminded that accepting a residual risk score of amber is appropriate provided that an objective risk assessment has been undertaken.

- Risk Management Procedures

This document details the procedures through which the Council will identify, assess, monitor and report key risks. The Risk Management Procedures document is owned by the Strategic Management Team (SMT).

1.3 The respective roles of the Audit and Accounts Committee (A&AC) and General Purposes Committee in the management of risk are:

- The Audit and Accounts Committee provides independent assurance of the adequacy of the Council's risk management framework and the associated control environment.
- General Purposes Committee has an executive role in the management of risk across the Council in its role of ensuring the delivery of customer outcomes.

1.4 Risk Identification

The Council's approach to risk identification is described in the following extract from the Council's Risk Management Policy as approved by General Purposes Committee:

- The risk management process should be consistent and proportionate across the Council and result in timely information that helps informed decision making;

- Risk management should operate within a culture of transparency and openness where risk identification and risk escalation, as appropriate, are encouraged;
- Risk management arrangements should be dynamic, flexible and responsive to changes in the risk environment;
- When managing risk, the cost of any controls should be robustly assessed against the impact of the risk, i.e. the concept of proportionality;
- Risk management should be embedded in everyday business processes.

Ownership of the Corporate Risk Register (CRR) lies with SMT which reviews the Register on a quarterly basis, following an initial review by the Corporate Risk Group (CRG). The review by CRG will identify if any executive or corporate directorate risks should be considered by SMT for inclusion on the CRR.

Significant changes to the CRR are reported to General Purposes Committee (GPC) on a quarterly basis. On an annual basis General Purposes Committee and SMT will review the CRR to seek to ensure that all significant risks faced by the Council are reflected. This annual review is undertaken in co-ordination with the annual business planning process.

1.5 This report is supported by:

- The Corporate Risk Register (Appendix 1)
- Zurich Risk Management Health Check Report (Appendix 2)
- Action Plan following Zurich's Risk Management Health Check (Appendix 3)

2. SUMMARY OF END OF YEAR POSITION 2017/18

2.1 The Corporate Risk Register ended the year 2017/18 with 10 risks. 1 risk was removed from the register during the year.

	Green	Amber	Red	Total
Number of risks	0	9	1	10

2.2 Of the 10 scored risks, 9 had the same score at the end of the year as they did at the beginning. The risk score which worsened is as follows:

The Business Plan (including budget and services) is not delivered – there was an increase in the probability score assigned at the end of the year compared to the beginning of the year (as a result, residual risk moved from 12 to 16).

- 2.3 The full Corporate Risk Register is attached at Appendix 1. A&AC should review to ensure it describes the appropriate risks the Council will manage at a corporate level in 2018-19.
- 2.4 Risk 9 *Our partnerships are not successful in delivering the intended outcomes* – following discussion at SMT it was decided to remove this from the register for 2018-19 and include the risks to particular partnerships in Directorate Risk Registers where necessary. Aggregating the risk score across all the varied partnerships CCC participates in was felt to give an inaccurate picture of the environment.

3 SERVICE RISK

- 3.1 Public Health's directorate risk registers is up to date in accordance with the Council's Risk Management Procedures document which requires quarterly review as a minimum. It has been agreed that People and Communities (P&C) directorate risk register will be reported yearly. Place and Economy have been working with LGSS Risk Management on new risk registers for the 4 Assistant Director areas and had a workshop at the beginning of June to finalise the new directorate risk register. Risks will then be reported quarterly through the P&E Finance and Performance Report. The Customer and Corporate Services directorate risk register is currently being updated.
- 3.2 The following table shows the directorate risk position as at 31/03/18:

DIRECTORATE	Green	Amber	Red	Total
People and Communities (P&C)	0	14	0	14
Economy and Environment (E&E)	0	6	0	6
Highways and Community Infrastructure (H&CI)	1	9	0	10
Corporate and Customer Services (C&CS)	2	8	0	10
Public Health (PH)	2	14	0	16
TOTAL	5	51	0	56

The Table illustrates that there are 56 risks recorded in service risk registers. All 56 of the risks are managed within the Council's stated risk appetite of a maximum score of 15 as defined in the Risk Management Policy.

4. DEVELOPMENTS IN RISK MANAGEMENT FOR 2017/18

During 2017/18 the Corporate Risk Register reports were incorporated into the Integrated Finance and Performance Report linking up finance, performance and risk information in one report, enabling a joined up view, and reducing bureaucracy associated with taking separate reports through management teams, SMT, service committees, GPC and Audit and Accounts Committee.

5. DEVELOPMENTS PROPOSED FOR 2018/19

The major development for 2018/19 will be to implement the recommendations from the Zurich Risk Management Health Check. The Corporate Risk Group held a workshop on 15 May to prepare an action plan to implement the recommendations. Attached is the Zurich Risk Management Health Check Report (Appendix 2) and the Action Plan following the workshop (Appendix 3). Some of the actions have been completed and the remaining ones are in progress with set target dates. The new and revised documents can be sent to Committee Members if they would like to see them.

6. ALIGNMENT WITH PRIORITIES AND WAYS OF WORKING

Risk management seeks to identify and to manage any risks which might prevent the Council from achieving its 3 priorities of:

- Develop the local economy for the benefit of all
- Help people live healthy and independent lives
- Support and protect vulnerable people

Source Documents	Location
Corporate Risk Register	Box OCT1108 Shire Hall, Castle Hill Cambridge, CB3 0AP

Risk		01. Vulnerable children or adults are harmed												
Likelihood	5							Risk Owners	Wendi Ogle-Welbourn		Current Score	15	Last Review	19/06/2018
	4										Target Score			Next Review
	3						X	Triggers 1. Council's arrangements for safeguarding vulnerable children and adults fail and someone dies or is seriously harmed 2. A serious case review is commissioned because a child or a vulnerable adult dies or is seriously harmed and abuse or neglect is thought to be involved 3. Risk related to the providers we commission for adults whose actions or practice could present a risk to the adults they support		Likelihood Factors (Vulnerability)		Potential Consequences 1. Child or vulnerable adult is killed or seriously harmed 2. People lose trust in Council services 3. Council is judged to have failed in statutory duties		
	2													
	1													
		1	2	3	4	5								
	Consequence													

Controls	Adequacy	Critical Success
1. Multi-agency Safeguarding Boards provides oversight and review of safeguarding activity across agencies	Good	
10. Ensure there is a clear process across partner organisations to share concerns or early warnings that a provider may be having difficulties	Good	
11. Continue to work with the CQC to share information	Good	
12. This information to inform the contract monitoring and quality improvement process	Good	
2.Comprehensive and robust safeguarding training, development opportunities, and supervisions for staff to instil and monitor safeguarding practice	Good	
3.Audits, reviews and training provided to school staff, governors and settings. All schools must have child protection training every 3 years.	Good	
4.Continuous process of updating practice and procedures according to latest developments in practice and responding to national and local issues	Good	
5.Whistleblowing policy, robust Local Authority Designated Officer arrangements, complaints process, all of which inform practice	Good	
6. Robust process of internal Quality Assurance, including case auditing and monitoring of performance	Good	
7.Multi-Agency Safeguarding Hub (MASH) supports timely, effective decision making between partners	Good	
8. Regular monitoring of social care providers	Good	
9. Ensure that there is a quality assurance and improvement process in place	Good	

Action Plans	Responsibility	Target Date
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Risk Path:Cambridgeshire County Council/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		02. The Business Plan (including budget and services) is not delivered										
Likelihood	5						Risk Owners	Chris Malyon	Current Score	20	Last Review	19/06/2018
	4								Target Score		Next Review	31/08/2018
	3						Previous Score	16				
	2						Triggers		Likelihood Factors (Vulnerability)		Potential Consequences	
	1						1. The Council spends more resources than it has by the end of the year and does not have sufficient reserves to cover a minor deviation 2. Services are not delivered at the quantity or to the quality required as per the plan		Current forecast is for £1.8m overspend		1. Reactive in-year savings or in worst-case, Government intervention 2. The Council does not deliver its statutory responsibilities, leading to judicial review 3. People do not receive the services to which they are entitled or require, and may be harmed as a result 4. Reputational damage	
		1	2	3	4	5						
	Consequence											

Risk		03. Personal data is inappropriately accessed or shared																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
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Risk		04. A serious incident occurs, preventing services from operating and / or requiring a major incident response											
Likelihood	5							Risk Owners	Sue Grace	Current Score	12	Last Review	19/06/2018
	4						Target Score						
	3					X		Triggers	Likelihood Factors (Vulnerability)	Potential Consequences			
	2						1. Loss of large quantity of staff or key staff 2. Loss of premises (including temporary denial of access) 3. Loss of IT, equipment or data 4. Loss of a supplier 5. Loss of utilities or fuel 6. Pandemic				1. Status of Scott House IT Disaster Recovery 2. Data Centre at One Angel Square, Northampton	1. Inability to deliver services to vulnerable people, resulting in harm to them 2. Inability to meet legislative and statutory requirements 3. Increase in service demand 4. Reputational damage	
	1												Consequence
		1	2	3	4	5							

Risk		05. The Council does not deliver its statutory or legislative obligations																		
Likelihood	5							Risk Owners	Debbie Carter-Hughes			Current Score		8	Last Review		19/06/2018			
	4											Target Score			Next Review		31/08/2018			
								Previous Score		8										
	3							Triggers				Likelihood Factors (Vulnerability)				Potential Consequences				
	2						X	1. Major business disruption 2. Lack of management oversight 3. Negative inspection judgement 4. Poor financial management								1. Harm to people as a result of them not getting services they need or are entitled to 2. Criminal or civil action against the Council 3. Negative impact on Council's reputation				
	1																			
	1	2	3	4	5															
		Consequence																		

Controls	Adequacy	Critical Success
1. Monitoring Officer role	Good	
2. Code of Corporate Governance	Good	
3. Community impact assessments required for key decisions	Good	
4. Business Planning process used to identify and address changes to legislative/regulatory requirements	Good	
5. Projects and training to ensure the implementation of legislative changes (e.g. Care Act)	Good	
6. Constitutional delegation to Committees and SMT	Good	
7. Health and safety policies and processes	Good	
8. Preparation and improvement undertaken for inspections by regulators (e.g. Ofsted)	Good	
9. Service managers kept up to date with changes by Monitoring Officer / LGSS Law, Government departments, professional bodies, involvement in regional and national networks	Good	

Action Plans	Responsibility	Target Date
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Risk Path: Cambridgeshire County Council/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		06. Our resources (human resources and business systems, CCC and providers) are not sufficient to meet business need										
Likelihood	5						Risk Owners	Gillian Beasley	Current Score	16	Last Review	19/06/2018
	4					X			Target Score		Next Review	31/08/2018
	3								Previous Score	12		
	2						Triggers		Likelihood Factors (Vulnerability)		Potential Consequences	
	1						1. The Council is unable to recruit staff with the right skills and experience 2. Providers / partners are unable to recruit staff with the right skills and experience 3. Key business systems are unavailable or insufficient 4. LGSS services not sufficient in quantity or quality		1. Cost of living in some areas of Cambridgeshire is particularly high 2. Key business system developments underway (Agresso / Mosaic) 3. National political discussions around immigration and rights to work in UK impact on recruitment in care services 4. Issues with ERP Gold		1. Failure to deliver effective services 2. Regulatory criticism / sanctions 3. Civil or criminal action 4. Reputational damage to the Council 5. Low morale, increased sickness levels	
		1	2	3	4	5						
Consequence												

Controls	Adequacy	Critical Success
1.LGSS Joint Committee structure including CCC councillor representation, LGSS Overview and Scrutiny Working Group including CCC councillor representation, Chief Executive sits on LGSS Management Board	Good	
2. LGSS director representation at SMT	Good	
3. LGSS Strategic Plan, Strategy Map and Improvement Activities identified	Good	
4. Deputy Chief Executive responsible for managing LGSS / CCC relationship	Good	
5. Robust performance management and development practices in place for staff	Good	
6. Flexible terms and conditions of employment	Good	
7. Employee support available	Good	
8. Cross-directorate Social Care Strategic Recruitment and Workforce Development Board and Social Work Recruitment and Retention Task and Finish Group proactively address issue of social care recruitment and retention	Good	
9. IT resilience arrangements	Good	

Action Plans	Responsibility	Target Date
2. Common Training Programme	LGSS	31/10/2018
2. Development of common training programme by OWD in line with service need, PADP outcomes and the priorities set out within the Workforce Strategy		
4. Reference to the SLA and KPI review per service line	DCEX	30/09/2018
6. Cross referencing customer satisfaction with service delivery standards	DCEX	31/08/2018
8. Mosaic implementation	DoC&CS	31/10/2018
9. ERP Gold Management intervention is being undertaken by LGSS to address operational issues in Finance Operations affecting processing of transactions following the implementation of ERP Gold and resourcing issues within the service.	LGSS DoF	27/07/2018

Risk Path: Cambridgeshire County Council/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		07. The infrastructure and services (e.g. transport, education, services for children, families and adults) required to meet the current and future needs of a population is not provided at the right time									
Likelihood	5										
	4										
	3										
	2										
	1										
		1	2	3	4	5					
Consequence											
		Risk Owners					Current Score		12		Last Review
		Graham Hughes					Target Score				19/06/2018
							Previous Score		16		Next Review
											31/08/2018
		Triggers					Likelihood Factors (Vulnerability)			Potential Consequences	
		1. Insufficient funding to meet needs received from •Growth funds •Section 106 •Community infrastructure levy •School infrastructure funding 2. Partnerships do not deliver new infrastructure / services to meet needs of population 3. Infrastructure undermined due to inability to adequately maintain					1. Significant infrastructure funding available from Greater Cambridge Partnership, and Combined Authority			1. Impacts on transport, economic, environmental and social outcomes 2. Greater borrowing requirement to deliver infrastructure which is unsustainable financially 3. Increased pressure on already stretched maintenance budgets	

Controls	Adequacy	Critical Success
1. Maximisation of developer contributions through Section 106 negotiations. Policy is to deal with strategic development sites through s106, not including CIL	Good	
2. Section 106 deferrals policy is in place.	Good	
3. Capital Programme Board	Good	
4. Prudential borrowing strategy	Good	
5. Review, scrutiny and challenge of design and build costs to ensure maximum value for money	Good	
6. Co-ordination of requirements across partner organisations to secure viable shared infrastructure	Good	
7. Annual school capacity return to Department for Education seeks to ensure maximum levels of funding for basic need	Good	
8. Maintain dialogue with Cambridge City Council and South Cambridgeshire District Council to input into Community Infrastructure Level prior to the adoption of the Local Plan (anticipated 2017)	Good	
9. Maximise annual maintenance block funding from Central Government, maintaining band 3 of the incentive fund.	Good	

Action Plans	Responsibility	Target Date
15. County Planning obligation strategy for district's and County Council use, to go to E&E Committee	EDP&E	30/09/2018

Risk Path: Cambridgeshire County Council/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		08. The Council is a victim of major fraud or corruption												
Likelihood	5							Risk Owners	Gillian Beasley		Current Score	6	Last Review	19/06/2018
	4									Target Score		Next Review	31/08/2018	
										Previous Score	6			
	3							Triggers			Likelihood Factors (Vulnerability)		Potential Consequences	
	2				X			1. The Council loses money through fraudulent action or corrupt activity 2. Partners lose money 3. Council is unable to deliver its obligations					1. Financial loss 2. Reputational damage 3. Regulator sanctions	
	1													
		1	2	3	4	5								
		Consequence												

Controls	Adequacy	Critical Success
1. Financial Procedure rules	Good	
2. Anti Fraud and Corruption Strategy incl Fraud Response Plan	Good	
3. Whistle blowing policy	Good	
4. Codes of conduct	Good	
5. Internal control framework	Good	
6. Fraud detection work undertaken by Internal Audit, Counter Fraud Team in LGSS	Good	
7. Awareness campaigns	Good	
8. Anti Money Laundering policy	Good	
9. Publication of spend data	Good	

Action Plans	Responsibility	Target Date
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Risk Path: Cambridgeshire County Council/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		09. Inequalities in the county continue														
Likelihood	5															
	4															
	3															
	2															
	1															
		1	2	3	4	5										
Consequence																
Risk Owners		Gillian Beasley					Current Score		12		Last Review		31/03/2019			
							Target Score				Next Review		05/09/2018			
							Previous Score		12							
Triggers							Likelihood Factors (Vulnerability)					Potential Consequences				
1. Health, economic, educational and other inequalities increase in Cambridgeshire 2. Failure across Council services and partnerships to target or promote services to disadvantaged or vulnerable populations, or in areas of deprivation, appropriately for local need												1. People living in deprived areas in the county do not have the same life chances as people living in non-deprived areas, in terms of health, educational achievement, income and other areas 2. People from minority groups living in the county do not have the same life chances as people living in non-deprived areas, in terms of health, educational achievement, income and other areas				

7. Buy with confidence approved trader scheme.	Good	
8. Wisbech 20:20 programme	Good	
9. Cambridgeshire 0-19 Education Organisation Plan	Good	

Risk Path: Cambridgeshire County Council/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		10. Change and transformation of services is not successful														
Likelihood	5															
	4															
	3				X											
	2															
	1															
		1	2	3	4	5										
Consequence																
Risk Owners		Chris Malyon					Current Score		9		Last Review		19/06/2018			
							Target Score				Next Review		31/08/2018			
							Previous Score									
		Triggers					Likelihood Factors (Vulnerability)					Potential Consequences				
		1. Services do not change to meet current demands 2. Projects and programmes stall or do not make sufficient impact					Projects being delivered: 29 Early ideas ↑ 124 Business cases in development ↑ 25 Projects being implemented ↑ Transformation Fund: 35 projects rated Green ↑ 4 rated Amber (reflecting some need to re-phase savings) ↔ 2 rated Red (risk of non-delivery of savings or benefits) ↓					1. Statutory obligations not delivered 2. The Council does not work in a transformed way 3. Over-spend on budget				

Controls	Adequacy	Critical Success
1. Transformation Team established to support change in services	Good	
2. Transformation Fund to ensure access to resources	Good	
3. Communications with staff about innovation and opportunities for development	Good	
4. GPC monitor transformation programme monthly as part of Integrated Resources and Performance Report	Good	
5. Project and programme governance established to oversee delivery	Good	
6. Rigorous risk management embedded in project and programme governance	Good	
7. Members involved in transformation	Good	

Action Plans	Responsibility	Target Date
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Risk Path: Cambridgeshire County Council/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk Management Health Check Report Cambridgeshire County Council

Matt Hillyer, Senior Strategic Risk Consultant
Adam Lickorish, Senior Strategic Risk Consultant

April 2018

Zurich Municipal



Contents

Section	Page
Section 1 – Introduction & Methodology	3
Section 2 – Executive Summary	4
Section 3 – Observations & Recommendations	5
Section 4 – Strengths & Development Areas	8
Section 6 – Potential Additional Areas for Zurich Support	9
Appendices: 1. List of Interviewees	10

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Introduction & Methodology

Zurich have been commissioned by LGSS to review the effectiveness of Cambridgeshire County Council's risk management arrangements. In order to measure the maturity of risk management a Performance Model has been used which breaks down risk management activity into six categories that contribute towards effective risk management arrangements within an organisation:

Leadership & Management	Do senior management and Members support and promote risk management?
Strategy & Policy	Are there clear strategies and policies for risk?
People & Training	Are your people equipped and supported to manage risk well?
Processes & Tools	Does the risk management processes support the business effectively?
Risk Handling & Assurance	Are risks handled well and does the organisation have assurance that risk management is delivering successful outcomes and supporting creative risk-taking?
Partnership, Shared Risks & Projects	Are there effective arrangements for managing risks with partners and in projects?

The model enables an assessment to be made around the extent to which risk management is having a positive effect on the organisation. The five levels of maturity are as follows:

Level 1 Engaging	Level 2 Happening	Level 3 Working	Level 4 Embedded	Level 5 Driving
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A series of observations and recommendations are outlined in the following slides for consideration.

Executive Summary

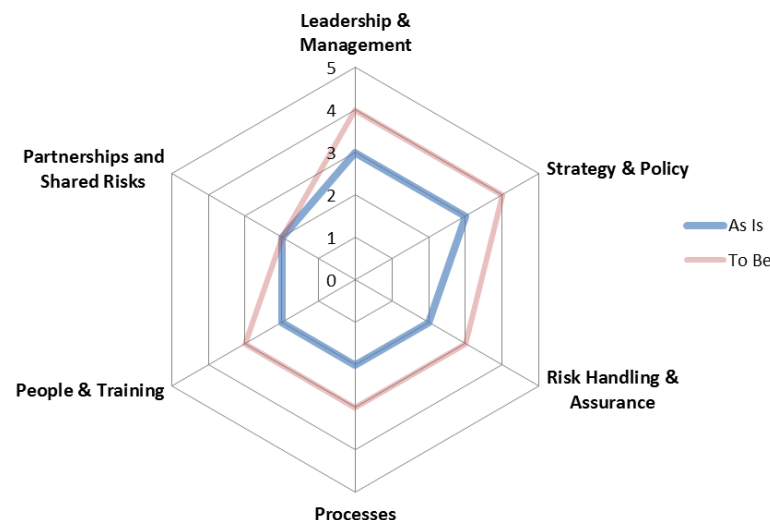
There is clear evidence that the organisation recognises the need to engage in risk management and has the appropriate tools and methodologies to do so. The interviews supported the documentation, however it was evident that there were some areas of the organisation that were struggling with the articulation of risk, which in turn had a knock on effect on the information that was reported through the organisation. As part of this review we were provided with the Corporate Risk Register and the Public Health Risk Register, all remaining risk registers were under review.

The County Council is supported by LGSS on risk management however the arrangements for doing so and who has responsibility for what is not explicitly clear.

Although some of the baseline assessments may appear low, there is evidence that improvements are relatively easy to implement and would see higher maturity levels being easily attained if the current momentum and desire for engaging and embedding risk management is continued and supported. We have identified on the chart, a "To Be" level of maturity, that could be reached if key actions are undertaken.

There are five priority areas for improvement:

1. Develop an overarching Risk Management Policy / Strategy that clearly articulates the roles and responsibilities of those within the County Council and LGSS
2. Complete the risk register review process to ensure that each DMT has an up to date register in place
3. Develop a reporting cycle that incorporates Corporate and DMT risks to improve visibility of emerging risks
4. Review how risks within projects and partnerships is included within the Corporate Risk Management arrangements.
5. Develop a robust risk appetite methodology to enhance decision making



Within these key areas there are several suggested steps which could help the organisation to further embed robust risk management processes and attain higher levels of maturity, some of which are easy to implement and would see quick progress.

The following pages provide further detail around our conclusions together with recommendations for improvement.

Leadership & Management

Level 1 Engaging	Level 2 Happening	Level 3 Working	Level 4 Embedded	Level 5 Driving
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This section seeks to determine whether senior management support and promote risk management

Through the interviews undertaken it was apparent that there were good levels of risk management leadership. This was demonstrated through the discussions held with the senior management and Risk Champions.

Each directorate has a risk champion in place, to support senior management in leading on risk management. All interviewees came across as being engaged and knowledgeable about risk and able to articulate the process, framework and risks faced.

During the review it became apparent that the roles and responsibilities between LGSS and CCC were not wholly understood or clear.

To drive informed risk based decision making through leadership, an organisation must have a clearly defined risk appetite methodology to apply to the risks that it faces. CCC does not have fully defined risk appetite methodology, the current mechanism is through the risk scoring matrix. By having a senior management agreed risk appetite, decision making and risk tolerance can be defined and driven forwards allowing for resources to be prioritised and focussed.

To progress along the risk maturity scale in this area the Council should consider the following:

1. Agree on the roles and responsibilities of LGSS and CCC and ensure that these are clearly documented in a corporately approved risk management policy / strategy.
2. Develop a robust view of organisational risk appetite and communicate throughout the council to support considered risk taking.

Strategy & Policy

Level 1 Engaging	Level 2 Happening	Level 3 Working	Level 4 Embedded	Level 5 Driving
---------------------	----------------------	--------------------	---------------------	--------------------

This section seeks to determine whether clear strategies and policies exist for risk management

The organisation has a variety of guidance documents in place to outline the risk management process and framework. There is however no overarching risk management policy / strategy that holds the documents together as they all cover slightly different elements.

The “Short Guide” covers sufficient information to provide users with information on an introduction to risk management at CCC.

From reviewing the documents and interviews it is apparent that there is an understanding of the processes and methodologies that the organisation has adopted and that these are followed in the main. The lack of an organisation wide risk management policy / strategy will hinder the raising of awareness and understanding of risk with those officers who are less involved with the day to day risk roles.

There is a Corporate Risk Group (CRG) in place that oversees the risk management framework and processes that are in place. The CRG provides a forum through which Directorate risk registers are reviewed and individual risks considered for escalation on to the Corporate Risk Register.

The following should be addressed:

1. Develop an overarching strategy / policy with the objective of simplifying terminology, streamlining the contents where possible and clearly articulating the objectives of risk management.
2. Consider the CRG Terms of Reference to ensure that it operates effectively as a gatekeeping and scrutiny group.

Processes & Tools

Level 1 Engaging	Level 2 Happening	Level 3 Working	Level 4 Embedded	Level 5 Driving
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This section seeks to determine whether the organisation has effective risk processes to support the business

Through this review it has been ascertained that apart from the lack of an overarching risk management policy, there are appropriate processes and tools in place for risk to be managed effectively. From the documents provided it is our view that the application of the processes and tools is inconsistent across the organisation and not fully embedded.

There is an Integrated Finance and Performance Reporting process in place that incorporates the reporting of risk information. This approach is in line with best practice and allows for the triangulation of risk information with other key sources of data to help inform decision making. One consideration for future development is the inclusion of emerging operational risks so that these can be identified early on.

The Public Health Directorate utilise a dashboard approach to monitoring operational risk which shows the movement of risk over time and seeks to ensure that risks are reduced effectively and in a timely manner where appropriate. This is not an approach consistently used across other Directorates.

Risk information and registers are stored on GRACE, a risk management IT application. This is currently utilised by the Risk Champions and is due for wider roll out this year (2018).

The recommendations already outlined within the other sections of the review will help support the organisation in moving to a higher level on the maturity spectrum.

Risk Handling & Assurance

Level 1 Engaging	Level 2 Happening	Level 3 Working	Level 4 Embedded	Level 5 Driving
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This section seeks to determine whether risks are handled well and the organisation has assurance that risk management is delivering successful outcomes and supporting creative risk-taking

The risk registers are maintained at Corporate and Directorate level within CCC and these include the typical information that would be expected on scoring, mitigations and action planning.

Whilst there was evidence that some were managing risk well, it is apparent that the application of effective risk management is inconsistent across council. At the time of this review a number of risk registers were being reviewed and were therefore not considered for inclusion as part of the documentation provided. Those that were provided were of a good standard, with well articulated risk information.

One area that has been identified for enhancement is the linkage between corporate and operational risks. It is important that when corporate risks are being reported, any operational risks that could impact upon their materialisation are aligned and identifiable. This will assist the users of the reports in gaining a fuller and wider understanding of the risk profile in question.

Therefore, recommendations in this area include:

1. Ensure that all Directorates have risk registers in place that are timely and relevant.
2. Develop a process through which operational risks can be aligned to corporate risks as this will aid horizon scanning and decision making.

People & Training

Level 1 Engaging	Level 2 Happening	Level 3 Working	Level 4 Embedded	Level 5 Driving
---------------------	----------------------	--------------------	---------------------	--------------------

This section seeks to determine whether people are equipped and supported to manage risk well

It was generally felt that risk management expertise and capabilities across those interviewed was of a good standard. There are some key individuals in place in both LGSS and CCC, who can provide expertise where required.

Documentary evidence was provided to demonstrate training that had taken place over the last couple of years, however this was undertaken on an ad-hoc basis. A deep dive into specific risks was undertaken for one of the examples, this appeared to be a useful method for demonstrating how risk was managed and handled at CCC.

Considerations include:

1. Development of a risk management training needs analysis. This should identify the expected level of risk management capability for key levels within CCC. i.e. Members, Senior Managers, all staff. This should then be developed into a regular pro-active training schedule. e.g. annual refresher for relevant members, induction for new managers etc.
2. The creation of an e-learning module for officers which could support the above.

Partnerships, Shared Risks & Projects

Level 1 Engaging	Level 2 Happening	Level 3 Working	Level 4 Embedded	Level 5 Driving
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This section seeks to determine whether there are effective arrangements for managing risks with partners and within projects

During the interviews, the processes for managing risks within contracts and partnerships was discussed.

From a risk management perspective, it important to understand how risk is to be managed within such arrangements and how the risk governance and reporting aspects feed back into CCC.

Whilst interviewees provided some level of assurance that risks were well understood and managed, it was clear that a structured framework and methodology was not consistently in place and is something that CCC should consider.

Similarly, assurance was given that risks within projects are largely managed effectively but that a process of escalating risks into the wider CCC risk framework should be considered.

In order to drive improvements in this area CCC should consider the following:

1. Develop specific guidance for managing risks within partnerships and projects which should then be referenced within the risk management policy.
2. Undertake further work to understand the common/shared risks within partnerships. Maintain joint risk registers with key partners to monitor key issues.

This score is based on limited information and needs to be validated.

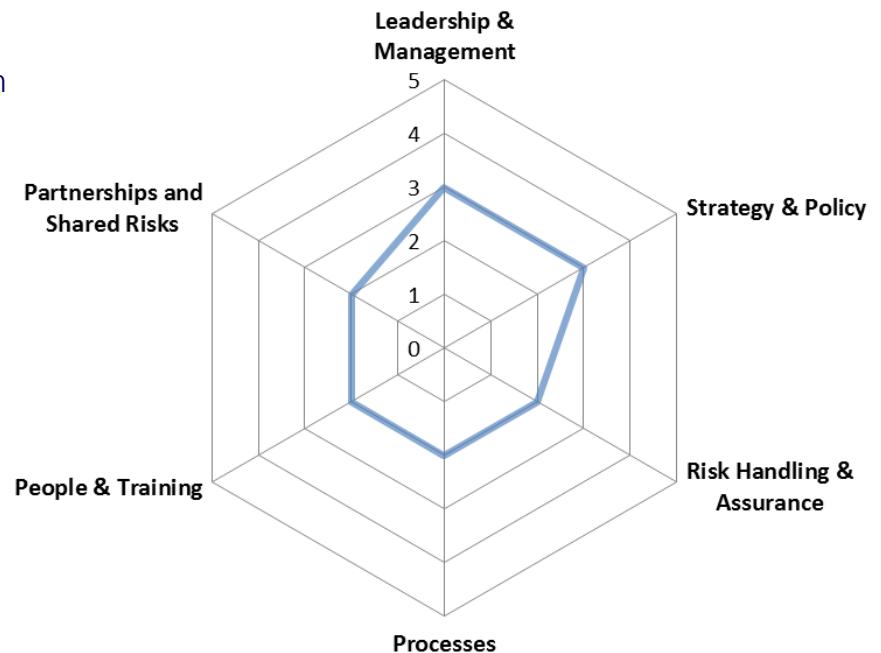
Strengths & Development Areas

Key Strength(s):

- ✓ CCR Format - Quality of Content and Layout
- ✓ Risk Champions - Knowledge and Engagement
- ✓ CRG Concept
- ✓ Member Attendance at DMT Committee Meetings
- ✓ Integrated Finance and Performance - Presentation of Risk in Strategic Context
- ✓ Public Health Risk Movement Dashboard

Areas to focus development:

- CRG Effectiveness and Terms of Reference
- Clarity of Roles and Responsibilities for LGSS & CCC in Risk Management arena
- Availability (Visibility) of Risk Training and Support
- Approach to Risk Appetite - Ability to review and allow for flexibility
- Risk Communications and Reporting
- Visibility of Operational Risks outside of DMTs
- Contract Risk Management - Lack of a consistent approach
- Risk Deadlines and Review Dates Discussed at CRG for CRR - Sufficiency of Challenge from SMT



Potential Additional Areas of Zurich Support

Focus Area	Deliverables
Risk register refresh (Corporate and Directorate / Service)	Facilitation of an independent discussion on risk that challenges, refreshes and validates the current risk register content. The output from the exercise will be an updated risk register that will be taken forward by the DMTs. We will seek to refresh the risk descriptions, scores, mitigations and actions as well as identify new risks and remove those that are no longer relevant.
Risk Appetite	A project aiming to identify the CCC's risk appetite, so that it can be used to inform risk reporting and decision making. It focuses on the concept of current risk exposure vs future risk appetite.
Risk in Partnerships	Development of guidance around managing risks within partnerships and creation of joint risk registers for key partners.
e-Learning	Technical content for the inclusion within an eLearning module.

Appendix 1 – List of Interviewees

Name	Role
Sue Grace	Director of Corporate and Customer Services
Graham Hughes	Executive Director of Place & Economy
Cllr Mike Shellens	Chairman of Audit & Accounts Committee
Tom Kelly	Head of Finance
Mairead Kelly	Audit & Risk Manager
Tess Campbell	Performance & Project Manager, Public Health (Risk Champion)
Tom Barden	Head of Business Intelligence (Risk Champion)
Stewart Thomas	Head of Emergency Planning (Risk Champion)
Dee Revens	Executive Officer, People and Communities (Risk Champion)
Tamar Oviatt-Ham	Business Development Manager (Risk Champion)

Zurich Risk Management Health Check Action Plan

	Recommendation	Target date and owner	Action status
1	Agree on roles and responsibilities of LGSS and CCC and ensure that these are clearly documented	31/07/2018 Corporate Risk Group	Roles and responsibilities have been documented and sent to the Corporate Risk Group for comment on 21/06/2018, sent to SMT for sign-off 05/07/2018. Action complete.
2	Develop a robust view of organisational risk appetite and communicate throughout the council to support considered risk taking	31/07/2018 Corporate Risk Group	The Council has a set of impact descriptors to assist in identifying risk appetite which are appropriate at a corporate level. However as a large and diverse organisation it is recognised that the appetite for risk will vary according to the activity undertaken and hence different appetites and tolerances to risk apply. We are working to produce guidance on how to define our appetite more comprehensively at different levels of the organisation.
3	Develop an overarching strategy/policy with the objective of simplifying terminology, streamlining the contents where possible and clearly articulating the objectives of risk management	30/09/2018 Corporate Risk Group	The existing policy and procedures documents will be reviewed and returned to SMT for sign-off. Sent to the Corporate Risk Group for comment on 05/07/2018. Deadline for updates 20/07/18.
4	Consider the CRG Terms of Reference to ensure that it operates effectively as a gatekeeping and scrutiny group	31/07/2018 Corporate Risk Group	Revised ToR sent to CRG members on 21/06/2018 for comments, sent to SMT for sign-off 05/07/2018. Action complete.
5	Ensure that all Directorates have risk registers in place that are timely and relevant. Develop a process through which operational risks can be aligned to corporate risks as this will aid horizon scanning and decision making.	30/09/2018 Corporate Risk Champions	PH and P&C risk registers are up to date. LGSS Risk Management have worked with P&E to produce a draft directorate risk register. P&E have service risk registers in place. C&CS is currently being updated, and support will be provided by LGSS Risk Management following completion of work with P&E.
6	The creation of a risk training presentation for risk champions to use within their services	31/07/2018 Corporate Risk Group	Training presentation produced and sent to CRG members on 21/06/2018 for comments, sent to SMT for sign-off 05/07/2018. Action complete.

7	The creation of an e-learning module for officers	N/A	The Corporate Risk Group recommend that this is expensive, and provision of guidance material could be done through Camweb. If an opportunity arose to share the development of a risk management e-learning module with other authorities we could re-consider.
8	Develop specific guidance for managing risks within partnerships and projects which should then be referred within the risk management policy. Undertake further work to understand the common/shared risks within partnerships	31/07/2018 Corporate Risk Group	<p>Work has begun on scoring individual partnerships with risk leads. This will result in the CRR Partnership risk being scored appropriately. This will then be incorporated within the risk management policy.</p> <p>Guidance on managing risks in projects is included in the Project Management Framework published in Spring 2018.</p>

**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING
31ST MAY 2018**

To: **Audit & Accounts Committee**

Date: **30th July 2018**

From: **Chief Finance Officer**

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

Forward Plan ref: **N/A** *Key decision:* **N/A**

Purpose: **To present financial and performance information to assess progress
in delivering the Council's Business Plan.**

DRAFT

Recommendations: The committee is asked to note the following recommendations to General Purposes Committee on 24th July 2018:

- a) Approve the carry forward of £104.5m capital funding from 2017/18 to 2018/19 and beyond as set out in section 6.7 and Appendix 6.
- b) Approve -£3.3m rephasing of Place & Economy's (P&E) capital funding, -£6.6m of People & Communities (P&C) capital funding and -£0.5m of Commercial & Investment's capital funding for schemes as set out in section 6.7.
- c) Approve that the Pothole Action Fund of £2.4m be allocated in full to P&E to use for its intended purpose of highway repair, as set out in section 6.7.
- d) Note the reduction in the use of Section 106 funding of -£0.98m as set out in section 6.7.
- e) Note the £4.4m additional contributions received in relation to Combined Authority Schemes, as set out in section 6.7.
- f) Note the additional prudential borrowing of £12.0m in 2018/19 in relation to Ely Southern Bypass and £0.5m in 2018/19 in relation to the Libraries People's Network Refresh capital scheme as previously approved by GPC at the 29th May and 27th March 2018 meetings respectively, as set out in section 6.7.
- g) Approve the allocation of the £309k SEND Implementation grant to the P & C directorate, see section 7.1.
- h) Approve an increase in the revenue budget allocated to P & C of £0.685m, funded by a transfer from general reserves, as specified in Appendix 5 (section A).
- i) Approve the allocation of £1.041m from the transformation fund towards the investments in P&C set out in Appendix 5, section B; and note the implications beyond the current financial year for recognition during business planning
- j) Note the updated estimates of pressures and savings in future years, outlined in Appendix 5 (section C) for recognition in the business planning process.

Officer contact:		Member contacts:	
Name:	Tom Kelly	Names:	Councillors Count & Hickford
Post:	Head of Finance	Post:	Chair/Vice-Chair
Email:	Tom.Kelly@cambridgeshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk Roger.Hickford@cambridgeshire.gov.uk
Tel:	01223 703599	Tel:	01223 706398

1. PURPOSE

- 1.1 To present financial and performance information to assess progress in delivering the Council's Business Plan.

2. OVERVIEW

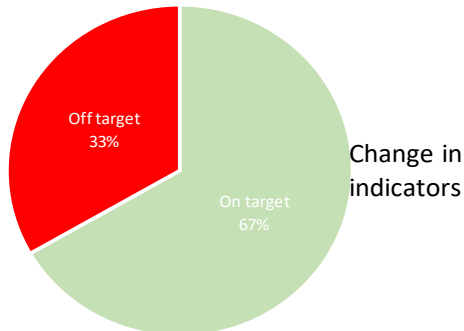
- 2.1 The following summary provides a snapshot of the Authority's performance against its indicators around outcomes, its forecast financial position at year-end and its key activity data for care budgets.

DRAFT

Outcomes

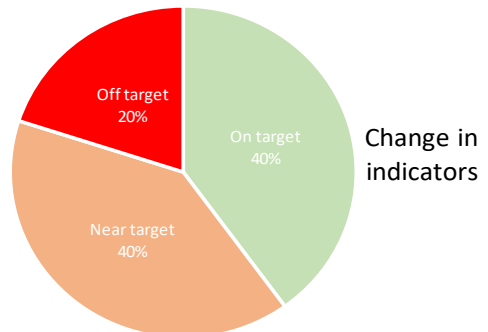
100 indicators about outcomes are monitored by service committees
They have been grouped by outcome area and their status is shown below

Older people live well independently



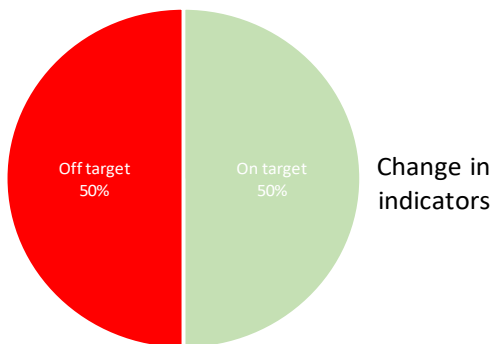
7 indicators, 4 of which do not have targets

People with disabilities live well independently



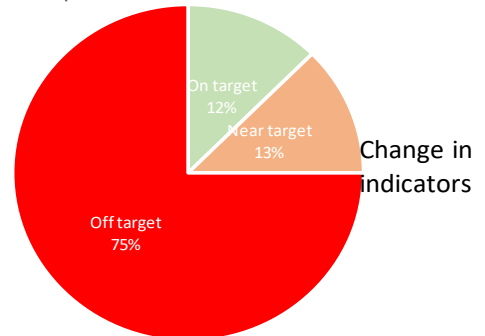
6 indicators, 1 of which does not have a target

Adults and children are kept safe



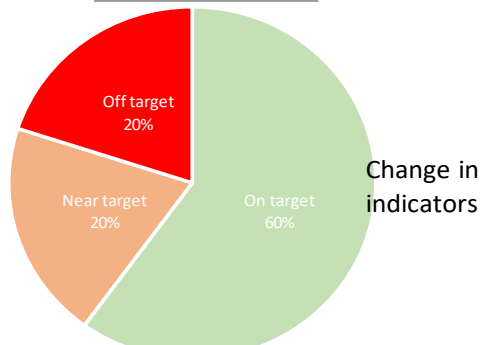
8 indicators, 4 of which do not have targets

People live in a safe environment



13 indicators, 5 of which do not have targets

The Cambridgeshire economy prospers to the benefit of all residents

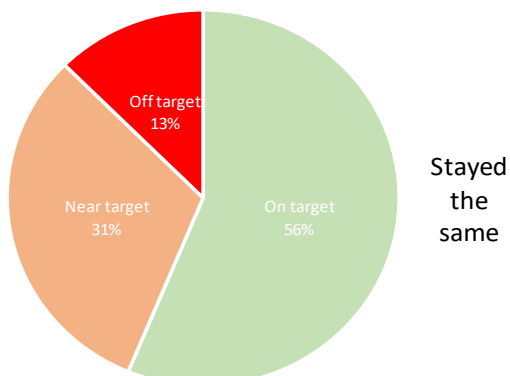


15 indicators, 5 of which do not have targets

Places that work with children help them to reach their potential

Change in indicators. Targets for these indicators have not yet been set.

People lead a healthy lifestyle and stay healthy for longer



35 indicators, 3 of which do not have targets

14 indicators, 14 of which do not have targets

Our Transformation Programme is on track	Sustain a high performing, talented, engaged and resilient workforce
<p>29 Early ideas ↑</p> <p>124 Business cases in development ↑</p> <p>25 Projects being implemented ↑</p> <p>Transformation Fund:</p> <p>35 projects rated Green ↑</p> <p>4 rated Amber (reflecting some need to re-phase savings) ↔</p> <p>2 rated Red (risk of non-delivery of savings or benefits) ↓</p>	<p>As of the end of March 2018* we had lost 6.27 days on average per staff member to sickness during the last 12 months. This is lower than the average number of days lost per staff member at the end of 2016/17 (6.91 days).</p>

*Due to the recent move to the new HR system, ERP Gold, sickness reporting is not currently available on the system. This is currently being worked on and will be updated when available.

Finance and Risk

Revenue budget forecast

+£1.8m (0.5%)
variance at end of
year

RED

Capital programme forecast

£0m (0%) variance
at end of year

GREEN

Residual risk score	Green	Amber	Red
Number of risks	0	9	1

*Latest Review: May 2018

Number of service users supported by key care budgets

Older people aged 65+ receiving long term services

	May-18	Apr-18	Trend since Apr-18
Nursing	455	446	Increasing
Residential	957	916	Increasing
Community	2,412	2,362	Increasing

Adults aged 18+ receiving long term services

	May-18	Apr-18	Trend since Apr-18
Nursing	26	25	Stayed the same
Residential	313	310	Increasing
Community	1,978	1,965	Increasing

Children open to social care

	May-18	Apr-18	Trend since Apr-18
Looked after children	712	715	Decreasing
Child protection	462	483	Decreasing
Children in need*	2,300	2,225	Increasing

*Number of open cases in Children's Social Care (minus looked after children and child protection)

Public Engagement

	May-18	Apr-18	Trend since Apr-18
Contact Centre Engagement	13,072 Phone Calls	12,763	Increasing
	5,663 Other	5,316	Increasing
Website Engagement (cambridgeshire.gov.uk)	155,281 Users	154,319	Increasing
	229,688 Sessions	229,409	Increasing

The number of service users is a key indicator of the demand for care budgets in social care, information about the contacts with the public across web and phone channels is a key indicator of both service delivery and transformation.

2.2 The key issues included in the summary analysis are:

- The overall revenue budget position is showing a forecast year-end pressure of +£1.8m (+0.5%); this is largely within People & Communities (P&C) (£1.1m pressure), Commercial & Investment (C&I) (£0.9m pressure) and Corporate Services (£0.5m pressure), partially offset by a forecast -£0.9m underspend in Corporate Services Financing. See section 3 for details.
- The Capital Programme is forecasting a balanced budget at year end. This includes use of the capital programme variations budget. See section 6 for details.

3. REVENUE BUDGET

3.1 A more detailed analysis of financial performance is included below:

Key to abbreviations

CS Financing – Corporate Services Financing
DoT – Direction of Travel (up arrow means the position has improved since last month)

Forecast Variance (April) £000	Service	Current Budget for 2018/19 £000	Actual (May) £000	Forecast Variance (May) £000	Forecast Variance (May) %	Overall Status	DoT
0	Place & Economy	41,512	7,518	0	0.0%	Green	↔
0	People & Communities	239,329	49,715	1,107	0.5%	Red	↓
0	Public Health	629	-6,080	0	-	Green	↔
0	Corporate Services	6,549	1,826	504	7.7%	Amber	↓
0	LGSS Managed	11,186	1,747	140	1.3%	Amber	↓
0	Commercial & Investment	-8,622	3,111	949	-	Amber	↓
0	CS Financing	25,983	-3,451	-866	-3.3%	Green	↑
0	Service Net Spending	316,566	54,386	1,834	0.6%	Red	↓
0	Funding Items	33,601	7,465	0	0.0%	Green	↔
0	Subtotal Net Spending	350,167	61,850	1,834	0.5%	Red	↓
Memorandum items:							
0	LGSS Operational	8,835	TBC	0	0.0%	Green	↔
0	Grand Total Net Spending	359,002	61,850	1,834	0.5%	Red	↓
	Schools	198,140					
	Total Spending 2018/19	557,142					

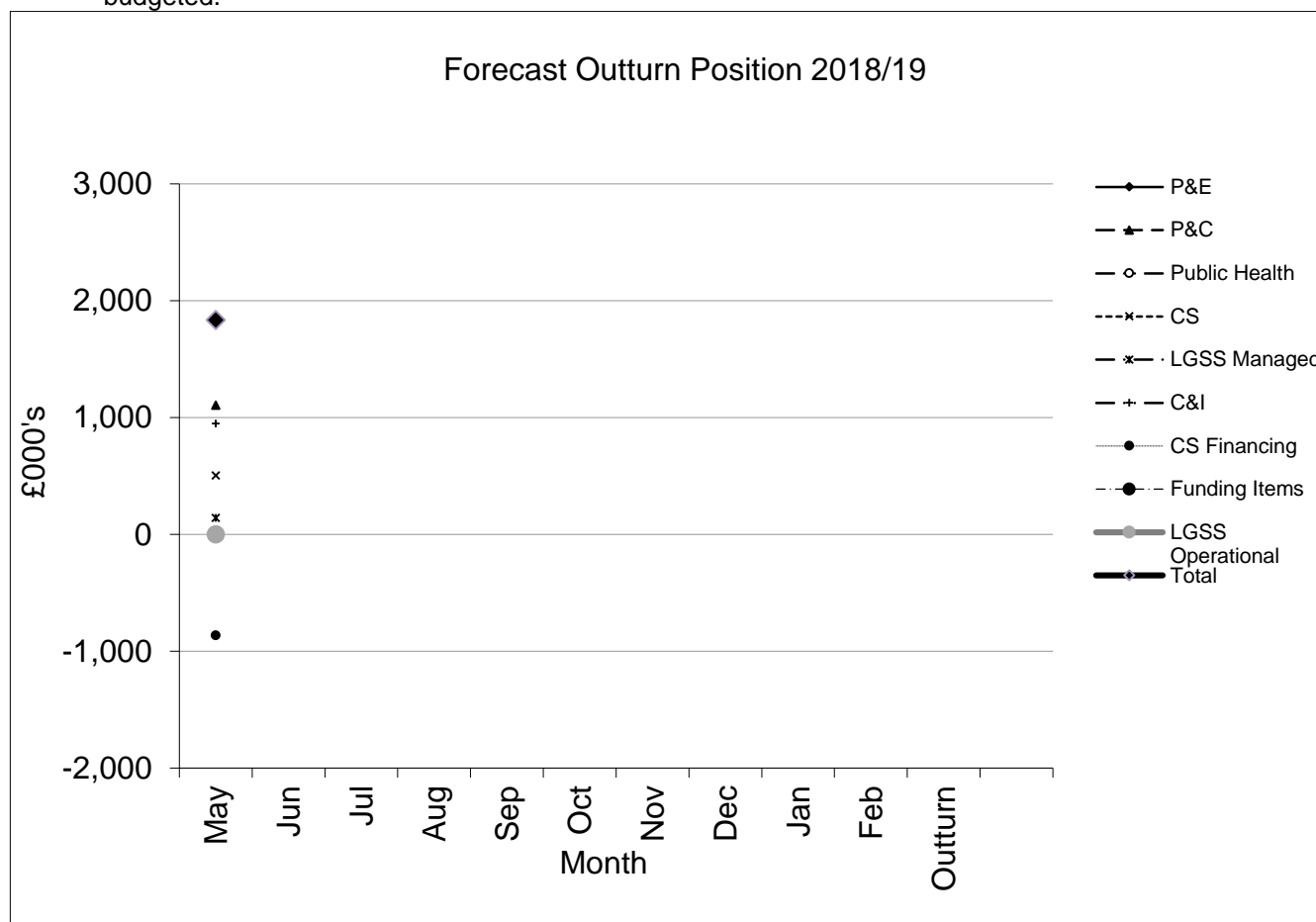
¹ The budget figures in this table are net.

² For budget virements between Services throughout the year, please see [Appendix 1](#).

³ The budget of £629k stated for Public Health is its cash limit. In addition to this, Public Health has a budget of £25.4m from ring-fenced public health grant, which makes up its gross budget.

⁴ The 'Funding Items' budget comprises the £22.7m Combined Authority Levy, the £392k Flood Authority Levy and £10.6m change in general and corporate reserves budget requirement. The forecast outturn on

this line reflects any variance in the amount received from corporate grants and business rates from what was budgeted; a negative outturn indicates a favourable variance, i.e. more income received than budgeted.



3.2 Key exceptions this month are identified below.

3.2.1 **Place & Economy:** a balanced budget is forecast at year-end. Although not yet identified it is anticipated that savings and underspends will be found within Place & Economy to offset the current projected pressures in Waste Management and Coroners reported below:

- | | £m | % |
|---|--------|-------|
| <ul style="list-style-type: none"> Waste Management – a +£500k pressure is forecast for year-end. Contract changes that deliver full year savings totalling £1.3m have been identified; however, delays to reaching formal agreement with the contractor that will allow the contract changes to deliver a series of positive initiatives is likely to result in a shortfall in delivered savings. It is anticipated that agreement will be reached to allow savings to commence in September resulting in a savings shortfall of approximately £500,000 this financial year. | +0.500 | (+1%) |

Until agreement is reached with the contractor on the contract changes the variable nature of the Mechanical Biological Treatment (MBT) Plant creates uncertainty in the forecast and actual performance could improve, resulting in an underspend, or worsen, resulting in an overspend.

- | | | |
|--|--------|--------|
| <ul style="list-style-type: none"> Coroners – a +£290k pressure is forecast for year-end. This projection is due to a combination of ongoing workload pressure | +0.290 | (+32%) |
|--|--------|--------|

and a need to reduce the backlog of cases built up over previous years. Since the creation in 2015 of the combined coronial jurisdiction that covers both Cambridgeshire and Peterborough, the number of referrals made to the coroner service has risen considerably. The funding available at the point of merger supported the referral levels experienced in 2013/14 which were significantly lower than our current numbers. The significant increase in referrals was not expected, beyond the level of demography bids projected in the Council's business plan. In addition there is a pressure on payroll costs for Coroners. In addition to rising workloads, the service also has a backlog of historical inquests. A replacement case management system was purchased in July 2017 and this has made improved processes possible, with significant progress being made in reducing the backlog. For more details the service annual report to the Highways and Community Infrastructure Committee on 10th July can be found [here](#), <https://tinyurl.com/yc2nq4it>.

- For full details see the [P&E Finance & Performance Report](#), <https://tinyurl.com/ycl7ztq2>.

3.2.2 People & Communities: +£1.107m (+0.5%) pressure is forecast at year-end. However, as previously reported to SMT there are continued pressures in relation to children in care which are likely to result in an increased forecast in the coming months once further discussions around potential mitigation has been finalised.

	£m	%
<ul style="list-style-type: none"> • Looked After Children (LAC) Placements – a +£0.7m pressure is forecast. This initial pressure is a result of the full year impact of increased numbers of looked after children in the last quarter of 2017/18. It should be noted that there is expected to be demand pressures on this budget during the year, over and above those forecast and budgeted for. This position will be closely monitored throughout the year and subsequent forecasts will be updated to reflect the latest demand expectations. In addition, there is a £1.5m saving target attached to the budget, where plans to deliver this are being closely monitored. 		
<p><i>~ A more detailed update, reflecting the likely increase in this pressure is provided as part of Appendix 5 (section D).</i></p>	+0.739	(+4%)
<p>Overall LAC numbers at the end of May 2018, including placements with in-house foster carers, residential homes and kinship, were 712. This includes 57 unaccompanied asylum seeking children (UASC). External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of May were 374, 5 more than at the end of April. The Access to Resources team are working with providers to ensure that support and cost matches need for all children. Actions being taken to address the forecast pressure are outlined in the P&C Finance & Performance Report, https://tinyurl.com/y8xrp7f7.</p>		
<ul style="list-style-type: none"> • SEN Placements – a +£0.5m pressure is forecast. This is due to a continuing increase in placements in high cost provision. One factor is that overall there are rising numbers of children and 	+0.518	(+6%)

young people who are looked after (LAC), have an Education, Health and Care Plan (EHCP) and have been placed in a 52 week placement. 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. The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG). It is the aim that any pressures on DSG funded services will be managed from within the overall available DSG for 2018/19.

- **Out of School Tuition** – a +£0.3m pressure is forecast. This is due to a combination of a higher number of children remaining on their existing packages and a higher number of children accessing new packages due to a breakdown of placement, than the budget can accommodate. +0.291 (+26%)
- **Financing DSG** – a -£0.8m variance is forecast for year end. This represents the amount that will be drawn down from the DSG reserve in excess of what was budgeted to cover pressures in DSG-funded areas. These pressures are primarily SEN Placements (£518k) and Out of School Tuition (£291k) as described above. For this financial year the intention is to manage within overall available DSG resources. -0.809 (-2%)
- For full details see the [P&C Finance & Performance Report](https://tinyurl.com/y8xrpyf7), <https://tinyurl.com/y8xrpyf7>.

3.2.3 **Public Health:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [PH Finance & Performance Report](https://tinyurl.com/y7frmvlo), <https://tinyurl.com/y7frmvlo>.

3.2.4 **Corporate Services:** +£0.504m (+7.7%) pressure is forecast.

- | | £m | % |
|---|--------|--------|
| • IT & Digital Service – a +£504k pressure is forecast. Changes in Children's Services, agreed at the Children's and Young People's committee, have led to a change in approach for the IT system for Children's Services. At its meeting on 29 May General Purposes Committee supported a recommendation to procure a new Children's IT System that could be aligned with Peterborough City Council. A consequence of this decision is that the Mosaic system will no longer be rolled out for Children's Services. Therefore £504k of costs for Mosaic, which were formerly charged to capital, will fall back as a revenue pressure in 2018/19. | +0.504 | (+24%) |

It is anticipated that this pressure will be reflected in People & Communities (reflecting the CYP Committee recommendation to GPC) in future reporting periods

- For full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.

3.2.5 **LGSS Managed:** +£0.189m (+1.7%) pressure is forecast. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.

3.2.6 **CS Financing:** -£0.866m (-3.3%) underspend is forecast at year-end.

	£m	%
<ul style="list-style-type: none"> Minimum Revenue Provision (MRP) – an -£866k underspend is forecast. The Council is required to repay an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision - MRP). Following analysis of capital schemes completed in 2017/18 and how they were funded, the MRP payment for 2018/19 has been amended. The Council was able to use funding it was holding as the accountable body for other organisations to fund £16m of capital expenditure, rather than using Prudential Borrowing. This has delayed the MRP payment for these schemes until we take out Prudential Borrowing to repay the funding used. 	-0.866	(-3%)
<ul style="list-style-type: none"> For full details see the CS & LGSS Finance & Performance Report, https://tinyurl.com/y74veyz8. 		

3.2.7 **Commercial & Investment:** +£0.949m (-11.0%) pressure is forecast.

	£m	%
<ul style="list-style-type: none"> Commercial Investments – a +£500k pressure is forecast. The Council has considered and bid on a number of real estate / property acquisition opportunities, but to date has not been successful at a price deemed to deliver a satisfactory commercial return. Consideration is being given to wider opportunities and procurement of external investment advice is being progressed. A £500k pressure against target is considered to be the minimum non-delivery in 2018/19, with the potential for this to rise, although the longer term plan to generate commercial investment income in this way remains sound. 	+0.500	(-5%)
<ul style="list-style-type: none"> Cambridgeshire Catering & Cleaning Services – a +£449k pressure is forecast. This is due to the closure of the Cambridgeshire Catering & Cleaning Service, following a Committee decision. The service has had a £449k recurring surplus budget expectation. As the service winds down approximately 33% of SLAs are phased to end in August 2018, with the remainder ending in October 2018. This pressure is the non-delivery of the recurring surplus, but it is likely to rise as the one-off costs of closure are quantified and confirmed further. 	+0.449	(-158%)
<ul style="list-style-type: none"> For full details see the C&I Finance & Performance Report, https://tinyurl.com/yag94nz3. (Please note that the C&I report will be available at the link above following the publication of the C&I Committee agenda.) 		

3.2.8 **LGSS Operational:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.

Note: exceptions relate to Forecast Outturns that are considered to be in excess of +/- £250k.

4. KEY ACTIVITY DATA

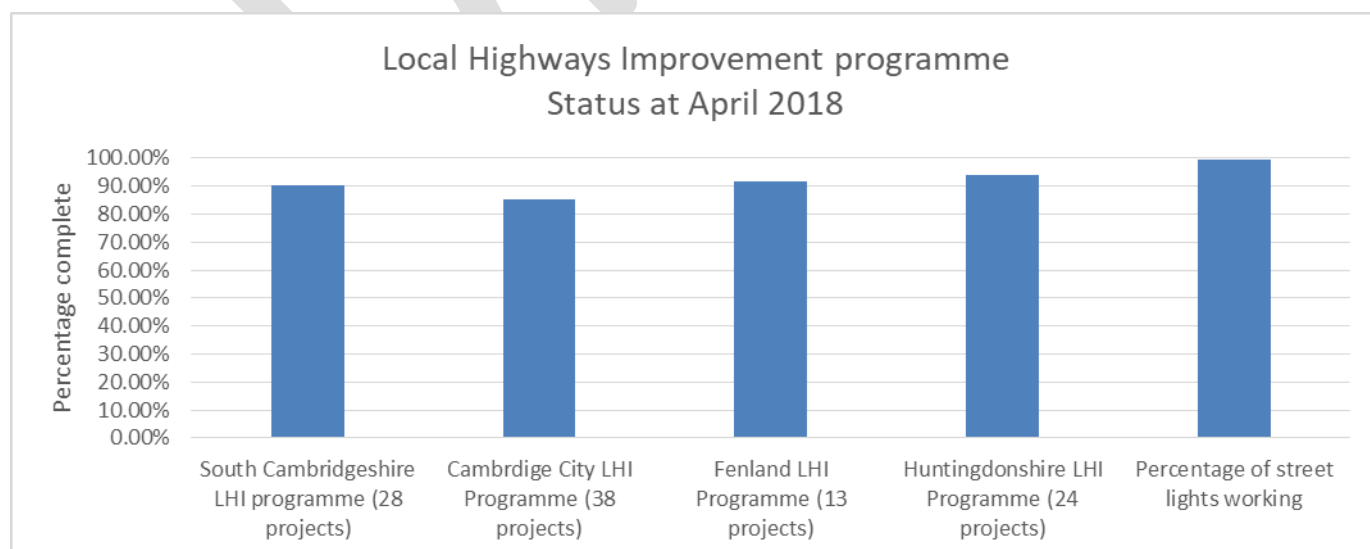
- 4.1 The latest key activity data for: Looked After Children (LAC); Special Educational Needs (SEN) Placements; Adult Social Care (ASC); Adult Mental Health; Older People (OP); and Older People Mental Health (OPMH) can be found in the latest [P&C Finance & Performance Report](#) (section 2.5), <https://tinyurl.com/y8xrpyf7>.

5. PERFORMANCE AND RISK

- 5.1 **Change in indicators:** The performance indicators included in this report have been revised compared to the last (2017/18) financial year. The new indicator set is larger than the old indicator set to better reflect the wide scope of P&C services. Some indicators have been updated to align with new national definitions to enable comparison. Others have been removed where for example they are only reported annually. The focus is intended to be on indicators that are reported to service committees that are relevant, timely and strategic. Further information (including 'drilling down' into information on specific client groups) is available on request, and is monitored within directorate performance monitoring for all of the indicators in the set reported at service committee / GPC level. The revised set of indicators includes 14 of the previous set and 24 new indicators. The pie charts do not show direction of travel because the new set of indicators is not comparable to the old set. Next month the direction of travel will be shown as normal. More detail on the change to P&C indicators is shown in [Appendix 4](#).
- 5.2 **Targets:** Some targets have not been set at this point in the year. This particularly affects the outcome 'places that work with children to help them to reach their potential', where the targets for the 14 indicators that make up this outcome have not been set yet. Work will be undertaken over the next few weeks to propose a set of targets for indicators that are included in this report, based on previous trends and maintaining or improving CCC position relative to statistical neighbours and national averages.

Key exceptions:

People live in a safe environment – indicators in this outcome area are showing that the 2017-18 programme of Local Highways Improvements had not yet been completed in April 2018. Most areas are approximately 90% complete as shown below:



- 5.3 The master file of performance indicators is available [here](#), while the latest Corporate Risk Register can be found [here](#).

6. CAPITAL PROGRAMME

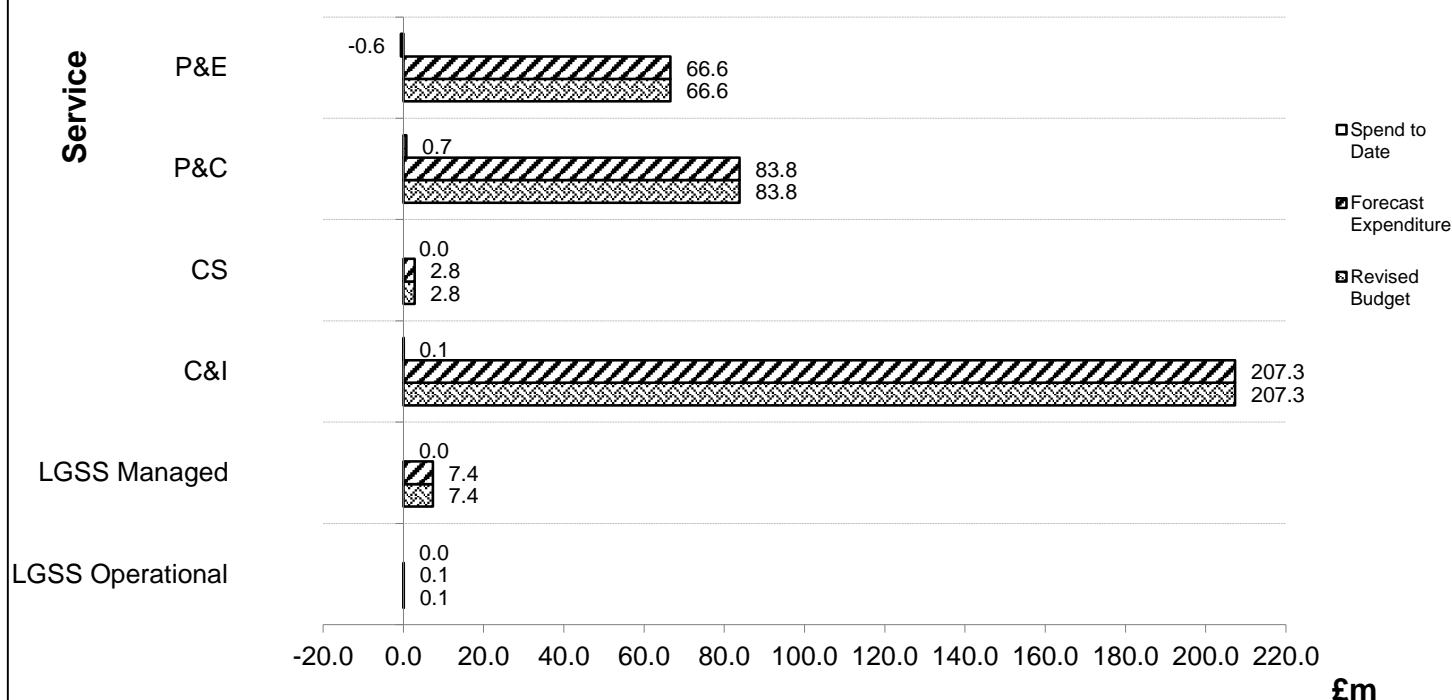
6.1 A summary of capital financial performance by service is shown below:

2018-19					TOTAL SCHEME	
Original 2018/19 Budget as per Business Plan £000	Service	Revised Budget for 2018/19 £000	Forecast Variance - Outturn (May) £000	Forecast Variance - Outturn (May) %	Total Scheme Revised Budget (May) £000	Total Scheme Forecast Variance (May) £000
35,956	P&E	66,584	-	0.0%	363,088	-
87,820	P&C	83,779	-0	0.0%	667,905	14,273
2,038	CS	2,789	-	0.0%	15,730	-
6,415	LGSS Managed	7,394	-	0.0%	8,344	-
123,274	C&I	207,348	-	0.0%	332,820	-147
-	LGSS Operational	134	-	0.0%	2,025	-
-	Outturn adjustment	-	-	-	-	-
255,503	Total Spending	368,028	-0	0.0%	1,389,912	14,126

Notes:

1. The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted. A breakdown of the use of the capital programme variations budget by service is shown in section 6.2.
2. The reported P&E capital figures do not include Greater Cambridge Partnership, which has a budget for 2018/19 of £23.1m and is currently forecasting a balanced budget at year-end
3. The 'Total Scheme Forecast Variance' reflects the forecast variance against budget of the total expenditure for all active capital schemes across all financial years.

Capital Programme 2018/19



Note: The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted.

6.2 A summary of the use of capital programme variations budgets by services is shown below. As forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when re-phasing exceeds this budget.

2018/19					
Service	Capital Programme Variations Budget	Forecast Variance - Outturn (May)	Capital Programme Variations Budget Used	Capital Programme Variations Budget Used	Revised Forecast Variance - Outturn (May)
	£000	£000	£000	%	£000
P&E	-8,778	0	0	0.00%	0
P&C	-12,120	-171	171	1.41%	-0
CS	-2,113	0	0	0.00%	0
LGSS Managed	0	0	0	-	0
C&I Non-Housing	-2,764	0	0	0.00%	0
LGSS Operational	0	0	0	-	0
Outturn adjustment	-	-	-	-	-
Subtotal	-25,775	-171	171	0.67%	-0
C&I Housing	0	0	0	0.00%	0
Total Spending	-25,775	-171	171	0.67%	-0

- 6.3 The C&I Housing scheme budget does not have a capital programme variations budget associated with it; it is therefore shown as a separate line in the above capital programme variations table.
- 6.4 A more detailed analysis of current year key exceptions this month by programme for individual schemes of £0.25m or greater are identified below.
- 6.4.1 **Place & Economy:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [P&E Finance & Performance Report](https://tinyurl.com/ycl7ztq2), <https://tinyurl.com/ycl7ztq2>.
- 6.4.2 **People & Communities:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [P&C Finance & Performance Report](https://tinyurl.com/y8xrp7f7), <https://tinyurl.com/y8xrp7f7>.
- 6.4.3 **Corporate Services:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.
- 6.4.4 **LGSS Managed:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.
- 6.4.5 **Commercial & Investment:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [C&I Finance & Performance Report](https://tinyurl.com/yag94nz3) <https://tinyurl.com/yag94nz3>.
(Please note that the C&I report will be available at the link above following the publication of the C&I Committee agenda.)
- 6.4.6 **LGSS Operational:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.
- 6.5 A more detailed analysis of total scheme key exceptions this month by programme for individual schemes of £0.25m or greater are identified below:
- 6.5.1 **Place & Economy:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the [P&E Finance & Performance Report](https://tinyurl.com/ycl7ztq2), <https://tinyurl.com/ycl7ztq2>.
- 6.5.2 **People & Communities:** a +£14.3m (+2%) total scheme overspend is forecast
- | | £m | % |
|--|------|-------|
| <ul style="list-style-type: none"> • Basic Need – Primary – a total scheme pressure of +£7.3m is forecast. This is due to changes since the Business Plan was approved in response to adjustments to development timescales and updated school capacity information. The following schemes require the cost increases to be approved by GPC for 2018/19 (the impact in following years will be dealt with as part of the 2019-20 business planning process). | +7.3 | (+2%) |
| <ul style="list-style-type: none"> ○ St Ives, Eastfield / Westfield / Wheatfields; £7,000k overall scheme increase, of which £300k will materialise in 2018/19. The scope of the project has changed to amalgamate | | |

Eastfield infant & Westfield junior school into a new all through primary.

- St Neots, Wintringham Park; £5,150k increase in total scheme cost, of which £3,283k will materialise in 2018/19. The scope has increased to build a 3FE Primary and associated Early Years, which will be offset by the deletion of the St Neots Eastern Expansion scheme (see below).
- Wing Development; Total scheme cost £10,200k, of which £400k additional costs will be in 2018/19. A new school is required as a result of new development; it is anticipated that this scheme will be funded by both the Education Funding Agency (EFA) as an approved free school, and S106 funding.
- Bassingbourn Primary School; Total scheme cost of £3,150k, of which £70k is expected to be spent in 2018/19. This is a new scheme to increase capacity to fulfil demand required from returned armed forces families.

The following scheme has reduced in cost since business plan approval.

- St Neots – Eastern expansion; £4,829k reduction. The only requirement is spend on a temporary solution at Roundhouse Primary. The Wintringham Park scheme will be progressed to provide places.
- **Specialist Provision** – a total scheme pressure of +£6.9m is forecast. This is due to increased costs on the following schemes:
 - Highfields Special School; Total scheme cost of £6,870k, of which £250k additional cost in 2018/19. This is a new scheme to extend accommodation for the current capacity and create teaching space for an extended age range to 25. +6.9 (+26%)
- For full details see the [P&C Finance & Performance Report](https://tinyurl.com/y8xrpyf7), <https://tinyurl.com/y8xrpyf7>.

6.5.3 **Corporate Services:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.

6.5.4 **LGSS Managed:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.

6.5.5 **Commercial & Investment:** a -£0.1m (-0%) total scheme underspend is forecast. There are no exceptions to report this month; for full details see the [C&I Finance & Performance Report](https://tinyurl.com/yag94nz3) <https://tinyurl.com/yag94nz3>.

(Please note that the C&I report will be available at the link above following the publication of the C&I Committee agenda.)

6.5.6 **LGSS Operational:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.

6.6 A breakdown of the changes to funding has been identified in the table below.

Funding Source	B'ness Plan Budget £m	Rolled Forward Funding ¹ £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	17.5	4.1	-	2.4	24.1	24.1	-
Basic Need Grant	24.9	-	-	-	24.9	24.9	-
Capital Maintenance Grant	4.0	-	0.2	-	4.2	4.2	-
Devolved Formula Capital	1.0	0.7	-	-	1.7	1.7	-
Specific Grants	6.5	4.4	0.1	-	11.0	11.0	-
S106 Contributions & Community Infrastructure Levy	11.0	3.0	-0.4	-0.9	12.6	12.6	-
Capital Receipts	81.1	-	-	-	81.1	81.1	-
Other Contributions	12.1	-	-3.0	4.6	13.7	13.7	-
Revenue Contributions	-	-	-	-	-	-	-
Prudential Borrowing	97.3	92.3	-7.5	12.6	194.7	194.7	-
TOTAL	255.5	104.5	-10.6	18.7	368.0	368.0	-

¹ Reflects the difference between the anticipated 2017/18 year end position used at the time of building the initial Capital Programme budget, as incorporated within the 2018/19 Business Plan, and the actual 2017/18 year end position.

6.7 Key funding changes (of greater than £0.25m or requiring approval):

Funding	Service	Amount (£m)	Reason for Change
Rolled Forward Funding	All Services	£104.5	<p>The Capital Programme Board has reviewed overspends and underspends at the end of 2017/18, and many of these are a result of changes to the timing of expenditure, rather than variations against total costs. As such, this funding is still required in 2018/19 to complete projects. Of the £104.5m funding to be carried forward, £92.3m relates to prudential borrowing, of which £83.3m relates to a rephasing of the Housing Schemes which has yet to be finalised. The impact of the £83.3m shift in Housing Schemes funding relates to the C&I revenue area; as the revised rephasing is finalised it will be detailed in that budget. The remaining £9m change in prudential borrowing relates to the Debt Charges budget; however as this only relates to a shift in funding of one year there is no significant impact anticipated as a result. Further details are available in Appendix 6, which shows capital roll-forwards.</p> <p>General Purposes Committee is asked to approve the carry forward of £104.5m of funding to 2018/19 and beyond</p>
Revised Phasing	P&E	-£3.3	<p>There have been some changes to schemes since the 2018/19 Business Plan was finalised. The following schemes have been rephased resulting in the following changes to their 2018/19 funding requirement:</p> <ul style="list-style-type: none"> • Waste – Household Recycling Centre (HRC) Improvements (-£407k) • King's Dyke (-3,004k) <p>Other schemes below the de-minimus make up the difference.</p> <p>General Purposes Committee is asked to approve the -£3.3m rephasing of P&E's funding for these schemes.</p>
Revised Phasing	P&C	-£6.6	<p>There have been some changes to schemes since the 2018/19 Business Plan was finalised. The following schemes have been rephased resulting in the following changes to their 2018/19 funding requirement:</p> <ul style="list-style-type: none"> • Sawtry Junior (-£950k) • St Ives Eastfield (+300k) • St Neots, Wintringham Park (+£3,283k) • Chatteris New School (-£4,508k) • Barrington (+£892k)

			<ul style="list-style-type: none"> • St Neots Eastern Expansion (-£2,079k) • Northstowe Secondary (+£7,505k) • Cambridge City Secondary (-£399k) • Alconbury Weald Secondary and Special (-£6,920k) • Cambourne Village College (+£275k) • Cromwell Community College (+£250k) • Orchard Park Primary (-£971k) • Spring Common Special School (-£3,450k) • Highfields phase 2 (+£250k) • WING Primary (+£400k) <p>Other schemes below the de-minimus make up the difference.</p> <p>General Purposes Committee is asked to approve the -£6.6m rephasing of P&C's funding for these schemes.</p>
Revised Phasing	C&I	-£0.5	<p>There have been some changes to schemes since the 2018/19 Business Plan was finalised. The following schemes have been rephased resulting in the following changes to their 2018/19 funding requirement:</p> <ul style="list-style-type: none"> • MAC Joint Highways Depot (-482k) <p>General Purposes Committee is asked to approve the -£0.5m rephasing of C&I's funding for this scheme.</p>
Additional/Reduction in Funding (Specific Grants)	P&E	+£2.4	<p>Cambridgeshire County Council has received £2.4m of grant funding from DfT for the purpose of repairing potholes and protecting local roads from future severe weather, either through permanent patching repairs or preventative resurfacing works.</p> <p>General Purposes Committee is asked to approve that the Pothole Action Fund of £2.4m be allocated in full to P&E to use for its intended purpose of repairing potholes.</p>
Additional/Reduction in Funding (Section 106 contributions)	P&E	-£1.0	<p>Reduced Section 106 funding of -£981k is required to be utilised regarding Cambridge Cycling Infrastructure schemes as some of these schemes will now come under the umbrella of the Greater Cambridge Partnership.</p> <p>General Purposes Committee is asked to note this reduction in funding.</p>

Additional/Reduction in Funding (Other Contributions)	P&E	+£4.4	£4.4m additional contributions have been received in relation to Combined Authority Schemes. General Purposes Committee is asked to note this additional funding.
Additional/Reduction in Funding (Prudential Borrowing)	P&E	+£12.0	An additional £12m of funding by prudential borrowing has been added to the 2018/19 budget allocation for the Ely Southern Bypass. The total additional prudential borrowing of £13m for 2018/19 and future years was approved by the General Purposes Committee on 29 th May 2018. General Purposes Committee is asked to note this additional prudential borrowing.
Additional/Reduction in Funding (Prudential Borrowing)	LGSS Managed	+£0.5	An additional £495k of funding by prudential borrowing has been added to the 2018/19 budget allocation for the Libraries People's Network refresh scheme. An allocation up to this level was approved by the General Purposes Committee on 27 th March 2018. General Purposes Committee is asked to note this additional prudential borrowing.

7. FUNDING CHANGES

- 7.1 Where there has been a material change in 2018/19 grant allocations to that budgeted in the Business Plan (BP) i.e. +/- £160k, this will require SMT discussion in order to gain a clear and preferred view of how this additional/shortfall in funding should be treated. The agreed approach for each grant will then be presented to the GPC for approval.

SEND Implementation Grant (new burdens)

The SEND Implementation Grant is an un-ringfenced grant from the Department for Education (DfE) that has been allocated to Local Authorities to continue to support transition to the new system for special educational needs and disability (SEND), in particular in the final year of the transition. The DfE has confirmed that Local Authorities can spend this grant to help with additional costs associated with the ongoing implementation of the reforms. Cambridgeshire County Council's allocation is £309,214, which has not been budgeted for.

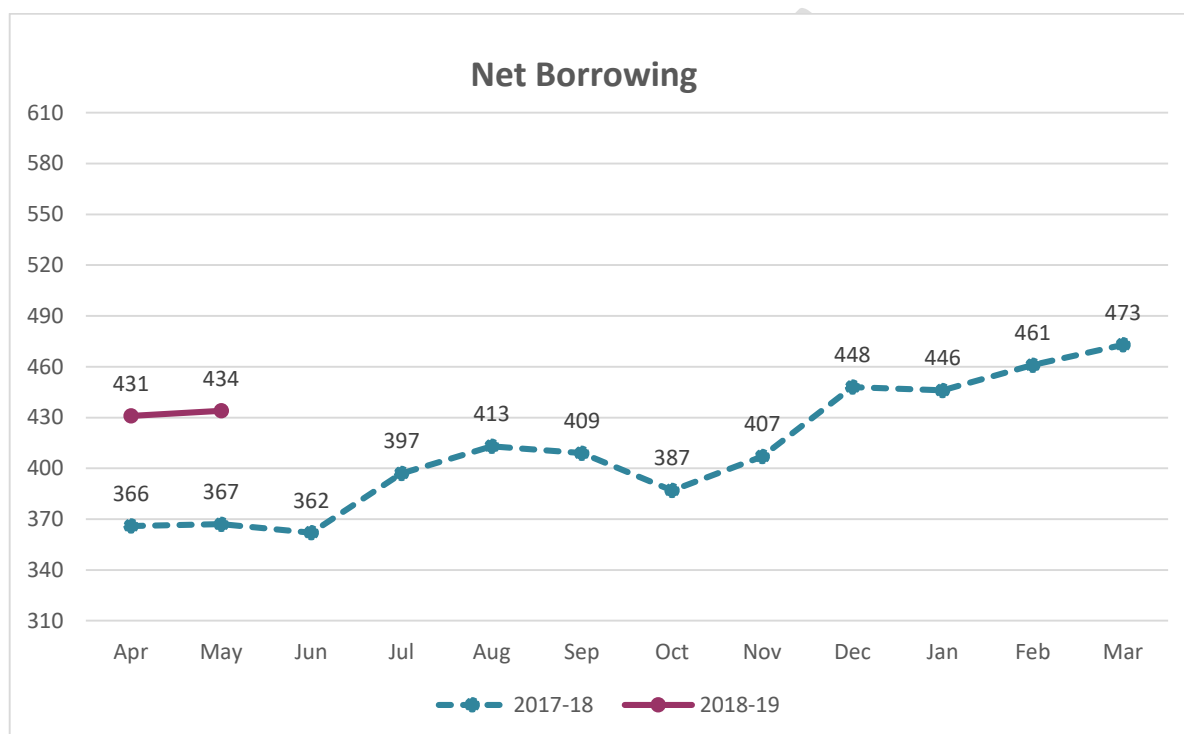
General Purposes Committee is asked to approve the allocation of this grant to the People & Communities directorate so that it can be used for its intended purposes, to be deployed as follows:

Area of work	Amount
Statutory assessment work for post 18 young people, and early years	£253.7k
Educational Psychologists providing Psychological Advice for post 18 work and early years	£50.0k
Community of Change Membership - Personal Outcomes Evaluation Tool (POET)	£5.5k
Subtotal	£309.2k

Further details of the allocation request can be found in [Appendix 3](#)

8. BALANCE SHEET

- 8.1 A more detailed analysis of prompt payment and debt management balance sheet health issues will be included once this reporting has been developed following the transition to the new financial system.
- 8.2 The graph below shows net borrowing (borrowings less investments) on a month by month basis and compares the position with the previous financial year. The levels of investments at the end of May 2018 were £109.16m (excluding 3rd party loans) and gross borrowing was £542.86m. Of this gross borrowing, it is estimated that £56.940m relates to borrowing for Invest to Save or Invest to Earn schemes, including loans we have issued to 3rd parties in order to receive a financial return.



- 8.3 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the year. It identifies the expected levels of borrowing and investments based upon the Council's financial position and forecast capital programme. When the 2018-19 TMSS was set in February 2018, it was anticipated that net borrowing would reach £683m at the end of this financial year. Net borrowing at the beginning of this financial year as at 1st April 2018 was £473m, this reduced to £431m at the end of April 2018 thus starting at a lower base than originally set out in the TMSS (£683m). This is to be reviewed as the year progresses and more information is gathered to establish the full year final position.
- 8.4 From a strategic perspective, the Council is currently reviewing options as to the timing of any potential borrowing and also the alternative approaches around further utilising cash balances and undertaking shorter term borrowing which could potentially generate savings subject to an assessment of the interest rate risks involved.
- 8.5 Although there is a link between the capital programme, net borrowing and the revenue budget, the Debt Charges budget is impacted by the timing of long term borrowing decisions. These decisions are made in the context of other factors including, interest

rate forecasts, forecast levels of cash reserves and the borrowing requirement for the Council over the life of the Business Plan and beyond.

- 8.6 The Council's cash flow profile varies considerably during the year as payrolls and payment to suppliers are made, and grants and income are received. Cash flow at the beginning of the year is typically stronger than at the end of the year as many grants are received in advance.
- 8.7 Further detail around the Treasury Management activities can be found in the latest [Treasury Management Report](https://tinyurl.com/y9vuz8or) (<https://tinyurl.com/y9vuz8or>).
- 8.8 The Council's reserves include various earmarked reserves (held for specific purposes), as well as provisions (held for potential liabilities) and capital funding. A schedule of the Council's reserves and provisions can be found in [Appendix 2](#).

9. ALIGNMENT WITH CORPORATE PRIORITIES

9.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

9.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

9.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

10. SIGNIFICANT IMPLICATIONS

10.1 Resource Implications

This report provides the latest resources and performance information for the Council and so has a direct impact.

10.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

10.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

10.4 Equality and Diversity Implications

There are no significant implications within this category.

10.5 Engagement and Consultation Implications

No public engagement or consultation is required for the purpose of this report.

10.6 Localism and Local Member Involvement

There are no significant implications within this category.

10.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Chris Malyon
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	No Name of Legal Officer: Not applicable
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	No Name of Legal Officer: Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	No Name of Officer: Not applicable
Have any engagement and communication implications been cleared by Communications?	No Name of Officer: Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	No Name of Officer: Not applicable
Have any Public Health implications been cleared by Public Health	No Name of Officer: Not applicable

Source Documents	Location
P&E Finance & Performance Report (May 18) P&C Finance & Performance Report (May 18) PH Finance & Performance Report (May 18) CS and LGSS Cambridge Office Finance & Performance Report (May 18) C&I Finance & Performance Report (May 18) Performance Management Report & Corporate Scorecard (May 18) Capital Monitoring Report (May 18)	1 st Floor, Octagon, Shire Hall, Cambridge

APPENDIX 1 – transfers between Services throughout the year (only virements of £1k and above (total value) are shown below)

	P&C	Public Health	P&E	CS Financing	Corporate Services	LGSS Managed	C&I	LGSS Op	Financing Items
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Opening Cash Limits as per Business Plan	239,124	629	41,428	25,983	7,207	11,126	-8,188	8,871	33,685
Post BP adjustments	208				203	58	-433	-36	
Greater Cambridge Partnership budgets not reported in CCC budget					-863				
Use of earmarked reserves for Community Transport			84						-84
Current budget	239,331	629	41,512	25,983	6,547	11,184	-8,621	8,835	33,601
Rounding	2	0	0	0	-1	-1	1	0	0

APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2018	2018-19		Forecast Balance 31 March 2019	Notes
		Movements in 2018-19	Balance at 31 May 2018		
	£000s	£000s	£000s	£000s	
<u>General Reserves</u>					
- County Fund Balance	13,392	3,253	16,645	14,812	Service reserve balances transferred to General Fund after review
- Services					
1 P&C	0	0	0	0	
2 P&E	0	0	0	0	
3 CS	0	0	0	0	
4 LGSS Operational	0	0	0	0	
subtotal	13,392	3,253	16,645	14,812	
<u>Earmarked</u>					
- Specific Reserves					
5 Insurance	3,175	0	3,175	3,175	
subtotal	3,175	0	3,175	3,175	
- Equipment Reserves					
6 P&C	64	0	64	64	
7 P&E	30	0	30	0	
8 CS	30	0	30	30	
9 C&I	680	0	680	680	
subtotal	804	0	804	774	
<u>Other Earmarked Funds</u>					
10 P&C	514	0	514	514	Includes liquidated damages in respect of the Guided Busway
11 PH	2,567	0	2,567	2,188	
12 P&E	5,382	0	5,382	4,875	
13 CS	2,628	0	2,628	2,628	
14 LGSS Managed	63	0	63	63	
15 C&I	552	106	658	658	Savings realised through change in MRP policy
16 Transformation Fund	21,877	6,372	28,249	18,195	
17 Innovation Fund	844	0	844	844	
18 Smoothing Fund	0	3,413	3,413	3,413	
subtotal	34,427	9,891	44,318	33,378	
SUB TOTAL	51,799	13,144	64,943	52,139	
<u>Capital Reserves</u>					
- Services					
18 P&C	778	0	778	778	Section 106 and Community Infrastructure Levy balances.
19 P&E	10,200	-5,796	4,404	5,000	
20 LGSS Managed	0	0	0	0	
21 C&I	0	0	0	0	
22 Corporate	43,561	2,168	45,729	43,285	
subtotal	54,539	-3,628	50,911	49,063	
GRAND TOTAL	106,338	9,515	115,853	101,202	

In addition to the above reserves, specific provisions have been made that set aside sums to meet both current and long term liabilities that are likely or certain to be incurred, but where the amount or timing of the payments are not known. These are:

Fund Description	Balance at 31 March 2018	2018-19		Forecast Balance 31 March 2019	Notes
		Movements in 2018-19	Balance at 31 May 2018		
	£000s	£000s	£000s	£000s	
- Short Term Provisions					
1 P&E	55	0	55	0	
2 P&C	200	0	200	200	
3 CS	0	0	0	0	
4 LGSS Managed	3,460	0	3,460	3,460	
5 C&I	0	0	0	0	
subtotal	3,715	0	3,715	3,660	
- Long Term Provisions					
6 LGSS Managed	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
GRAND TOTAL	7,328	0	7,328	7,273	

APPENDIX 3 - 2018-19 SEND Implementation Grant (new burdens)

Business Case for additional funding - £309,214

The purpose of the funding is to continue to support transition to the new system for special educational needs and disability (SEND), in particular the final year of the transition. The Department for Education has confirmed that Local Authorities can spend this grant to help with additional costs associated with the ongoing implementation of the reforms.

Area of work	Costs	Rationale/sustainability/outcomes/risks
Statutory assessment work for post 18 young people, and early years	<p>5 x SEN Casework Officer posts (12 months fixed term) = £207,086 (inc. on costs)</p> <p>2 x Business Support Assistants (12 months fixed term) = £46,628 (inc. on costs)</p>	<p>This funding is to support the necessary increase in capacity to the Statutory Assessment Team to undertake their statutory duties and responsibilities, particularly in relation to the post 18 young people, but also with the increasing demand for statutory assessment of pre-school children across Cambridgeshire.</p> <p>In terms of sustainability, we have undertaken an audit of need and capacity in the Statutory Assessment Team in preparation of when the Reform grant comes to an end in March 2018. The next stage of this work is to undertake some modelling exercises, ensuring that processes and systems are as streamlined as possible, and cut out any duplication. This work will enable the Service to determine the number of Casework officers, and other roles needed within the Team. Work around the SEND Sufficiency and the impact this has on the SEND Service will enable reinvestment into the Statutory Assessment Team 2019/20.</p>
Educational Psychologists providing Psychological Advice (App D) for post 18 work and early years	£50,000	This provides the necessary funding to undertake the additional post 18 work and increased demand for early years work.
Community of Change Membership - POET	£5,500	Personal Outcomes Evaluation Tool (POET) provides useful insights in to the experiences of children and young people with special educational needs and their families in relation to the introduction of the EHC Plans and Personal budgets. What was originally a 2 year DfE project has been extended for a further year, linking up with CCGs to provide a more expansive evidence base on which to base conclusions about the SEND Reforms. Cambridgeshire has been one of the Local Authorities that have contributed from year one, and we would like to continue for the final year.
TOTAL	£309,214	

APPENDIX 4 – Change to P&C Performance Indicators

The People & Communities performance indicators have been revised following a discussion with General Purposes Committee earlier in the last (2017/18) financial year. The revised set of People & Communities indicators includes 14 of the previous set and 24 new indicators.

Below are the People and Communities indicators included in each outcome. The indicators from the 2017-18 set have been listed and those that have been carried over to the 2018-19 set have been identified. The new indicators for each outcome for 2018-19 have also been listed.

Adults and Children are kept safe

Indicators in 17-18 set

	Carried over to 18-19?
% children whose referral to social care occurred within 12 months of a previous referral	Yes
Number of children with a Child Protection Plan per 10,000 population under 18	Yes
The number of looked after children per 10,000 children	Yes
% of adult safeguarding enquiries where outcomes were at least partially achieved	Yes

New Indicators for 18-19

% of people who use services who say that they have made them feel safer
Rate of referrals per 10,000 of population under 18
Proportion of children subject to a Child Protection Plan for the second or subsequent time (within 2 years)
Number of young first time entrants into the criminal justice system, per 10,000 of population compared to statistical neighbours

Older people live well independently

Indicators in 17-18 set

	Carried over to 18-19?
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	No
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Yes
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Yes*
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Yes**

*This indicator has been rephrased as "Average monthly number of bed day delays (social care attributable) per 100,000 18+ population"

**This indicator has been rephrased as "Proportion of people finishing a reablement episode as independent (year to date)"

New indicators for 18-19

Number of contacts for community equipment in period

Number of contacts for Assistive Technology in period

Number of Community Action Plans Completed in period

Number of assessments for long-term care completed in period

People live in a safe environment

New indicators for 18-19

Victim-based crime per 1,000 of population compared to statistical neighbours (hate crime)

People with disabilities live well independently

Indicators in 17-18 set

	Carried over to 18-19?
1C PART 1a - Proportion of eligible service users receiving self-directed support	No
RV1 - Proportion of planned reviews completed within the period that were completed on or before their due date. (YTD)	No
1E - Proportion of adults with learning disabilities in paid employment	Yes*
1F - Adults in contact with secondary mental health services in employment	Yes**

*This indicator has been rephrased as "Proportion of adults with a primary support reason of learning disability support in paid employment (year to date)"

**This indicator has been rephrased as "Proportion of adults in contact with secondary mental health services in paid employment"

New indicators for 18-19

Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family

Proportion of adults in contact with secondary mental health services living independently, with or without support

Proportion of adults receiving Direct Payments

Proportion of carers receiving Direct Payments

Places that work with children help them to reach their potential

Indicators in 17-18 set

	Carried over to 18-19?
% year 12 in learning	No
%16-18 year olds NEET and unknown	No
FSM/Non-FSM attainment gap % achieving the national standard in Reading, Writing & Maths at KS2	No

FSM/Non-FSM attainment gap % achieving 5+ A*-C including English & Maths at GCSE	No
% Clients with SEND who are NEET	No
The proportion pupils attending Cambridgeshire Nursery schools judged good or outstanding by Ofsted	Yes
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Yes
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Yes
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Yes
Proportion of income deprived 2 year olds receiving free childcare	Yes*

*This indicator has been rephrased to “% of disadvantaged households taking up funded 2 year old childcare places’

New indicators for 18-19

% of EHCP assessments completed within timescale
Number of young people who are NEET, per 10,000 of population compared to statistical neighbours
KS2 Reading, writing and maths combined to the expected standard (All children)
KS4 Attainment 8 (All children)
% of Persistent absence (All children)
% Fixed term exclusions (All children)
% receiving place at first choice school (Primary)
% receiving place at first choice school (Secondary)
Number of young people who are NEET, per 10,000 of population compared to statistical neighbours

The Cambridgeshire economy prospers to the benefit of all residents

Indicators from 17-18 set

	Carried over to 18-19?
The number of people in the most deprived wards completing courses to improve their chances of employment or progression in work	No
The number of people starting as apprentices	No

New indicators for 18-19

Proportion of new apprentices per 1,000 of population, compared to national figures
Engagement with learners from deprived wards as a proportion of the total learners engaged

APPENDIX 5

BUDGET REVIEW: PRESSURES, INVESTMENTS AND SAVINGS – CHILDREN & SAFEGUARDING AND PEOPLE COMMISSIONING

This appendix includes six sections – the first four sections summarise the financial implications of the detail included in section E and F.

- A. Additional budget allocation request
- B. Transformation fund allocation request
- C. Implications for future years business planning
- D. Anticipated overspend/pressures during 2018-19
- E. Capacity Building and Demand Management in Children's Services (detail)
- F. Commissioning directorate redesign (detail)

Section A: Additional budget allocation request

As set out in section E below, two unavoidable budget pressures have been established since the budget was set by Full Council, following full analysis of two changes implemented by central government.

Pressures £000	2018-19
New duties – leaving care	390
Children's services reduced grant income expectation	295
Subtotal	685

These types of "changed burdens" are handled as a corporate risk, and it is therefore recommended that GPC transfers additional budget to People & Communities from general reserves. General reserves will need to be replenished to the level set in policy during Business Planning.

Section B: Transformation fund allocation request (2018-19)

Section E and F set out rationale for investment in the following areas during 2018-19 (financed by the Transformation Fund)

Investments & Transition	2018-19
Additional workforce– Children in care & Business Support	267
Contact Centre (screening for MASH and Front door)	165
Family Group Conferencing	110
Commissioning and brokerage capability (Adults&CYP)	499
Subtotal	1,041

These are areas where investment from transformation fund is anticipated to support demand management, and deliver existing and planned savings (see section C below).

Section C:

In this section the numbers are shown in the Business Planning format (changes one year are cumulative and permanent unless changed in the following years columns).

For future years, the areas of investment (shown in Section B) will need to be reflected in Business Planning. The multi-year impact is shown below. These allocations will likely be associated with a further draw on the transformation fund where appropriate:

Investments & Transition	2019-20	2020-21	2021-22	2022-23	2023-24
Additional workforce – Children in care & Business Sup	339	-72	-72	-	-
Contact Centre (screening for MASH and Front door)	142	-100	-42	-	-
Family Group Conferencing	250	-	-	-	-
Commissioning and brokerage capability (Adults&CYP)	499				
Subtotal investment and transition	1,230	-172	-114	-	-

Additionally, it will also be necessary to recognise the following pressures in Business Planning, reflecting the ongoing impact, across multiple years of the pressures set out in section E.

Permanent pressures	2019-20	2020-21	2021-22	2022-23	2023-24
Looked After Children Placements	2,700				
Supervised contact (numbers of children)	235	-35			
Independent reviewing officers (numbers of children)	85		-85		
Subtotal investment and transition	3,020	-35	-85	-	-

Section E sets out that once these pressures and investments are reflected, there is an increase and update necessary to future savings expectations, these are set out below and will be reflected in the Business Planning process:

Revised savings	ref	2019-20	2020-21	2021-22	2022-23	2023-24
Children's Services Later Years Savings Targets	A/R.6.255	-1,311	-3,134	-2,399	-	-
Children's home changes (underutilised)	New	-350	-	-	-	-
Children's Change Programme (later phases)	A/R.6.204	-	-	-	-	-
Subtotal updated savings		-1,661	-3,134	-2,399	-	-

The investment in Commissioning, underpins the existing utilisation of the improved Better Care Fund.

Section D:

Section E sets out that these pressures will also materialise in 2018-19, before there is an opportunity to fully address and mitigate this across the Council in Business Planning for future years. This means that in future months the following pressures are likely to be reported:

	2018-19
Looked After Children Placements	2,700
Supervised contact (numbers of children)	275
Independent reviewing officers (numbers of children)	85
Subtotal	3,060

Management action is underway to mitigate these pressures, this will require an ongoing organisation wide response, as facility to mitigate, to the extent required within the areas with these pressures remaining is not sufficient.

Section E:

Capacity Building and Demand Management in Children's Services in Cambridgeshire:

Briefing copied to the General Purposes Committee

This paper aims to establish the case for some additional time-limited invest to save funding for children's services in order that we can successfully deliver reductions in overall numbers of children in care and improve placement mix. The case for investment is in most cases an acknowledgement that savings targets established for children's services through the Children's Change Programme of 2017 were predicated on reductions in demand that have not been achieved.

While there have been a number of benefits to the changes carried out in 2017, they have not delivered reductions in demand, especially where this is of most importance in terms of managing high cost activity. Specifically, the changes in 2017 failed in two key areas:

- To reduce numbers of children in care;
- To reduce the amount of work coming into the system through the Integrated Front Door and the Multi-Agency Safeguarding Hub.

£669K was removed from children's services budgets in 17/18, with phase 2 of the Children's Change Programme expected to deliver a further £594K of savings in the current year, of which £504K has been delivered. The proposals included in this paper for some additional areas of investment need to be considered in this context - i.e. that £1.2M has been removed from children's budgets based on assumptions of reduced activity that has not been achieved. There is also a savings target associated with business support of £245K, again based on assumptions around reduced demand.

Numbers of children in care remain at around 100 higher than they should be if our performance was in line with the average of our statistical neighbours. This is equivalent to an additional team of social workers, team manager and business support, and also has implications for IRO capacity. Independent Reviewing Officers review children's care plans, and have an important role to play in ensuring that these plans are progressed.

These higher than anticipated numbers in care have resulted in continuing overspends in directly related budgets – those associated with placement costs, supervised contact and transport costs.

We have completed a full analysis of the underlying reasons for the increased volumes of children in the system and will launch a formal consultation on July 9th 2018. This, among other things, will:

- Remodel the MASH and Integrated Front Door;
- Create dedicated specialist teams including for children and young people in care;
- Overall business support arrangements that have not been reviewed for around 12 years;
- Deliver some savings in the event that we decide to close the residential children's home, based in Wisbech.

Taken together, these changes will reduce demand in the system and will deliver sustainable savings, most notably by reducing costs associated with inflated numbers of children in care in the system.

As we once more move into a significant re-structure of children's services, it is important that we do not repeat past over-optimism by removing funding too quickly. Doing so would risk non-delivery of the significant cost avoided savings on children's placement costs, as detailed in the next section.

Targets for Children in Care Numbers and Placement Mix Changes 2019/20 – 2020/21

There are two main contributors to overall placement costs: numbers of children and young people in care and placement mix. This section assesses the financial impact of reductions in overall care numbers and an increase in the number of children placed with in-house foster carers.

2018/19

It is likely that there will be an overspend of between £2M and £2.75M on direct placement costs in 2018/19. This includes the non-delivery of a £1.5M savings target for the current financial year.

While the changes proposed to the children's services structure will address our higher than expected children in care numbers, these changes will not be implemented until autumn 2018 and so are unlikely to begin to have any impact until 2019/20. This means placement numbers are unlikely to begin to reduce in the current financial year.

There should, however, be some benefits emerging from changing of placement mix as we head towards the end of the current financial year. Innovative recruitment campaigns are about to commence and we expect to see an increase in the numbers of households applying to become foster carers with Cambridgeshire. This is important, since in-house fostering unit costs are around 50% of the unit cost of Independent fostering agency placements.

Enquiries by prospective carers received now, however, will not convert into new placements for between 4 to 6 months, as all carers have to be assessed, trained and then approved by panel. This means that the benefits from the new approaches to recruitment will again only begin to take effect during 2019/20.

2019/20 and 2020/21

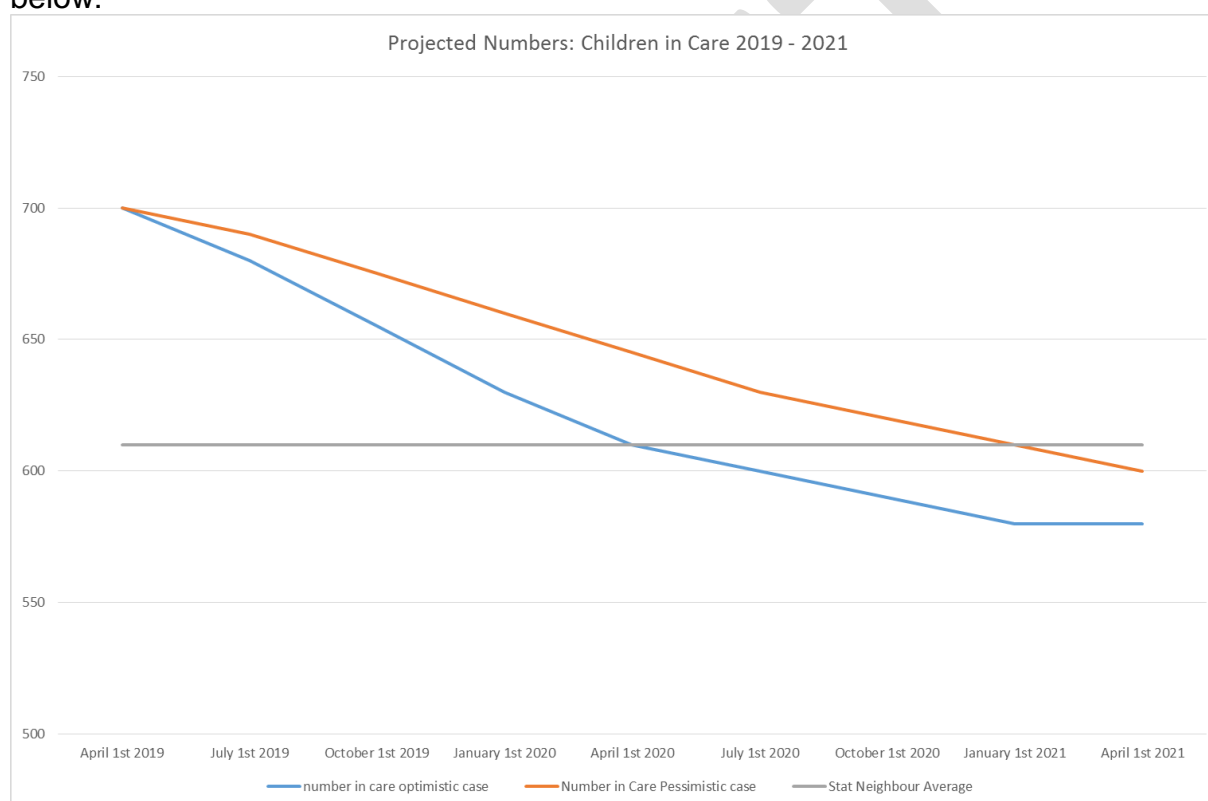
Although there are some important constraints summarised below, by 2019/20, we should be seeing the impact of reducing overall numbers of children in care as well as a changing placement mix.

Predicting the rate of reduction in numbers in care is always a difficult task. In Cambridgeshire's case, this is further complicated by the features of our current care population and the context of a growing number of children and young people in Cambridgeshire. There are also some constraints on changing placement mix. In summary, constraints on making positive change include:

- A larger than expected group of children of primary school age among our child in care population;
- The need to ensure that children and young people are not moved from placements where they are settled, unless this is their best longer term interests and is in accordance with their care plans.

In their extensive case sampling, Oxford Brookes identified a history of over-optimism in our work with families facing significant challenges, before action was taken and children removed. This means that we have more children in our care who came into care at primary school age, for whom adoption and other permanent options outside the care system are less likely. Analysis indicates that there are around 40 more children of primary school age in care than there were two years ago, for example, and it is this age group that are most likely to be looked after until they reach adulthood. This will have an impact on our ability to reduce overall numbers in care. As we move closer to statistical neighbour averages of children and young people in care, it is likely that an increasing proportion of those remaining will be in stable and settled placements, which will slow down the rate of change associated with increased use of in-house fostering placements.

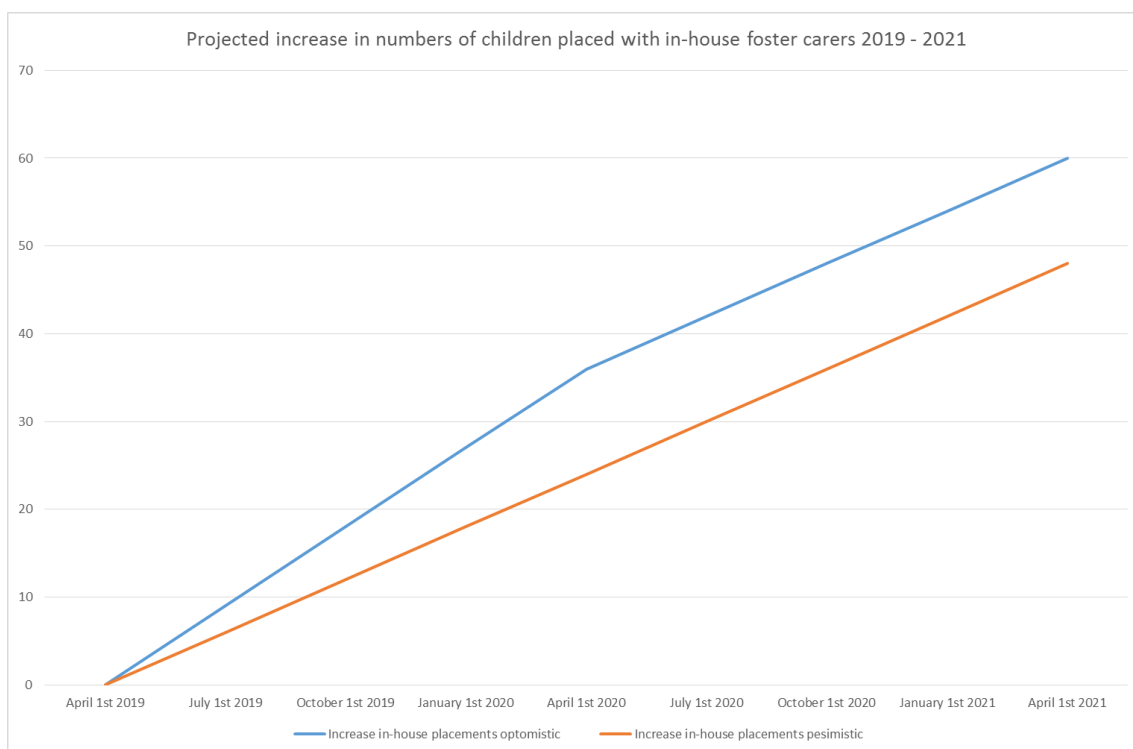
The chart below illustrates the impact of numbers in care based on achieving statistical neighbour average rate during 2019/20 [the optimistic case] and achieving this rate during 2020/21. Given the amount of early help provision in Cambridgeshire we should aspire to an eventual target of a lower number of children in care than statistical neighbours, as indicated below:



The other variable to have an impact on overall costs is placement mix. The chart below illustrates two rates of increase of in-house foster placements during 2019/20; in the optimistic scenario, we will see an additional 36 children and young people placed with in-house carers by the end of the year than the baseline at the start. The pessimistic scenario sees that increase limited to 24.

By 2020-21, the fact that there will be fewer children in care will mean that a greater proportion will be in settled placements. This means that it will be more difficult to achieve increases in numbers in in-house provision and so both scenarios envisage a further increase in numbers in in-house placements of 24 compared with the beginning of the financial year.

Increases of this magnitude are not unrealistic given the current placement mix in Cambridgeshire and the significantly lower proportion of children placed with in-house carers than national and regional averages. Continued increases in in-house foster placements will need to be reassessed at regular intervals:



The following chart illustrates the costs avoided based on the above scenarios, compared with the projected position at the end of the current financial year: ¹



¹ Assumes reductions in overall care costs of £800 per week – the average IFA placement cost with in-year savings based gradual reduction; Placement mix cost avoided assumes in-house placements cost £375 per week less than IFA placement costs, which allows for some additional staff costs.

Summary position 2019/20

In-year cost avoidance savings resulting from reductions in overall numbers of children and young people in care combined with changes in placement mix are projected to range from £950K to £1.6M compared with the current financial year.

Summary position 2020/21

The position in 2020/21 improves dramatically as the full year cost benefits of the impact of changes taken place during 2019/20 are felt.

This means that the cumulative cost avoidance savings are projected to range between £2.7M and £4.4M. The range is wide because of the full year impact of the range of predicted numbers of children in care, based on a full year cost of a child in an IFA placement of £42,000. The difference in cost per child in an in-house placement compared with an IFA placement is around £20,000.

2021/22

Cumulative savings compared with 2018/19 should be around £6M per annum in either scenario. This is because the difference in the optimistic and pessimistic scenarios is about the pace of change as opposed to overall end-point, and both scenarios set an eventual target of 580 children and young people in care. These figures have been reflected in section C above.

The position in this financial year may, however, begin to be impacted by a growing child population, and so will require review during 2020/21.

Investment to secure target savings

Proposed Structure for Revised Children's Safeguarding Service

The proposed staffing structure aims to deliver caseloads for case holding staff of between 15 and 20.

In order to achieve this, we need to establish one team for children and young people in care that is over the long term establishment. This is to manage the 100 children and young people over and above the average of our statistical neighbours. This additional team would be needed for up to 24 months, from September 2018. As numbers in care reduce, the additional capacity will be absorbed into vacancies elsewhere in the structure. The cost of this additional team, including team manager and business support, is £425K per annum.

The additional team is needed as caseloads for qualified social workers in the current 14-25 service are 30 and more; caseloads at this level will not allow workers to drive care plans forward, and will therefore frustrate the ambition to reduce the number of children in care. Good business support is essential to any children's service. There is a savings target against delivery of business support within children's services of £245K. As part of the current re-structure of children's services, we will propose a re-design of business support job description 'families' and a move to increase efficiency in management costs across children's social care and early help services. A review of this type has not been undertaken for around 10 years. Providing a sufficient business support service across children's safeguarding and early help will cost around £295K more than current budgets, i.e. non-delivery of the savings target, plus an additional £50K.

Taking all these factors together, the overall cost of the new structure is £144K higher than the current one. Considering we have achieved both increased business support capacity and an increase in case holding practitioners of around 40, this is quite an achievement.

Family Group Conferencing was removed from the budget as part of phase 1 the Children's Change Programme in 2017. The plan was that social workers and clinicians within the units would ensure that appropriate family group meetings would take place in line with the systemic model of practice that is embedded in Cambridgeshire and that this approach would compensate for the loss of a standalone Family Group Conferencing Service.

It is, however, clear that these intended family meetings are not taking place. This is important because where family meetings are run effectively, extended families can become involved in ensuring that there is a family plan that safeguards the child after a period when they have been subject to a child protection plan. Contingency arrangements including whether there are relatives who could offer a permanent home to the child concerned can also be addressed, and family members ruled in or out of the process. This can avoid care proceedings altogether, reducing legal costs and avoids late presentation at court of potential extended family members who have not been assessed prior to proceedings.

Family Group Conferences take time to set up and can require some careful handling where relationships between the local authority and family are strained. Where social worker workloads are manageable they may have the time to contact family members, explain the purpose and persuade them to attend, but this is less likely in busy teams except where organising a family meeting more straight-forward – where relationships have not become strained and the extended family is already engaged, for example. In more complex scenarios, families will often respond to contact by a service or individual who is less connected to the direct work with the family. Dedicated staff, meanwhile, are better able to make repeated contact with family members and persuade them of the value of participation.

It is estimated that re-instating the Family Group Conferencing Service will cost an additional £250K per annum. This means that the new structure will cost around £400K per annum more than the current structure in total, including changes to business support, additional case holding practitioners and re-instating Family Group Conferences.

These figures are based on the assumption that the funds to meet the cost of additional care leaver burdens are built into the budget, see section A. The annual cost of the additional personal advisers required is £324K, although this is offset by a grant from government of £23K, leaving £301K to find.

Summary Transitional Costs to manage demand

This section sets out the intended requests to be made to General Purposes Committee to support transitional staffing costs in implementing the new structure.

Funding for time-limited additional social work team for children in care

As noted above, the higher numbers of children in care require the temporary development of an additional team of social workers, a team manager and business support.

Transitional Support: Contact Centre

The changes to the Integrated Front Door and MASH will result in significant changes for the Contact Centre at St Ives, to where much of the screening currently undertaken within the MASH will transfer.

There will be an inevitable need for some dual operation as staff are trained and functions move across.

Other transitional staffing costs

Ordinarily, there would be expected to be additional costs associated with Independent Reviewing Officers of having higher numbers of children in care. The budget associated with

these roles is projected to overspend by around £84K per annum as they are over-established in order to manage demand. Capacity is just about sufficient at this level of over-establishment.

This will also result in a larger number of senior practitioner roles than for which there is budget. The alternative would be to risk losing experienced social workers, which would be more expensive in the long run as it would lead to instability and higher reliance on agency staff.

Managing Other Continuing Areas of Overspend

In addition to placement budgets, one key area where overspends are inevitable where overall numbers of children in care are higher is in relation to costs associated with supervised contact:

Supervised Contact

In 2017/18, the budget for supervised contact was £275K overspent. Similarly to the position with transport costs above, it is unlikely that the overall numbers of children in care are likely to change, implying a similar pressure in 2018/19.

As part of the proposed changes to the structures in children's services, however, we are exploring the development of additional posts in the supervised contact service as an alternative to purchasing cover from agencies. This will lead to more consistency for children and families, while retaining some flexibility.

We propose to develop an additional Assistant Service Manager role and three additional full time contact supervisors, supported by eight relief supervised contact workers at a cost of £170K. We propose to retain a further £100K to use to fund contacts provided by relief workers. Including these proposals within the broader consultation, apart from making business sense, will also increase the range of suitable roles available in the event that the decision is taken to close the residential element at one home that is currently underutilised.

Non-delivery of Savings 2018/19

As noted above, there are range of savings still to be achieved against the current and future year children's budgets. Most of these relate to savings included in phase 2 of the Children's Change programme of 2017, predicated on demand reductions that have not been achieved.

In the current year, £504K of savings allocated to Phase 2 of the Children's Change programme have been achieved, on top of the £669K savings in Phase 1 in 2017/18.

Further savings that cannot be delivered this year include:

- The remaining £90K of savings associated with Phase 2 of the Children's Change Programme;
- The offsetting of the loss of expected grant from the DFE of £295K.

In addition, there are further pressures to be met that are unlikely to be possible to meet within existing budgets, the most notable of which is the revenue implications of not implementing Mosaic in children's services. £504K of capital that is not recoverable from this project must now be absorbed as revenue.

As noted elsewhere, there is a further pressure associated with new leaving care burdens, which also needs to be included within the baseline budgets.

Savings Target for 2019/20

There is a £300K savings target in place for 2019/20.

Savings in event that the decision is made to close a children's home that is currently underutilised

The budget associated with the residential element of the children's home is £600K per annum. The placement costs of the young people living in the provision until mid-June is in the region of £230K per annum, resulting in a full year saving of around £350K per annum.

Summary Position

These are significant financial pressures in the current financial year, although mostly connected to higher than anticipated placement costs and non-delivery of savings targets.

As noted above, **the position should be seen in the context that £1.2M has been removed from children's budgets through Phase 1 and 2 of the Children's Change Programme. These savings were based on assumptions about demand reductions that were not delivered.**

The Placement overspend line is set at £2.7M for each year, enabling the impact of changes in numbers in care and placement mix to be compared against. This figure is at the top of the anticipated range of £2 - £2.75M pressure on 2018/19 budgets.

If the eventual position is towards the lower of this range, the position for subsequent years will be improved.

The position, is that pressures against children's services budgets will remain until 2020/21 under optimistic scenarios relating to overall numbers in care and placement mix, or until 2021/22 under the pessimistic scenario. The position in 2021/22 is much more positive under either scenario.

Predicting numbers in care is, however, a difficult thing to do, and so while there is a higher degree of confidence in the projections contained within this briefing than has been the case, they remain high risk.

Concluding remarks

There is urgency to move forward with a clear understanding of children's services budget.

- The urgent need to address practice and capacity issues in the Integrated Front Door, MASH and First Response Team;
- Staff are mostly very positive about the proposals; we need to capitalise on this positively and avoid delay;
- The changes need to be implemented if we are to grip overall demand in the system and deliver benefits for children as well as financial benefits as soon as we can.

Decisions about management of non-delivery of savings will also be required and in relation to the biggest area – children in care – it may be that a case could be made for transitional funding based on the makeup of the current in-care population.

Lou Williams
Service Director for Children & Safeguarding
June 25th 2018

Section F

Commissioning Directorate Redesign

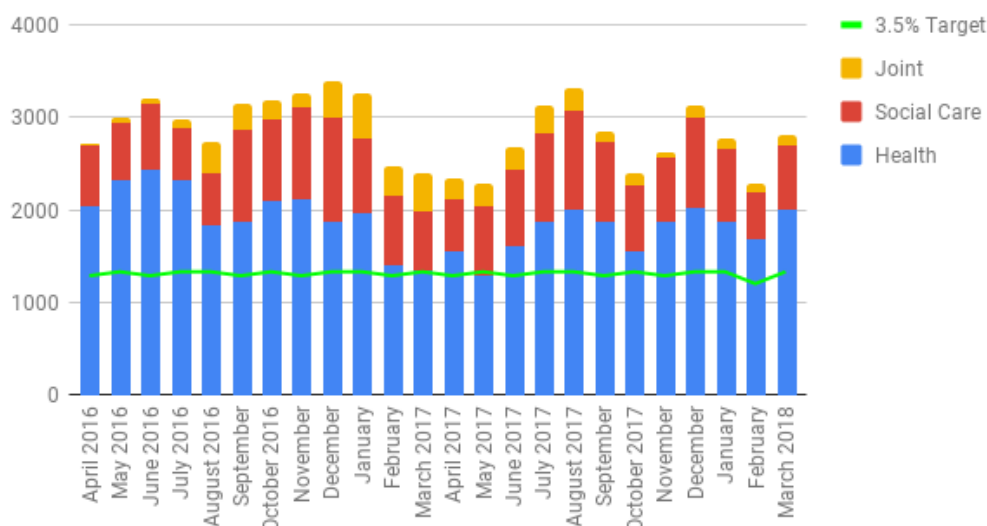
1. WHY IS THE INFORMATION/REPORT COMING TO GENERAL PURPOSE COMMITTEE?

- 1.1 The purpose of this report is to set out the significant challenges facing the commissioning directorate and the subsequent implications and recommended solution.

2. WHAT ARE THE CRITICAL ITEMS/ISSUES FOR FOCUS?

- 2.1 The Commissioning service was created in July 2017 and has largely been focusing on identifying and delivering savings, managing pressures across People and Communities and working with health partners to deliver the national 3.5% Delayed Transfers of Care (DTOC) target. There are pressures as a result of increased demand, rising costs of care and market capacity. The purpose of this paper is to seek investment to support the development of an integrated brokerage function across health and social care. This will ensure we have the right capacity and skills to manage the market in a sustainable way, helping to mitigate these pressures and supporting delivery of the 3.5% DTOC target.
- 2.2 The new Improved Better Care Fund (IBCF) introduced three priority areas and associated targets which have needed a significant increase in resources to meet the following requirements of the grant:
1. Meeting adult social care needs.
 2. Reducing pressure on the NHS and supporting more people to be discharged from hospital when ready
 3. Ensuring that the local social care provider market is supported.
- 2.3 These three requirements predominantly boil down to the management of discharge planning and delayed transfers of care. In its current form, the commissioning service is unable to manage this ask in a sustainable way, with a large reliance on interims to meet the changing requirements in skill mix and a current forecast care package pressure of c. £1.5m.
- 2.4 The catalyst for this change has been the work on delayed transfers of care (DTOCs). The Councils and its NHS partners have a combined challenging DTOC target of 3.5% of the acute hospital bed base. Throughout the later part of 2017 and early 2018, high levels of delayed transfers of care (DTOC) across Cambridgeshire and Peterborough has put increased pressure on the system to manage this demand, resulting in unprecedented focused activity to support a reduction in DTOCs and an associated identified increased need in the offer from the brokerage service, specifically a brokerage offer that acts on behalf of the health and social care system.
- 2.5 The below graph shows month on month DTOC performance across Cambridgeshire, highlighting struggling performance against the 3.5% target.

Health, Social Care, Joint DTOCs - Occupied Bed Days



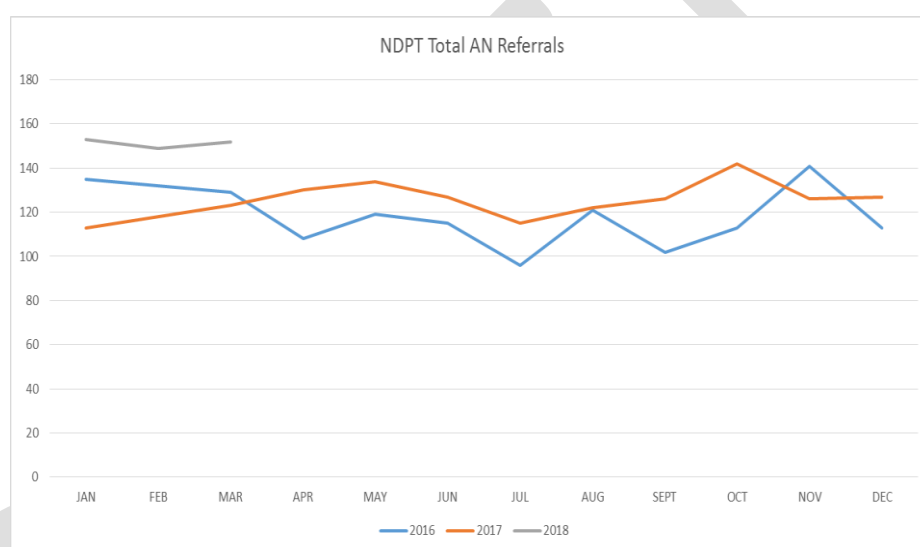
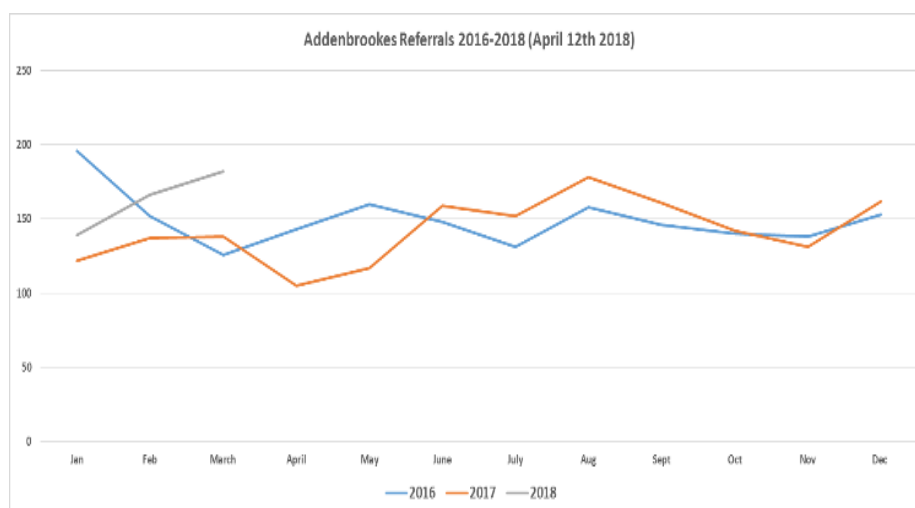
During March, 71% of all delayed days were attributable to the NHS, 24.9% were attributable to Social Care and the remaining 4.1% were attributable to both NHS and Social Care. Cambridgeshire, compared to all single tier and county councils in England, is ranked 134 out of 151 on the overall rate of delayed days per 100,000 population aged 18+. It is ranked 143 on the rate of delayed days attributable to the NHS, and 118 on the rate of delayed days attributable to social care. The biggest acute hospital pressure has been felt in Addenbrookes (CUHFT), with current performance currently running at approximately 5.5% of the total number of beds (1000).

- 2.6 In addition, hospital admissions of over 80 year olds in 2017/18 has increased significantly since 2016/17 (see below table). This in turn has had a very big impact on demand on social care and community services post discharge, as well as on the overall DTOC performance figures.

Admissions of over 80 year olds from April 2017 to August 2017 compared to the same period in the previous year

Hospital	Increase 2017/2018	% Change
Addenbrookes (CUHFT)	245	+7.9%
Hinchingbrooke	34	+2.2%
Peterborough City Hospital	-79	-3.4%
Queen Elizabeth Hospital (Kings Lynn)	119	+24%
TOTAL	335	+4.4%

The below graphs show a significant increase in referrals into Adult Social Care via the CCC hospital discharge planning teams, where referrals into the South Discharge Planning Team (Addenbrookes) in March were 32% higher than the same month in 2017 and referrals into the North Discharge Planning Team (Hinchingbrooke and Peterborough City Hospital) were 24% higher in March, compared to the same month in 2017.



- 2.7 The system wide pressure to achieve the DTOC target of 3.5% and the corresponding lack of capacity to develop and manage the market and commission services differently has driven the local authority to commission and broker care packages in an inefficient way. Examples include using residential care in place of home care and competing on price with health for capacity. The impact of this is a budget pressure of c. £1.5m.
- 2.8 Changes in hospital discharge care pathways, resulting in more people being placed in care home provision through processes like 'discharge to assess' are also likely to lead to further unplanned financial impact, as the pressure to get people out of hospital quickly results in higher levels of acuity of need.
- 2.9 To mitigate this pressure, the commissioning service needs to move away from the current reactive approach to a more strategic and proactive approach that focusses on market management and development, and commissioning services and capacity in the most cost effective way. This change will primarily involve the following:
1. Development of an integrated brokerage function across health and social care for all 'purchasers' across Cambridgeshire and Peterborough which would enable a single point of managed access to market.

2. The full integration of contract management and quality improvement into day to day commissioning will re-inforce the local authority's quality requirements and drive out value in the existing block contracts, taking a far more commercial approach to provider management and move away from the contract monitoring 'tick box' approach to satisfy compliance.
3. On site brokerage presence in each of the three acute settings, will support a quick and efficient brokerage response to manage discharges, improving communications and patient experience.

2.10 The proposed changes will support delivery of the following outcomes:

- Improved management of discharges, reducing Delayed Transfers of Care (DTOCs)
- Effective management of market fees to ensure best value for money
- Removed duplication and streamlined purchasing arrangements
- Optimisation of provider capacity through a dedicated route to market
- Drive better relationships between commissioners and providers, ensuring a strong market position with an integrated approach across health and social care
- Deliver a coordinated approach to improvement, as isolated initiatives may create unwanted consequences
- Improve outcomes for patients, supporting their care in the most appropriate setting
- Create a sustainable market with the right levels of quality

2.13 Agreement is in place between Cambridgeshire County Council (CCC), Peterborough City Council (PCC) and Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) to establish an integrated brokerage function that will provide a single point of access to the market and will enable a single coordinated approach to the management and development of the market to ensure ongoing sustainability. The CCG will be contributing an additional c.£171k towards the cost, with PCC contributing an additional £72k. The specific investment required from CCC to deliver the service is £499k per annum. The following table provides a breakdown of this additional investment.

Additional Resource	CCC FTE	PCC FTE	CCG FTE
Head of Brokerage / Quality Improvement	1.0	-	-
Contract Managers	3.0	-	-
Contract Officers	1.0	1.0	2.0
Brokers (including onsite brokerage in each acute hospital)	4.0	-	1.0
Business Support	1.0	0.5	0.5
Total c. Cost	£499k	£72k	£171k

2.14 The current cost of the brokerage service across Peterborough and Cambridgeshire is c. £447,000 per annum. The following table provides a breakdown of CCC, PCC and CCG contributions.

Existing Resource	CCC FTE	PCC FTE	CCG FTE	TOTAL FTE
Brokers	5.5	4.0	1.5	11.0
Contract Managers	2.0	-	-	2.0
Contract Officers	-	1.0	-	1.0
Total c. Cost	£165k	£202k	£80k	£447k

2.15 In summary, the current commissioning service has to date been focusing on delivering savings, managing pressures across People and Communities and supporting delivery of the 3.5% national DTOC target. There are significant challenges related to increasing demand, market capacity and increasing costs of care that mean we are not currently managing the market in a sustainable way. There is an identified need to develop a single point of access and coordination of the market through establishment of an Integrated Brokerage Function, with the right capacity, across health and social care. This will mitigate identified pressures of c. £1.5m and help achieve the 3.5% DTOC target.

CHANGE IN FIGURES

COMPLETE WHITE FIELDS - COLUMNS P AND Q

Scheme Ref.	Scheme Name	EXPENDITURE							TOTAL (£k)	FUNDING					Reason for Change in Spend / Rephasing	Is there a detailed plan for spend in place? Y/N
		Up to 2017-18 (£k)	2018-19 (£k)	2019-20 (£k)	2020-21 (£k)	2021-22 (£k)	2022-23 (£k)	Later Yrs (£k)		Grants (£k)	Dvp Cont. (£k)	Other Cont. (£k)	Capital Receipts (£k)	Borrow-ing (£k)		
A/C.01.008	Isle of Ely Primary	-68	68	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.012	Ermine Street Primary, Alconbury Weald	-1	1	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.013	Fourfields, Yaxley	-31	31	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.018	Pathfinder Primary, Northstowe	-135	135	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.020	Godmanchester Bridge, (Bearscroft Development)	-100	100	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.021	North West Cambridge (NIAB site) primary	-152	-	152	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.022	Burwell Primary	14	-7	-	-	-	-	-	7	-	-	-	-	7	Overspend	
A/C.01.024	Clay Farm / Showground primary, Cambridge	-8	8	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.025	Fordham Primary	31	-31	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.026	Little Paxton Primary	-32	32	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.027	Ramnoth Primary, Wisbech	-36	36	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.028	Fulbourn Phase 2	1,321	-1,321	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.029	Sawtry Infants	-39	39	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.030	Sawtry Junior	-	-950	950	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.031	Hatton Park, Longstanton	-252	252	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.032	Meldreth	-130	130	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields	-	300	3,500	3,000	200	-	-	7,000	-	-	-	-	7,000	Amalgamation of 2 schools - 3FE primary	
A/C.01.034	St Neots, Wintringham Park	-167	3,450	1,654	213	-	-	-	5,150	550	-	-	-	4,600	Revised Phasing & Scope to be a 3FE & 3EY school. S106 to be confirmed will cover 2FE & 2EY. Change in funding to allocated additional Basic Need in 2020/21	
A/C.01.035	The Shade Primary, Soham	-115	115	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.037	Chatteris New School	-208	-4,300	-	4,310	198	-	-	-	-	-	-	-	-	- Revised Phasing - Scheme Slippage	
A/C.01.038	Westwood Primary, March, Phase 2	107	-107	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.039	Wyton Primary	451	-451	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing - accelerated Progress	
A/C.01.040	Ermine Street, Alconbury, Phase 2	-	-	-	-	-	-	-	-	-	-	-	-	-		
A/C.01.041	Barrington	-18	910	458	-1,202	-148	-	-	-	-	-	-	-	-	- Revised Phasing accelerated 1 year	
A/C.01.043	Littleport 3rd primary	-	-	-	-	-	-	-	-	-	-	-	-	-		
A/C.01.044	Loves Farm primary, St Neots	-	-	-300	-6,200	-3,100	6,080	3,520	-	-	-	-	-	-	- Slippage of scheme - connected to development & Wintringham park build.	
A/C.01.045	Melbourn Primary	397	-397	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.046	Sawston Primary	39	-39	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.048	Histon Additional Places	58	-58	-	-	-	-	-	-	3,235	-	-	-	-3,235	Revised Phasing Change in funding to allocated additional Basic Need in 2020/21	
A/C.01.055	Benwick Primary	3	-	-	-3	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.061	Gamlingay Primary School	-56	56	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.062	Waterbeach Primary School	-31	31	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.063	St Neots Eastern Expansion	-50	-2,029	-2,600	-150	-	-	-	-4,829	-	-	-	-	-4,829	Revised Scope - £671k required for a new structure to house EY once Wintringham park children moved on.	
A/C.01.065	New Road Primary	-128	-	-1,372	1,500	-	-	-	-	-	-	-	-	-	- Revised Phasing - Slippage	
A/C.02.003	Littleport secondary and special	-419	419	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing - Slippage	
A/C.02.004	Bottisham Village College	1,160	-1,160	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing - accelerated Progress	
A/C.02.006	Northstowe secondary	5	7,500	-7,505	-	-	-	-	-	3,500	1,940	-3,400	-	-2,040	Revised Phasing - accelerated Progress & Revised Funding. Inclusion of £3.2 comm sports, £2.8m special school - Phase 2 agreement & revised expectation on EFA fudning of £9.1m. Change in funding to allocated additional Basic Need in 2020/21.	
A/C.02.008	Cambridge City secondary	-1,099	700	399	-	-	-	-	-	59	-	-	-	-59	Rephasing - slippage. Change in funding £59k additional School condition grant to reflect the Health School capital being accounted for within existing schemes in Conditions & Suitability.	
A/C.02.009	Alconbury Weald secondary and Special	-250	-6,670	-1,380	-9,200	12,800	4,320	380	-	-	-	-	-	-	- Rephasing - slippage	
A/C.02.010	Cambourne Village College	-93	368	-275	-	-	-	-	-	-	-	-	-	-	- Rephasing - slippage	
A/C.02.011	New secondary capacity to serve Wisbech	-	-	-	-	-	-	-	-	2,500	-	-	-	-2,500	Change in funding to allocated additional Basic Need in 2020/21	
A/C.02.012	Cromwell Community College	-	250	-250	-	-	-	-	-	-	-	-	-	-	- Revised Phasing - accelerated Progress	
A/C.02.015	Sir Harry Smith	-	-	-	-	-	-	-	-	800	-	-	-	-800	Change in funding to allocated additional Basic Need in 2020/21	
A/C.02.016	Cambourne West	-30	30	-	-	-	-	-	-	2,000	-	-	-	-2,000	Rephasing - slippage Change in funding to allocated additional Basic Need in 2020/21	
A/C.03.001	Orchard Park Primary	-341	-630	-20	351	620	20	-	-	-	-	-	-	-	- Scheme Slippage	
A/C.03.003	LA maintained Early Years Provision	-896	896	-	-	-	-	-	-	-	-	-	-	-	- Rephasing - slippage	
A/C.04.004	Morley Memorial Primary	20	-20	-	-	-	-	-	-	100	-	-	-	-100	Rephasing - slippage Change in funding £100k additional School condition grant to reflect the Health School capital being accounted for within exsisting schemes in Conditions & Suitability.	
A/C.04.007	William Westley	-15	-	-	-	-	15	-	-	-	-	-	-	-	- Rephasing - slippage	
A/C.05.002	Kitchen Ventilation	196	-	-	-	-	-	-	196	-	-	-	-	196	Overspend in 2017-18	
A/C.07.001	School Devolved Formula Capital	-717	717	-	-	-	-	-	-	-	-	-	-	-	- Carryforward funding from 2017/18	

CHANGE IN FIGURES

COMPLETE WHITE FIELDS - COLUMNS P AND Q

Scheme Ref.	Scheme Name	EXPENDITURE							TOTAL (£k)	FUNDING					Reason for Change in Spend / Rephasing	Is there a detailed plan for spend in place? Y/N
		Up to 2017-18 (£k)	2018-19 (£k)	2019-20 (£k)	2020-21 (£k)	2021-22 (£k)	2022-23 (£k)	Later Yrs (£k)		Grants (£k)	Dvp Cont. (£k)	Other Cont. (£k)	Capital Receipts (£k)	Borrowing (£k)		
A/C.08.001	Trinity School Hartford, Huntingdon	-60	60	-	-	-	-	-	-	-	-	-	-	-	Rephasing - slippage	
A/C.08.003	SEN Pupil Adaptations	-150	-	-	-	-	-	-	-150	-	-	-	-	-150	Underspend in 2017-18	
A/C.08.005	Spring Common Special School	-150	-3,300	-2,202	3,150	2,352	150	-	-	-	-	-	-	-	Revised Phasing - Slippage	
A/C.11.001	Children's Minor Works and Adaptions	-22	75	-	-	-	-	-	53	-	-	-	-	53	£22k underspend in 2017-18, plus £75k additional prudential borrowing for Scaldgate adaptations as approved in Jan IRPR by GPC.	
A/C.12.002	Enhanced Frontline in Adults Social Care	-	-	-	-	-	-	-	-	56	-	-	-	-56	Carryforward grant funding from 2017/18	
C/C.1.001	Essential CCC Business Systems Upgrade	-125	125	-	-	-	-	-	-	-	-	-	-	-	A number of projects were approved. Delays in starting these projects.	
C/C.1.003	Citizen First, Digital First	-241	-	-	-	241	-	-	-	-	-	-	-	-	17-18 carry forward added to final year of project	
C/C.1.004	Mosaic IT Infrastructure	-626	626	-	-	-	-	-	-	-	-	-	-	-	Go-live moved from 17-18 to 18-19	
C/C.2.006	CPSN Replacement	-485	485	-	-	-	-	-	-	-	-	-	-	-	Delay in awarding contract - to be awarded in 18-19	
C/C.2.007	Improved display screens	1	-1	-	-	-	-	-	-	-	-	-	-	-	Adjusted for 17-18 expenditure	
B/C.1.002	Air Quality Monitoring	-12	12	-	-	-	-	-	-	-	-	-	-	-	Highways cfwd to 1819	
B/C.1.019	Delivering the Transport Strategy Aims	-1,967	1,967	-	-	-	-	-	-	-	-	-	-	-	Highways cfwd to 1819	
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	-617	617	-	-	-	-	-	-	-	-	-	-	-	Highways cfwd to 1819	
B/C.2.005	Traffic Signal Replacement	-796	796	-	-	-	-	-	-	-	-	-	-	-	Highways cfwd to 1819	
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)	-1,090	762	-	-	-	-1,922	-	-2,250	-1,795	-	-	-	-455	Highways cfwd to 1819	
B/C.3.012	Waste – Household Recycling Centre (HRC) Improvements	-312	-95	-	-	-	407	-	-	-	-	-	-	-	Slight rephasing of scheme. No one in post 17/18 to take this work forward as expected.	Y
B/C.3.101	Development of Archives Centre premises	-1,208	251	957	-	-	-	-	-	-	-	-	-	-	Phasing changed now we have confirmation of build phase.	Y
B/C.4.001	Ely Crossing	-32	12,032	1,000	-	-	-	-	13,000	-	-	-	-	13,000	Phasing updated to match more upto date information. Costs of scheme have increased due to issues re foundations.	Y
B/C.4.017	Cambridge Cycling Infrastructure	-	-981	-	-	-	-	-	-981	-	-981	-	-	-	All schemes funded by S106, some of these schemes will now come under the umbrella of GCP.	Y
B/C.4.021	Abbey - Chesterton Bridge	-1,578	1,105	475	-	-	-	-	2	-131	-	133	-	-	Revised phasing based on latest information, as there had been delays around planning.	Y
B/C.4.023	King's Dyke	-4,339	-663	5,002	-	-	-	-	-	-	-	-	-	-	Revised phasing due to sale of land not completed in 17/18 as originally expected.	Y
B/C.4.029	Energy Efficiency Fund	-124	124	-	-	-	-	-	-	-	-	-	-	-	Revised phasing	
B/C.3.111	Community Hubs - Sawston	-914	914	-	-	-	-	-	-	-	-	-	-	-	Revised phasing due to delays for new build	Y
F/C.2.101	County Farms investment (Viability)	-62	62	-	-	-	-	-	-	-	-	-	-	-		
F/C.2.111	Shire Hall	-261	-450	-	-	-	-	-	-711	-	-	-	-	-711		

CHANGE IN FIGURES

COMPLETE WHITE FIELDS - COLUMNS P AND Q

Scheme Ref.	Scheme Name	EXPENDITURE							TOTAL (£k)	FUNDING					Reason for Change in Spend / Rephasing	Is there a detailed plan for spend in place? Y/N
		Up to 2017-18 (£k)	2018-19 (£k)	2019-20 (£k)	2020-21 (£k)	2021-22 (£k)	2022-23 (£k)	Later Yrs (£k)		Grants (£k)	Dvp Cont. (£k)	Other Cont. (£k)	Capital Receipts (£k)	Borrowing (£k)		
F/C.2.112	Building Maintenance	-160	871	-	-	-	-	-	711	-	-	-	-	711	Objectives and outcomes: To maintain County Office premises to compliance standards that will not interrupt delivery of Council services. This contributes to all the Councils strategic outcomes. To assist the Shire Hall 2020 'Hub and Spokes' project. Re-profile the capital programme over two years to provide compliant and fit-for purpose premises identified to remain as 'spokes' and reduce expenditure on premises identified for disposal. Options: Do nothing - The 'spokes' premises will deteriorate, will not be compliant or fit for purpose for the proposed intensification/change of use. Do minimum – The 'spokes' premises would be compliant, but may not be fit for purpose for the proposed intensification/change of use. Preferred Option – To maintain and improve the premises identified as 'spokes' so they are compliant and fit for purpose for the Shire Hall 2020 project. Funding – It is proposed to re-profile spend between the Countywide Maintenance Programme and Shire Hall programme, and roll-forward the 17-18 capital budget. Re-profile spend – draft proposals as spreadsheet attached. Justification for roll-forward - Ely Library - Lift Replacement - £126k: Order placed in 17-18, implementation delayed due to design and specification of the UPS battery pack. St Neots Library - Lift Replacement - £113k; Order placed in 17-18, implementation delayed due to structural and asbestos issues. Lawrence Court – Structural Works - £100k: Delays in obtaining Listed Building Consent for works. Recently escalated to HDC director, plan to complete works in 18-19. Contingency and Risk: Contingency - it is proposed to manage contingency within current budget allocation by re-profiling and prioritising available budget. Risks If the budget is not re-profiled the Shire Hall budget will be underspent and the 'spokes' premises will be underfunded. If the roll-forward is not approved this will reduce the funds available for the proposed condition survey works required for the premises identified as 'spokes' so they will not be compliant and fit for purpose for the Shire Hall 2020 project	
F/C.2.114	MAC Joint Highways Depot	-482	-	482	-	-	-	-	-	-	-	-	-	-	Rephasing	
F/C.2.116	Shire Hall Relocation	-34	-	-	-	-	-	-	-34	-	-	-	-	-34	Data centre work costs in 17/18 lower than expected.	
F/C.2.118	Smart Energy Grid Demonstrator scheme at the St Ives Park and Ride	-60	-	-	-	-	-	-	-60	-	-	-	-	-60	The underspend was due to staff costs which could not be capitalised, these were funded from reserves in 17/18 so the £60k surplus should not be required this year.	
F/C.2.240	Housing schemes	-83,290	83,290	-	-	-	-	-	-	-	-	-	-	-	Rephasing	
NEW SCHEMES																
C/C.2.102	Renewable Energy - Soham	-117	117	-	-	-	-	-	-	-	-	-	-	-	£117k retention to be paid in 18/19	
C/C.1.002	Office Portfolio Rationalisation	-184	184	-	-	-	-	-	-	-	-	-	-	-	Hereward Hall 10,000 March Business Centre Closure 5,000 Scott House/Stanton House 10,000 Meadows Closure 5,000 Hill Rise Conversion 20,000 Buttsgrove Fesability 10,000 Sawtry Condition Survey & Roof 100,000 Small moves 25,000	
D/C.1.001	Next Generation eRP	-134	134	-	-	-	-	-	-	-	-	-	-	-	Rephasing - slippage	
B/C.3.106	New Community Hub / Library Provision Cambourne	-151	190	-	-	-	-	-	39	-	39	-	-	-	Scheme did not take place in 17/18 as originally budgeted. Increased developer contribution.	
B/C.4.014	Huntingdon – West of Town Centre Link Road	-957	957	-	-	-	-	-	-	-	-	-	-	-	Outstanding land compensation costs outstanding - amounts still being neogoiated.	Y
potholes	Pothole Action Fund	-	2,415	-	-	-	-	-	2,415	2,415	-	-	-	-	1718 carry fwds re Highways & TSP	
Productivity	National Productivity Fund	-692	692	-	-	-	-	-	-	-	-	-	-	-	1718 carry fwds re Highways & TSP	
Challenge	Challenge Fund	-1,096	3,346	-	-	-	-	-	2,250	1,795	-	-	-	455	1718 carry fwds re Highways & TSP	
Safer Roads	Safer Roads Fund	-1,175	1,302	-	-	-	-	-	128	128	-	-	-	-	1718 carry fwds re Highways & TSP	
A/C.08.006	Highfields phase 2	-	250	3,600	2,800	150	70	-	6,870	-	-	-	-	6,870	Highfield - Pilot 0-25 Education. Rooms needed and ancillary accomodation	

CHANGE IN FIGURES

COMPLETE WHITE FIELDS - COLUMNS P AND Q

Scheme Ref.	Scheme Name	EXPENDITURE							TOTAL (£k)	FUNDING					Reason for Change in Spend / Rephasing	Is there a detailed plan for spend in place? Y/N
		Up to 2017-18 (£k)	2018-19 (£k)	2019-20 (£k)	2020-21 (£k)	2021-22 (£k)	2022-23 (£k)	Later Yrs (£k)		Grants (£k)	Dvp Cont. (£k)	Other Cont. (£k)	Capital Receipts (£k)	Borrow-ing (£k)		
A/C.01.066	Bassingbourn PS	-	70	1,700	1,200	150	30	-	3,150	1,200	-	-	-	1,950	Base now receiving Armed forces personnel - Take school to 14 classrooms Change in funding to allocated additional Basic Need in 2020/21	
A/C.01.067	WING PS	-	400	6,500	3,000	300	-	-	10,200	-	5,000	5,200	-	-	Response to planning - September 2020 opening. - Free School bid & S106 - Funding to be confirmed (This is just an estimate)	
LPNR	Libraries People's Network Refresh	-	495	-	-	-	-	-	495	-	-	-	-	495	£495k prudential borrowing for Libraries People's Network Refresh scheme as approved in Jan IRPR by GPC.	
B/C.4.032	Scheme Development for Highways Initiatives	-985	388	597	-	-	-	-	-	-	-	-	-	-	Funding not used in 17/18. Work will continue into 19/20.	
New	Combined Authority schemes	-	4,422	-	-	-	-	-	4,422	-	-	4,422	-	-	New schemes	
B/C.3.107	New Community Hub / Library Provision Clay Farm	-	55	-	-	-	-	-	55	-	-	44	-	11	Additional funding	
B/C.4.022	Cycling City Ambition Grant	-	20	-	-	-	-	-	20	20	-	-	-	-	Additional funding	
		-106,502	112,525	11,522	2,769	13,763	9,170	3,900	47,148	16,432	5,998	6,399	-	18,319		

Agenda Item No. 10

TITLE **Internal Audit Progress Report**

To: **Audit & Accounts Committee**

Date: **30th July 2018**

From: **Duncan Wilkinson, LGSS Chief Internal Auditor**

1. PURPOSE

- 1.1 To report on the main areas of audit coverage for the period 1st March 2018 to 31st May 2018 and the key control issues arising.

2. BACKGROUND

- 2.1 The role of Internal Audit is to provide the Audit Committee and Management independent assurance on the effectiveness of the controls in place to ensure that the Council's objectives are achieved. Internal Audit coverage is planned so that the focus is upon those areas and risks which will most impact upon the Council's ability to achieve these objectives.

Recommendations

- 1) Audit & Accounts Committee is requested to consider the contents of this report.
- 2) Audit & Accounts Committee are asked to consider what other jobs can be removed to accommodate the additional work outlined in section 5.1.

<i>Officer contact:</i>	
Name:	Duncan Wilkinson
Post:	LGSS Head of Internal Audit
Email:	Duncan.Wilkinson@Milton-Keynes.gov.uk
Tel:	01908 252089

LGSS Internal Audit & Risk Management

Cambridgeshire County Council

Update report

As at 31st May 2018

Section 1

1. FINALISED ASSIGNMENTS

- 1.1 Since the previous Progress Report to Strategic Management Team (SMT) in March 2018, the following audit assignments have reached completion as set out below in table 1:

Table 1: Finalised Assignments

No.	Directorate	Assignment	Compliance Assurance	Systems Assurance	Organisational impact
1.	Cross-Cutting (CCC-wide)	Financial Systems IT Controls	Substantial	Satisfactory	Minor
2.	Cross-Cutting (CCC-wide)	General Ledger	Good	Good	Minor
3.	Cross-Cutting (CCC-wide)	Accounts Payable	Substantial	Substantial	Minor
4.	Cross-Cutting (CCC-wide)	Accounts Receivable	Good	Good	Minor
5.	Cross-Cutting (CCC-wide)	Payroll	Substantial	Substantial	Minor
6.	Cross-Cutting (CCC-wide)	Debt Recovery	Good	Satisfactory	Moderate
7.	Cross-Cutting (CCC-wide)	EU Procurement Regulations Compliance	Satisfactory	N/A	Minor
8.	Cross-Cutting (CCC-wide)	General Data Protection Regulations Planning	Good	Good	Minor
9.	People & Communities	Joint Safeguarding Board Arrangements	Good	Good	Minor
10.	People & Communities	Deprivations of Liberty – Children’s	Good	Satisfactory	Minor
11.	People & Communities	Overtime & Enhancements in People & Communities	Satisfactory	Satisfactory	Moderate
12.	People & Communities	Direct Payments Compliance	Satisfactory	N/A	Minor

13.	People & Communities	Deputyships	Good	Good	Minor
14.	People & Communities	Payroll Transaction Testing & Safer Recruitment in Schools	Good	Good	Minor
15.	Public Health	Public Health Grant	Assurance over use of ring-fenced grant provided.		
16.	Corporate & Customer Services	BDUK Broadband Grant	Grant certification provided.		
17.	People & Communities	Pendragon Primary School – Safer Recruitment & Payroll	Safer Recruitment – Good Assurance Payroll – Good Assurance		
18.	People & Communities	Colville Primary School – Safer Recruitment & Payroll	Safer Recruitment – Satisfactory Assurance Payroll – Good Assurance		
19.	People & Communities	Duxford Primary School – Safer Recruitment & Payroll	Safer Recruitment – Good Assurance Payroll – Good Assurance		
20.	People & Communities	Troubled Families Grant	Grant certification provided.		

1.2 Summaries of the finalised reports with satisfactory or less assurance are provided in Section 6. This also excludes individual schools audits, which are reported collectively once all reviews have been finalised.

1.3 The following audit assignments have reached draft report stage, as set out below in table 2:

Table 2: Draft/Interim Reports

No.	Directorate	Assignment
1.	Place & Economy	Highways Contract
2.	People & Communities	Deprivations of Liberty – Residential & Nursing Care
3.	Cross-Cutting (CCC-wide)	IT Platform Stability Plan

4.	Cross-Cutting (CCC-wide)	Use of Consultants
5.	Cross-Cutting (CCC-wide)	Capital Programme Board
6.	Cross-Cutting (CCC-wide)	Commercial Board
7.	People & Communities	Commissioning Board

- 1.4 Further information on work planned and in progress may be found in the Audit Plan, attached as Appendix A.

Section 2

2. FRAUD AND CORRUPTION UPDATE

2.1 CURRENT INTERNAL AUDIT INVESTIGATIONS:

A summary of the current investigative caseload of the Internal Audit team is provided below at table 3. This includes investigations relating to suspected theft, fraud or misuse of funds, which are led by Internal Audit.

Table 3: Internal Audit Investigations Caseload

Case Category	Description of activity or risk example	No.	Outcomes
Investigations	FACT Investigation	1	Ongoing support to reporting process.
	Conflicts of Interest Investigations	2	Ongoing investigation work.
		2	Closed – no fraud.
	Whistleblowing Complaint	1	Ongoing investigation work.
	Mileage and Expenses Investigation	1	Closed – minor recommendations made.
Totals		7	

Section 3

3 IMPLEMENTATION OF MANAGEMENT ACTIONS

- 3.1 The outstanding management actions as at the end of May 2018 are summarised in Table 5 below, which includes a comparison with the percentage implementation from the previous report (bracketed figures).
- 3.2 Please note that as this is the first report of the 2018/19 financial year, recommendations implemented last year (noted in the previous progress report) have been removed from the figures in table 5. This leads to a reduced total number of recommendations, and decreased implementation percentages compared to the previous report. There are currently 18 management actions outstanding, a reduction from 24 outstanding at our last report at the end of March. Of these, 6 are dependent on the implementation of ERP Gold, and have been delayed due to the 'go live' date being pushed back.
- 3.3 Details of outstanding actions are provided at Appendix 2, below.

Table 5: Outstanding Management Actions

	Category 'Essential' recommendations		Category 'Important' recommendations		Total	
	Number	% of total	Number	% of total	Number	% of total
Implemented	0	0% (5%)	20	53% (69%)	20	53% (74%)
Actions due within last 3 months, but not implemented	0	0% (0%)	4	11% (12%)	4	11% (12%)
Actions due over 3 months ago, but not implemented	0	0% (1%)	14	37% (13%)	14	37% (14%)
Totals	0		38		38	

- 3.4 Three actions relating to the Mosaic Project have been closed to follow-up by Internal Audit, without having been implemented (and are therefore not reflected in

the table above). This project seeks to implement a new social care IT system, and an audit was carried out with the final report issued in October 2016. This recommended the need to develop final versions of the project's Business Case, Project Initiation Document and Terms of Reference for the Project Board; the need to develop a plan for ongoing contract monitoring of the supplier of the new system; and to finalise an SLA covering support arrangements from LGSS IT.

The project has undergone a number of changes and revisions since the audit report was first released and has been further revised in early 2018. A briefing note has been provided from Internal Audit to management, highlighting the outstanding actions and other risk areas. Internal Audit plans to undertake a review of the revised project in 2018/19 as part of a set of project reviews, which will provide a more detailed view of current project progress and any issues.

4. SUMMARIES OF COMPLETED AUDITS WITH SATISFACTORY OR LESS ASSURANCE

A. CROSS CUTTING REVIEWS

A.1 EU Procurement Regulations Compliance

Internal Audit conducted a review of a sample of eight contracts in excess of the EU Procurement threshold, reviewing the process followed in awarding each contract to confirm whether key aspects of the EU Public Contracts Regulations 2015 and the Council's Contract Regulations had been complied with.

It was found that the majority of the key aspects of these processes were followed in all eight cases, including requirements around obtaining minimum number of bids, establishing criteria for selecting the most economically advantageous tender, and adhering to minimum timescales. The overall level of compliance assurance for the review was satisfactory, due to two compliance weaknesses.

The Council's Constitution states that a 'key decision' is one which incurs expenditure or makes savings in excess of £500,000; these decisions require Committee approval, but two of the six procurements in the sample which required approval under these rules did not receive it. The audit identified that the reason for this primarily appeared to be officers misunderstanding the role of the Joint Commissioning Board; officers were under the impression that the responsibility for approval had been delegated to the Joint Commissioning Board. Such a delegation is not recorded in the Council's Contract Procedure Rules. The Assistant Director of Commissioning confirmed that Committee Approval has been sought retrospectively, and as a result of the Internal Audit review, the Director of Commissioning has agreed to ask members of the Procurement team to provide training on Contract Procedure Rules for his team.

The second issue identified was that for four out of five procurements posted in the OJEU, the invitation to tender documents were published on the Council's tender advertising portal 5 or more days later than in OJEU. While this is a relatively minor issue, as the majority of the procurements are open for tender for 30– 40 days, this delay in posting on the Council's tender advertising portal may pose a restriction on the timescales for any suppliers relying on the Council's tender portal rather than OJEU. As a result, the Deputy Head of Procurement has agreed to investigate the gap further and also brief the Procurement team to ensure they improve on this.

A.2 Debt Recovery

An audit was undertaken to provide assurance that the Debt Recovery system was operating effectively and recovering debt in a timely manner. Internal Audit undertook an analytical review of debt recovery in planning the audit. This identified the potential to recover a significant proportion of overall debt from a small number of individual key debtors, and the audit therefore focused testing on the highest debtor balances, rather than a particular service area or type of customer.

As a result of the fieldwork undertaken, good assurance was given over compliance with existing controls for debt recovery, but satisfactory assurance was given over the adequacy of controls in the debt recovery system. This was chiefly due to some controls being absent from debt recovery procedures, including a lack of recovery and prevention strategies for identifying and addressing the highest ongoing debt balances. Sample testing identified that debt recovery activity was not always undertaken in a timely manner in relation to some debtors with high debt balances, and there was no control in place to identify when debtor accounts had not been subject debt recovery action for a significant period of time.

Other issues identified included the need to improve processes for the early identification of unrecoverable debt, and to improve debt analysis work in order to give a more accurate understanding of the effectiveness of recovery activity and to support the development of recovery and prevention strategies.

A number of actions were agreed to improve controls, including developing strategies to address the highest debt balances, to identify where debt recovery action has not been undertaken in a timely manner. The LGSS Head of Debt and Income is working to address these, by amending debt recovery procedures. The service is also developing reports in ERP Gold, to identify where debt recovery action has not been undertaken in a timely manner, and to support improved debt analysis.

B. **PEOPLE & COMMUNITIES DIRECTORATE**

B.1 Direct Payments Compliance

Direct Payments are made to service users who have been assessed as being eligible for care and support, to enable them to arrange and manage their own services. Internal Audit conduct annual audits of compliance with Direct Payment

controls, and the latest report from March 2018 gave an overall assurance of satisfactory with regards compliance.

This assurance level is comparable with the previous audit conducted in April 2017, although there have been improvements from the previous year. This included some improvements in the number of signed and fully costed Care and Support Plans, and the number of signed Direct Payment Agreements. Overall there remains a need to improve compliance further in these areas, and agreed actions included for Direct Payments Monitoring Officers to take a role in flagging Care and Support Plans which lack sufficient costing information, and for all users to be made aware of the updated terms of Direct Payment Agreements via their annual monitoring letter.

The audit also identified areas for improvement in the monitoring of service users' usage of Direct Payments. Currently, Direct Payments Support Service (DPSS) organisations are tasked with monitoring the expenditure of service users who purchase their support services (such as payroll and managed accounts). At present, the council places reliance on these services carrying out this monitoring and Cambridgeshire's Direct Payment Monitoring Officers only conduct minimal checks on these service users to ascertain whether there is an annual surplus on each account. Internal Audit were not able to ascertain what specific monitoring checks were being carried out by the DPSS organisations; there is a risk that if such checks are not carried out to the standard expected by the Council, direct payments to service users who are managed by the Direct Payments Support Services may be at greater risk of misuse. An agreed action was therefore that the Council must seek formal clarification around the monitoring and management of accounts by Direct Payment Support Services.

B.2 Deprivations of Liberty – Children and Young People Under 18

An individual may be considered to be 'deprived of their liberty' under Article 5 of the Human Rights Act if they are under continuous supervision and control, are not free to leave, and have not consented to this. Such a situation may apply to Council service users who are in residential or nursing care or other care settings. Under the age of 18, parental consent may be sufficient to authorise a deprivation of liberty, but where children are under 18 and subject to an interim or full care order, deprivation of their liberty requires court authorisation. If a young person aged 16 or 17 objects to a deprivation of liberty, this may also require court authorisation even if parental consent has been obtained.

An audit was undertaken to provide assurance that the use of deprivations of liberty for children and young people under the age of 18 is proportionate, and that such deprivations have followed the correct legal process and are subject to regular

review. The audit gave good assurance over the adequacy of systems in place regarding such deprivations of liberty, and it was found that overall the Council was monitoring deprivations of liberty in children well. The team prioritise cases clearly and guidance was reviewed and updated recently. It was agreed that the revised guidance will be updated further to include additional information on reapplying for authorisation, and the monitoring of children who have capacity to consent to their care but choose not to do so.

Satisfactory assurance was awarded over compliance with the framework, due to some weaknesses identified. There is a backlog of cases at the highest priority level where no application for authorisation of the deprivation of liberty has been made. This is due to a legal judgement in January 2016, which meant that significant numbers of children were suddenly subject to Deprivation of Liberty safeguards overnight. There were also delays once applications were passed to Legal Services, due to staff turnover. During the course of the audit, a monthly meeting was introduced between the Operational Heads of Service, the Principal Social Worker and Legal Services to ensure that the cases of children most at risk are taken to court first. It was agreed that the result of this process will be monitored to ensure reduction in back log of cases.

Areas for improvement were also identified in the 'Countywide Tracker' document which aims to ensure oversight of all actual and possible cases of children and young people deprived of their liberty. One out of five cases from a list of Looked After Children in residential settings was not listed on the countywide tracker, even though the child had the potential to be deprived of liberty. If marginal cases are not monitored and circumstances change, DOL cases may be missed. As a result it has been agreed that the service will introduce guidelines to detail the types of cases that should be listed on the spreadsheet. During the course of the audit, the Tracker was also updated to include dates of assessments and application stages reached, to enable closer monitoring of case progression. A new process for monthly review of the cases was introduced and has been communicated to the managers with a guidance document, during the course of the audit.

5. OTHER AUDIT ACTIVITY

5.1 UPDATES TO THE INTERNAL AUDIT PLAN 2018/19

The Executive Director of Place & Economy has asked Internal Audit to assist in a contractual dispute with Skanska, and to be represented on the Skanska Contract Commissioning Board for the foreseeable future. Internal Audit has also been requested to review the governance arrangements of this contract prior to conducting an open book review. This has necessitated additional time to be allocated to the Highways Contract Management assignment.

Internal Audit are also required to provide certification over the use of Disabled Facilities Grant in 2017/18, a piece of work which Audit were not made aware of at the time of developing the Audit Plan.

These additional pieces of work place pressure on the Audit Plan as set at the start of the year. As agreed in our protocol, Internal Audit recommend that the following adjustments are made to the Audit Plan:

- Remove Public Health Joint Commissioning Unit review.

Audit and Accounts Committee are asked to consider what other jobs can be removed to accommodate the additional work.

APPENDIX A

CCC INTERNAL AUDIT PLAN 2018/19

Audit Title	Status	Quarter Opened	Quarter Closed
Cross-Cutting and Council Wide Audit			
Agency Staff Compliance	Not Started		
EU Procurement Regulations	Not Started		
Procurement Compliance	Open	1	
Unannounced Visits	Open	1	
Impact of Price & Quality Evaluation	Not Started		
Development of Project Assurance Framework	Not Started		
Project Assurance of High Risk Projects (1)	Not Started		
Project Assurance of High Risk Projects (2)	Not Started		
Project Assurance of High Risk Projects (3)	Not Started		
Project Assurance of High Risk Projects (4)	Not Started		
Development of Project Management Framework	Open	1	
Management of Consultants and Interims	Open	1	
Business Continuity for Key Contracts	Not Started		
Business Continuity	Not Started		
Business Planning	Not Started		
Capital Project Variations and Overspends	Open	1	
Key Performance Indicators	Open	1	
Corporate Key Performance Indicator Framework	Not Started		
Transformation Programme	Not Started		
Transformation Project Audit (1)	Not Started		
Transformation Project Audit (2)	Not Started		
Transformation Project Audit (3)	Not Started		
Transformation Project Audit (4)	Not Started		
Discretionary and Non-Statutory Service Provision and Expenditure	Not Started		
Fees and Charges Policy and Compliance	Not Started		
Annual Key Policies and Procedures Review	Not Started		

Directorate Performance Management	Open	1	
Grants to Voluntary Organisations Compliance	Not Started		
Grants to Voluntary Organisations Framework	Open	1	
Procurement Governance	Not Started		
Annual Whistleblowing Policy Report and Awareness	Not Started		
People & Communities Directorate			
Contract Management of Residential and Nursing Care Providers	Open	1	
Direct Payments Compliance	Not Started		
P&C Contract Management	Not Started		
Troubled Families Grant 18-19	Ongoing	All year	N/A
Schools Payroll & Safe Recruitment 18-19	Not Started		
Capgemini Report Response	Not Started		
Personal Budgets	Open	1	
Fostering Service	Open	1	
Neighbourhood Cares Project	Not Started		
Special Educational Needs Placements	Not Started		
Annual Safeguarding Assurance	Not Started		
Economy, Transport & Environment Directorate			
Transport Contract Management	Not Started		
Section 106 Funding	Not Started		
Highways Contract Open Book Review 18-19	Open	1	
Street Lighting PFI Open Book Review 18-19	Not Started		
Waste PFI Open Book Review 18-19	Not Started		
Local Transport Capital Block Funding	Open	1	
Growth Deal	Draft	1	
Bus Services Operators Grant	Draft	1	
Pothole Action Fund	Open	1	
Cycle City Phase II Grant	Draft	1	
National Productivity Fund	Draft	1	
Safer Roads Funding	Open	1	
Procurement Transport Project	Open	1	
P&E Partnership Services Cost Recovery	Open	1	
SWIM Project	Open	1	
Public Health and Corporate & Customer Services Directorates			

Public Health Contract Management	Open		
Public Health Joint Commissioning Unit	Not Started		
Broadband Grant	Closed	1	1
Public Health Grant	Closed	1	1
Key Financial Systems			
Accounts Receivable	Not Started		
Purchase to Pay	Not Started		
Payroll	Not Started		
General Ledger	Not Started		
Bank Reconciliation	Not Started		
Treasury Management	Not Started		
Administration of Cambridgeshire Pension Fund	Not Started		
Financial Systems IT General Controls	Not Started		
Risk Management Audit	Not Started		
CCC Debt Recovery	Not Started		
Governance & Risk Management			
Risk Management	Ongoing	All year	N/A
Annual Governance Statement-Code of Corporate Governance	Ongoing	All year	N/A
Information Governance & IT Audit			
Information Security	Not Started		
Response to Information Security Incidents	Open	1	
Controls Review of Critical Systems	Not Started		
ICT Disaster Recovery	Not Started		
Anti-Fraud and Corruption			
Fraud Investigations 17-18	Ongoing	All year	N/A
Community Transport Investigation	Open	1	
Declarations of Interest Investigation	Open	1	
Mileage & Expenses Investigation	Closed	1	1
National Fraud Initiative	Ongoing	All year	N/A
Other Planned Work			
Advice & Guidance	Ongoing	All year	N/A
Freedom of Information Requests	Ongoing	All year	N/A
Follow-Ups of Agreed Actions	Ongoing	All year	N/A
Audit Plan	Ongoing	All year	N/A
Committee Reporting	Ongoing	All year	N/A

Management Reporting	Ongoing	All year	N/A
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APPENDIX B

Summary of Outstanding Recommendations

(Recommendations as at the end May 2018).

The below table excludes recommendations which are dependent on the implementation of ERP Gold; these have been split out and shown at a second table, below.

Audit	Risk level	Summary of Recommendation	Target Date	Status
Debt Recovery	M	Debt Prevention Strategy Consideration should be given to developing a debt prevention strategy to be incorporated into the LGSS Collections Strategy to set out the Council's approach to preventing debt e.g. through the promotion of direct debit, deferred payment, interest charges etc.	01/10/17	The service reported that a draft, revised Collection Strategy was being finalised to strengthen/make explicit debt prevention activities and update on areas such as Late Payment Interest. This action has yet to be implemented and was raised again as part of the Internal Audit final report into Debt Recovery, issued in June 2018.
	M	Payment Methods and Credit Control Consideration should be given to updating the LGSS Collection Strategy to include offering settlement rebates, customer credit limit and the imposition of penalties for late payment. This could help limit the build-up of potentially unrecoverable debt and assist in timely repayment of debts owed.	30/11/17	As above - the June 2018 Debt Recovery audit established that the Collection Strategy is currently being amended with debt prevention strategies including those mentioned in the recommendation currently being considered.

	M	Default Payment by Direct Debit Direct debit payments should be the default option for payment by service users, and this should be formalised and communicated in a policy which also states that: <ul style="list-style-type: none"> • Social Care clients who have failed to pay an invoice on time should be set up on a direct debit; • Payment plans should be paid via direct debit. <p>This could help limit the build-up of potentially unrecoverable debt and assist in timely repayment of debts owed.</p>	01/07/17	<p>The service reported that the area where the biggest change can be made in getting service users to use direct debit is in social care. A form for setting up direct debits online has been created and was expected to be in use in early 2018. This form has been delayed in being implemented and is currently with Cambridgeshire IT to resolve/determine the required format and implementation actions required.</p> <p>A recent debt recovery established that progress is being made to encourage social care clients to sign up to direct debit.</p> <p>A revised target date of 31 October 2018 was provided.</p>
Client Contributions	M	Monitoring Take-Up of Direct Debits Regular monitoring of the take up of direct debit payments should be undertaken to identify if activities to encourage customers to pay by direct debit have been successful.	30/04/17	<p>Direct Debit uptake will be added to the list of proposed measures for the finance dashboard, to be agreed by management teams. This action was planned to be linked to the new online Direct Debit form being set up. This form has been delayed in being implemented and is currently with Cambridgeshire IT to resolve/determine the required format and implementation actions required. Also see above.</p> <p>A revised target date of 31 October 2018 was provided.</p>
	M	Deferred Payment Agreements The Service Delivery Manager Financial Assessments should ensure that all of the following staff are aware of the process for securing deferred payment agreements: <ul style="list-style-type: none"> • Social Workers 	30/09/17	<p>The service reported that development of mandatory Care Act management training for all new employees involved with deferred payments has started, but there have been major delays due to lack of capacity in the team. Due to staff</p>

		<ul style="list-style-type: none"> Financial Assessments Team members Debt Team members <p>If officers are not aware of relevant deferred payment agreements processes there is a risk that opportunities to secure debt recovery will be missed.</p>		<p>turnover, new staff are now needing to be trained in undertaking the processing of Deferred Payment Agreements. This has been included as an outcome in appraisals for this year with a target date of 30th September.</p> <p>Revised target date: 30th September 2018</p>
Payment Methods	M	<p>Services should apply to be transformed</p> <p>Once services are able to determine the total cost of transactions by payment method, there should be a clear prioritisation for transforming services, based on the anticipated savings from transformation.</p> <p>Without this prioritisation there is the risk that services may use less cost-effective methods of payment, at higher cost to the Council.</p>	30/11/16	<p>The service previously fed back that the roadmap for the Civica ICON project would include prioritisation for transforming services, based on anticipated savings and the new data that can be obtained from Civica.</p> <p>Ownership of Civica ICON has now passed to the IT & Digital Team. There have been issues experiences with the interface between ICON and ERP Gold which has meant that the project to transform services has not moved forward quickly because this currently requires manual processing. At present a formal prioritisation for the transformation has not therefore been developed. This is being taken forward by Transformation and the IT & Digital Service.</p>
Investigation - Ely Archives	M	<p>Project Management Training</p> <p>The corporate Transformation Team should develop project management training. Initially the focus should be to provide a strong induction process for members of the Transformation Team, who form the core of the Council's project management resource, with the intention to roll this out across the organisation by the end of the year.</p>	31/12/17	<p>This was dependent on the creation of the new Project Management Framework, which was completed in April 2018. Training could only be developed once this was completed. The revised target date for completion of this action was therefore July 2018.</p> <p>Revised target date: July 2018</p>

Information Security Culture	M	<p>Information Security Incidents</p> <p>The Information Governance team should amend the incident report template to ensure higher-risk actions resulting from security incidents are followed up and reviewed to ensure completion.</p> <p>The team should also amend the Information Security breach procedure, to include a formal escalation process to the IM board actions to prevent further incidents have not been completed.</p> <p>If there is no follow-up and actions are not completed, there is an increased risk that security incidents may happen again.</p>	31/12/17	<p>The service provided an initial response to audit follow-up, but on review this indicated that the information request may not have been fully understood. No further response was received prior to the deadline for Audit Committee papers but this continues to be followed up.</p> <p>The Draft Audit Plan for 2018/19 includes a review of service responses to information security incidents. Planning for this audit is now underway, which will identify whether this action has been implemented.</p>
Capital Programme Project Management	M	<p>Scheme appraisal</p> <p>Capital Programme Board is looking to relaunch the new business case template and capital process, which will include the process for reviewing ongoing schemes.</p> <p><u>Risk:</u> Schemes are scored inaccurately or inconsistently in Investment Appraisals, which could lead to schemes not being properly prioritised.</p>	31/03/18	<p>The Business Case template has not been re-launched yet. This has partly been due to a combination of pressures of meeting accounts/external audit deadlines and the implementation of ERP Gold. Business Planning dates have been pushed back due to SMT requesting a review of the whole programme, so the relaunch of the new template is now planned for mid-August.</p> <p>Revised target date: 15th August 2018</p>
	M	<p>Maintaining complete, up to date project documentation</p> <p>Where changes are made to the scope of a project, the project documentation should be updated to reflect this. Where projects are ongoing for a long time, key documents, such as the business case and records of roles and responsibilities, should be reviewed regularly to ensure they remain up to date. This should include</p>	31/03/18	<p>When the Business Planning programme is relaunched this will be set out. Capital Programme Board has now agreed a process that whenever figures are updated as part of the Business Planning process, the Business Case will also need to be updated and send to corporate finance, who will then decide whether the update is significant enough that the revised</p>

		<p>formally revisiting business cases and investment appraisals at least every two years.</p> <p><u>Risk:</u> Without the new template documentation may not be kept up to date meaning it cannot be referred back to if required, those outside the project team cannot see what is being done, and handovers are harder to do when there are changes to project staff.</p>		<p>Business Case needs to be returned to Capital Programme Board. The entire Business Planning Programme is reviewed every year, so if any individual Business Case needs to be updated, this should be identified as part of that review.</p> <p>Revised target date: 15th August 2018</p>
3rd Party Assurance	M	<p>Contracts do not have third party assurance requirements</p> <p>Officers responsible for commissioning high-value contracts with suppliers who are likely to hold or process large volumes of personal data, should consider including in their specifications that the Council must be provided with appropriate third party assurance over the security of systems. IT and Procurement officers should be aware of the possibility of including these requirements in specifications, and provide advice and guidance to officers commissioning such contracts.</p>	31/05/18	<p>No update has been received from the service regarding this action. This will continue to be chased and if no response is obtained, the relevant key officer(s) will be invited to attend the next Audit & Accounts Committee to provide an update.</p>
Direct Payments Compliance	M	<p>Monitoring done by Direct Payment Support Services</p> <p>The role of the Direct Payment Support Services in relation to the type and frequency of monitoring they carry out on accounts must be clarified.</p> <p>Direct Payment Monitoring Officers should monitor a sample of trackers with the relevant invoices to ensure Purple/Penderels are paying out money in accordance with the service user's Care and Support plan.</p> <p>Risks: • Service users could misuse their money without detection • The Council may not be getting value for money from their chosen Direct Payment Support Service</p>	30/04/18	<p>Update received 4th July 2018. The service has confirmed that DPMO's may be transferred to the Countywide Finance Team, and consultation has just opened on this proposal. Consequently, line management will change which may affect the tasks undertaken. If this is the case, we may have to look at an alternative audit plan.</p> <p>Internal Audit are scoping a review which will consider the role of Direct Payment Support Services and the progress that has been made with this action.</p>

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Summary of Outstanding Recommendations – Dependant on ERP Gold

(Recommendations as at the end May 2018).

Audit	Risk level	Summary of Recommendation	Target Date	Status
Debt Recovery	M	Outstanding Debt Collection Procedures The Debt Team should engage in design of the new ERP Gold system to ensure it will have the capability to: <ul style="list-style-type: none"> flag debts for the attention of the Debt Team when collections notes have not been recorded for a defined period; to write off account balances rather than individual transactions for bad debts. This will help ensure timely debt collection activity and more efficient processing of write offs.	31/08/17	This has been delayed due to some changes to published reports in the new ERP system and revised timescales for ERP implementation. The Debt team is looking into making changes to the system before go live. This action has yet to be implemented and was raised again as part of the Internal Audit final report into Debt Recovery, issued in June 2018.
	M	Reduction in Invoicing Instead of issuing four weekly invoices to service users paying by direct debit, they should be provided with an annual statement detailing the care charges and the date that the direct debits were collected. This will reduce the cost to the organisation of issuing regular invoicing.	31/10/17	Consideration will be given to providing an annual statement to service users paying by direct debit. However detailed analysis, planning and evaluation of costs will require a strategic decision and appropriate approval. Work on this issue was deferred until after ERP Gold was implemented due to the required

				resources being deployed on the programme.
	M	Reporting of Debt and Write-Offs The ERP Gold system should include additional functionality in reporting write-offs such as write offs by reason code and write off by customer. This will assist in detailed analysis of write off to help develop debt prevention and recovery strategies focusing on high risk areas.	31/10/17	This action has yet to be implemented and was raised again as part of the Internal Audit final report into Debt Recovery, issued in June 2018.
Information Governance Policies	M	Asset management policies and procedures A complete physical asset register, listing the council staff member responsible for the asset should be created If assets are not managed or lost there is a risk of data breaches occurring (and not identified) leading to reputational or financial damage.	30/09/17	As part of the new ERP Gold system there is a plan to create a "Resource Master File" to record when a new/moving staff member is issued a piece of IT equipment. This was delayed due to the go live date for ERP Gold being pushed back. The team is still working on finalising the Leavers process, as the functionality for this was not tested during the ERP testing phases, and still have work to do to incorporate IT asset recording in this process. This requires changes to the fields in ERP Gold which will record the asset information; this needs to be built and tested. Revised target date: end October 2018
Section 106	M	S106 Monitoring system records: Following the introduction of a new S106 monitoring system, every scheme should be subject to detailed review to establish that all of the information relating to each scheme is complete and accurate.	30/09/17	This is dependent on procurement of the new monitoring system, which has been delayed. Given the problems with ERP Gold when it went live, it was agreed amongst the project team that more time should be allowed to ensure that ERP Gold is performing satisfactorily before they commit to procuring the new system. Current IT / LGSS Digital is reviewing the final IT

				<p>requirements in light of ERP Gold functioning, which will allow the procurement to go ahead.</p> <p>Revised target date: end September 2018.</p>
Safe Recruitment Compliance	M	<p>Flag Overdue DBS Information:</p> <p>For all employees involved in regulated activities and who require an Enhanced DBS check, a flag should appear on ERP Gold until DBS information has been entered. Without this, there is a risk that follow-up action to ensure all DBS checks are in place may not be undertaken.</p>	31/12/17	<p>The problems with reports from the new ERP system are ongoing. HR are working with colleagues involved in delivery of ERP to try to progress this action. HR have requested whether this could be completed by the end of July 2018, however there is no guarantee this revised timescale will be possible.</p> <p>Revised target date: end July 2018.</p>

AUDIT AND ACCOUNTS COMMITTEE FORWARD AGENDA PLAN

MEETING DATE REPORT DEADLINES AND REPORT TITLES	Frequency of report	Corporate/Service Director /external officer responsible	Report author
COMMITTEE DATE 2.00 P.M. MONDAY 30TH JULY 2018 (Room moved to Room 128) Deadline for reports to be with Democratic Services: Mid-day 17th July 2018			
Minute Log Update	Each meeting	Democratic Services	Rob Sanderson
Accounts reports <ul style="list-style-type: none"> ISA 260 Report and Letter of Representation and ISA 260 Report – Pension Fund 		External Audit BDO LLP External Audit BDO LLP	Lisa Clampin, and Barry Pryke David Eagles
Final Statement of Accounts: 2017-18	Annual	Chief Finance Officer / Strategic Finance Manager / Group Accountant	Jon Lee / Martin Savage
Annual Risk Management Report	Annual	Head of Business Intelligence	Tom Barden
Internal Audit Progress Report (Including Progress of Implementation of Management Actions and Internal Audit Plan	Each meeting	LGSS Chief Internal Auditor	Duncan Wilkinson LGSS Chief Internal

Progress) <i>Relevant officers to attend the Committee to be invited by Duncan Wilkinson where management actions have gone beyond the next agreed target date</i>			Auditor
Transformation Fund Update Report (to include relevant minutes from General Purposes Committee if available)	Quarterly	Transformation Manager	Julia Turner
Audit and Accounts Committee Training Plan.	Once a year	LGSS Chief Internal Auditor	Duncan Wilkinson LGSS Chief Internal Auditor
Safe Recruitment Update	Quarterly basis	Senior Education Advisor	Chris Meddle
Integrated Resources and Performance Report including Corporate Risk Updates		Chief Finance Officer	Tom Kelly
SPECIAL COMMITTEE DATE 9 .30 A.M. Tuesday 31st July Deadline for reports Wednesday 18th July		.	
Cover Report to Independent Review of Community Transport	One off	Chief Internal Auditor, Chief Executive, Acting Monitoring Officer / Democratic Services Manager	Duncan Wilkinson / Gillian Beasley / Fiona Mc Millan /Michelle Rowe
Report from PKF	One Off	PKF	
COMMITTEE DATE 2.00 P.M. THURSDAY 20th SEPTEMBER 2018			

Deadline for reports to be with Democratic Services: Mid-day Thursday 6TH September			
Minute Log Update	Each meeting	Democratic Services	Rob Sanderson
Annual Report of the Audit and Accounts Committee (The timetable is for the Chairman / woman to present this report at the same time as other Service Committee Annual Reports to the Full Council meeting in October)	Annual	LGSS Chief Internal Auditor	Duncan Wilkinson Chief Internal Auditor / Mairead Kelly in consultation with the Chairman / woman
Outstanding Debt – Debt Monitoring Report – To receive the same report that was going forward to the General Purposes Committee This has moved to a later meeting to be in line with the report first going to General Purposes Committee. The Audit and Accounts Committee in May requested that Bob Outram attend to be able to answer questions.	One off update to check progress	Chief Finance Officer	T Kelly / Bob Outram
Children's Social Care Case-loads Update	Quarterly basis	Service Director Enhanced and Preventative Services (Children)	Sarah-Jane Smedmor / Tracey Boyce
Revised Whistle Blowing Policy Report (Any changes will require to be referred on to Constitution and Ethics Committee)	One off	LGSS Chief Internal Auditor	Duncan Wilkinson / Mairead Kelly / Neil Hunter
Internal Audit Progress Report	Each meeting	LGSS Chief Internal Auditor	Duncan Wilkinson / Mairead Kelly
Resources and Performance Update Report including Risk Updates	Each Cycle	Chief Finance Officer / Head of Business Intelligence	Tom Kelly / Rebecca Barnes / Tom Barden
Update on Unspent Section 106 Monies	Twice a year (agreed via e-	Chief Finance Officer	S Heywood

	mail)		
Cambridgeshire Council Workforce Strategy – Review of Action Plan – Quarterly Update	Quarterly	Head of HR	Martin Cox / Lynsey Fulcher
COMMITTEE DATE 2.00 P.M. THURSDAY 22nd NOVEMBER 2018			
Deadline for reports to be with Democratic Services: Mid-day Friday 9th November			
Progress Update on Music Service Recruitment – This might be by way of an email to the Committee	One off	Head of Music Service	Matthew Gunn
Integrated Resources and Performance Report	Each Cycle - would always be one that had already been through General Purposes Committee	Chief Finance Officer	T Kelly / Rebecca Barnes
Safer Recruitment in Schools Update	Quarterly	Senior Education Adviser	Chris Meddle
Cambridgeshire Council Workforce Strategy – Update	Quarterly	Head of HR	Martin Cox / Lynsey Fulcher
Transformation Fund Update Report	Quarterly	Transformation Manager	Julia Turner
Internal Audit Report on Capital overspends to include a presentation (as agreed at the 22 nd June Committee meeting)			
Internal Audit Progress Report (Including Progress of Implementation of Management Actions and Internal Audit Plan	Each meeting	LGSS Chief Internal Auditor	Duncan Wilkinson LGSS Head of Internal

Update and updates in the recommendations including an update on the National Fraud Initiative data matching exercise requested at the May 2017 meeting)) <i>Relevant officers to attend the Committee to be invited by Head of Internal Audit where management actions have gone beyond the next agreed target date</i>			Audit
COMMITTEE DATE 2.00 P.M. THURSDAY 24th JANUARY 2019			
Deadline for reports to be with Democratic Services: Mid-day Friday 11TH January			
Integrated Resources and Performance Report	Each Cycle - would always be one that had already been through General Purposes Committee	Chief Finance Officer	T Kelly / Rebecca Barnes
Internal Audit Progress Report (Including Progress of Implementation of Management Actions and Internal Audit Plan Update and updates in the recommendations including an update on the National Fraud Initiative data matching exercise requested at the May 2017 meeting)) <i>Relevant officers to attend the Committee to be invited by Head of Internal Audit where management actions have gone beyond the next agreed target date</i>	Each meeting	LGSS Chief Internal Auditor	Duncan Wilkinson LGSS Head of Internal Audit

COMMITTEE DATE 2.00 P.M. THURSDAY 28TH MARCH 2019			
Deadline for reports to be with Democratic Services: Mid-day Friday 15th March			
Integrated Resources and Performance Report	Each Cycle - would always be one that had already been through General Purposes Committee	Chief Finance Officer	T Kelly / Rebecca Barnes
Transformation Fund Update Report	Quarterly	Transformation Manager	Julia Turner
Internal Audit Progress Report (Including Progress of Implementation of Management Actions and Internal Audit Plan Update and updates in the recommendations including an update on the National Fraud Initiative data matching exercise requested at the May 2017 meeting) <i>Relevant officers to attend the Committee to be invited by Head of Internal Audit where management actions have gone beyond the next agreed target date</i>	Each meeting	LGSS Chief Internal Auditor	Duncan Wilkinson LGSS Head of Internal Audit

Social Care Case-loads – Review of effectiveness of measures agreed at the May 2018 Children’s Committee to be programmed for September 2019 – Author Sarah-Jane Smedmor

Training Plan to be scheduled for July 2019

Update 29th June 2018