

# CHILDREN AND YOUNG PEOPLE COMMITTEE



Cambridgeshire  
County Council

**Date: Tuesday, 12 July 2016**

**Democratic and Members' Services**

Quentin Baker

LGSS Director: Law and Governance

**14:00hr**

Shire Hall

Castle Hill

Cambridge

CB3 0AP

**Kreis Viersen Room**

**Shire Hall, Castle Hill, Cambridge, CB3 0AP**

## **AGENDA**

**Open to Public and Press**

### **CONSTITUTIONAL MATTERS**

- 1 Apologies and Declarations of Interest**
- 2 Minutes of the Children and Young People Committee Meeting 24 May 2016 5 - 22**
- 3 Petitions**

### **DECISIONS**

- 4 National Free School Process 23 - 32**
- 5 Meadowgate School Wisbech - Application for the Establishment of a New Specialist Free School 33 - 44**

<b>6</b>	<b>Work of the Corporate Parenting Board</b>	<b>45 - 54</b>
<b>7</b>	<b>Looked After Children Strategy Progress Report</b>	<b>55 - 76</b>
<b>8</b>	<b>Risk Register</b>	<b>77 - 100</b>
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<b>11</b>	<b>Agenda Plan and Appointments to Internal Advisory Groups and Outside Bodies</b>	<b>197 - 204</b>

The Children and Young People Committee comprises the following members:

Councillor Joan Whitehead (Chairwoman) Councillor David Brown (Vice-Chairman)

Councillor Sir Peter Brown Councillor Simon Bywater Councillor Daniel Divine Councillor Peter Downes Councillor Stephen Frost Councillor David Harty Councillor Maurice Leeke Councillor Mervyn Loynes Councillor Zoe Moghadas Councillor Simone Leigh Taylor and Councillor Julie Wisson

Mr Paul Rossi (Appointee) Mrs Polly Stanton (Appointee)

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

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**CHILDREN AND YOUNG PEOPLE COMMITTEE: MINUTES**

**Date:** Tuesday, 24<sup>th</sup> May 2016

**Time:** 2.00pm – 4.40pm

**Present:** Councillors P Ashcroft (substituting for Councillor Divine), D Brown (Vice-Chairman), P Brown, S Bywater, P Downes, S Frost, D Harty, Z Moghadas, L Nethsingha (substituting for Councillor Leeke), S Taylor, J Whitehead (Chairwoman), J Wisson, F Yeulett (substituting for Councillor Loynes)

**Apologies:** Councillors Divine (Councillor Ashcroft substituting), Loynes (Councillor Yeulett substituting and Leeke (Councillor Nethsingha)

**172. NOTIFICATION OF CHAIRMAN/WOMAN AND VICE-CHAIRMAN/WOMAN**

It was resolved to note that the Council had appointed Councillor Whitehead as the Chairwoman and Councillor D Brown as the Vice-Chairman for the municipal year 2016-17.

**173. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**174. CO-OPTION OF DIOCESAN REPRESENTATIVES**

It was resolved to co-opt the following representatives:

- Mrs Polly Stanton, Church of England diocesan representative
- Mr Paul Rossi, Roman Catholic diocesan representative.

**175. MINUTES 8<sup>th</sup> MARCH 2016 AND ACTION LOG**

The minutes of the meeting of the Committee held on 8<sup>th</sup> March 2016 were confirmed as a correct record and signed by the Chairwoman.

The Action Log was noted, and verbal updates given on a number of items that were being progressed:

Work on Private schools – this piece of work would be completed by end of June;  
Appointment of an Alternative Sponsor for the New Secondary and Special Schools in Littleport – it was noted that Greenwood Dale Foundation had decided not to be the sponsor. Active Learning Trust would be sponsor for the Littleport schools.

**176. PETITIONS**

No petitions had been received.

**177. NATIONAL FREE SCHOOL PROCESS**

The Committee received a report on new Advice from the Department for Education (DfE) regarding the Free School Presumption as part of the process for the establishment of

new schools, which included proposals for processes to be used to identify new school sponsors, and whether to run a competition to identify new school sponsors.

Members noted the background and implications of the new Advice. Whilst similar to existing processes, there were a number of issues which required the Committee's steer. A number of these were largely administrative, i.e. the involvement of a DfE representative on joint officer/assessment panels, adopting model specification template, application form and criteria, and to continue to hold public presentations.

The issues around whether or not to run a competition were more complex: there were clearly scenarios where there could be a good sponsor, known to the authority, where it may be desirable to recommend the sponsor without running a competition.

Members considered each of the recommendations in turn. There was broad agreement for the involvement of the DfE representative, although their exact role was queried, i.e. whether they were assessing the presenters or the assessment panel. It was also pointed out that at the recent Darwin Green competition, a DfE representative had been included in the assessment panel, but the RSC had later overturned the panel's decision.

Members were happy to adopt the model specification template, application form and criteria.

There was some debate on the proposal to hold a public presentation by potential school sponsors where the new school was established in an existing community. It was pointed out that even with new communities, there was often an element of an existing community, or at least adjacent communities that would be affected by the proposal, and the divisions between old and new communities were not always straightforward. The style, format and quality of the public meeting was also an issue – whilst it was reasonable for communities to receive information on what was happening, and have an opportunity to express their concerns, a Member suggested that on some occasions there had been no apparent value added by holding public meetings. The general consensus was that public engagement through presentations should be encouraged, but the style and format of those meetings may need to change. Officers noted these points and agreed to take action on these views in regard to the interest from existing residents in schools in new communities, and the format of public presentations in future. **Action required.**

Members debated at length whether a competition needed to be run, and the following points were raised:

- a Member commented that situations where free schools were set up without competition or demand should be avoided, as this merely took pupils away from other schools, reducing the viability of those schools, without necessarily adding value;
- reservations were also expressed that not running competitions could result in Academy chains that were skilled in the competitive/planning processes dominating, rather than those who may be more focused on education. However, another Member expressed reservations about forcing a competition where there was no need for it;
- it was confirmed that Members and officers would still evaluate Free School proposals, and the Children & Young People Committee could make these decisions on a case by case basis. It was suggested that this could result in potentially a two stage process i.e. if the Committee was unhappy about the bid, a competition would need to be run, which would make the whole process longer;

- discussed the experience of the Darwin Green competition, where the Regional Schools Commissioner (RSC) overturned the panel's decision. It was noted that the Executive Director was seeking a meeting with the RSC to better understand the RSC's decision, with a view to minimising the risk of this happening again. A Member suggested that this was sufficiently fundamental to refer this matter to National Schools Commissioner, Sir David Carter, any possibly the Secretary of State, observing that the outcome of this decision would be of wider interest nationally. The detrimental impact on the Panel's chosen sponsor, Chesterton Community College, in terms of staff opportunities missed, were discussed;
- a Member suggested having a standing item on the agenda, to review cases where it was felt a competition was unnecessary. Members felt that generally, competition was desirable, but there could be circumstances where we don't want to run them;
- if a basic need for a new school was required, sites would usually be secured using Section 106 funding, and in most cases that asset would then be handed over to the school. A situation where the government was directly funding a free school was difficult to envisage;
- a Member suggested that the specifications for Free Schools should include an expectation to stimulate the cultural and social life of the community, especially given the move to utilising community assets as far as possible. Officers agreed that they would attempt to draw out in the objectives a commitment to contributing to the vibrant cultural health of the community.

An amendment was put forward to replace recommendations (b) and (c), and was unanimously supported:

(b) For the Committee to approve any proposals advanced by officers, CYP Spokes and Local Members, to not run a competition where the Regional School Commissioner proposes a Free School before the Authority has launched its sponsor selection competition.

It was resolved to endorse the proposals set out in sections 4 and 5 of the report, as amended, in response to the DfE's advice:

- (a) To continue to complete and evaluate new school proposals if a free school proposal comes forward after the Council's usual competitive process has been launched and before it has closed, with the following modifications:
  - The inclusion of a DfE representative on the joint officer/Member assessment panel, which is one of the options available to authorities as detailed in section 5 of the report
  - The adoption of the DfE's model specification template, application form and criteria as the basis for the future evaluation of proposals to provide consistency of response
  - To only hold a public presentation by the potential school sponsors where the new school is to be established in an existing community
- (b) For the Committee to approve any proposals advanced by officers, CYP Spokes and Local Members, to not run a competition where the Regional School Commissioner proposes a Free School before the Authority has launched its sponsor selection competition.

## 178. EDUCATIONAL OUTCOMES IN CAMBRIDGESHIRE

The Committee received and considered a report on the issues raised by Ofsted about the quality of education and outcomes for disadvantaged pupils in Cambridgeshire.

Members were advised that Andrew Cook, the Regional Director of Ofsted, had published a letter expressing concerns regarding educational outcomes in Cambridgeshire, especially for disadvantaged groups. Copies of that letter and the response that had been sent were noted. The Local Authority shared these concerns and was aware of all of the issues raised. However, the “marked decline for primary schools” had been challenged, as 81.6% primary schools had been judged as good or outstanding, showing a steady improvement from 69% in August 2013. Whilst this was still below national figure, it was going in the right direction, and neither the LA or schools were complacent about the issues. Members noted two additional pieces of correspondence that had been tabled – a letter from the Regional Schools Commissioner, and Council’s letter to the Education Selection Committee. The issues relating to school recruitment were also noted.

The Chairwoman drew Members’ attention to the Educational Achievement Board, which had recently held its inaugural meeting. She suggested that the minutes of that Board should be copied to this Committee. **Action required.**

Arising from the report, Members noted:

- that more was known about vulnerable groups than a few years ago. The Authority was offering guidance on how to identify and support these children, what the best interventions were, and what the evidence base was on the best way to work with these children, and through monitoring, ensuring they were being taught by the best teachers;
- that the reference to Neale Wade was positive, as an example of good practice  
**Action: Keith Grimwade to email Councillor Yeulett the detail.**

*(Councillor Nethsingha left the meeting)*

- noted the issues around funding of Statements of Special Educational Needs (now Education, Health and Care Plans);
- noted that Schools were being encouraged to appoint Pupil Premium Champions, to ensure that funding was properly spent;
- asked about the refresh of the Accelerating Achievement strategy, and how quickly it would be completed and implemented. It was agreed that this would be considered at the September meeting, and also noted that ‘refresh’ may underestimate the work being undertaken, and the ambitious targets being put in place;
- commented that the decline from 78% good and outstanding secondary schools to 46% was alarming. Officers advised that the current position was now 53.3%, and rising. It was suggested that the rapid academisation of the secondary sector had led to an unhelpful isolation of secondary schools from support;
- noted how the Pupil Premium was made up, and the rules around how it had to be



spent;

- noted that visit were carried out on maintained primary schools judged to be good or outstanding once a term. For schools where there were concerns or judged to be “requiring improvement”, visits were much more frequent. Academies were visited annually, although the visiting protocol was currently being renegotiated, to make the process more rigorous and mutually beneficial, and to include the systematic identification of and sharing of effective practice;
- discussed how the Authority could support schools in teacher recruitment and retention, and how the Authority could influence the achievement of disadvantaged groups, even where it does not have direct responsibility;
- noted progress with the protocol to monitor the performance of Academies, currently being piloted with three secondary schools. The first school in the pilot had found the external challenge useful, and it had not added significantly to its workload. Officers were confident that they would have a model they would be able to roll out.

It was resolved:

to comment on the Local Authority’s response to the issues raised and suggest any further actions it would like officers to take.

## **179. TRANSFORMING CARE PLAN**

The Committee received a report regarding the programme of work known as *Transforming Care*, led by Cambridgeshire and Peterborough Clinical Commissioning Group (CCG), to develop community based services for people of all ages with learning disabilities and/or autism, to reduce the need for in-patient beds.

Members were reminded that in 2012, the Department of Health (DoH) commissioned an investigation into the abuse of people with learning disabilities living at Winterbourne View, an inpatient assessment and treatment service for adults with learning disabilities near Bristol. Since that time there has been mixed progress across the country with *Transforming Care*, a programme promoting the transformation of services for people of all ages (children and adults), including the reduction of the number of inpatient beds.

Locally, a Transforming Care Board was set up, and targets established for inpatients of beds. There were currently 10 people under 18 years of age in inpatient beds, 4 in local provision, and 6 out of county. Inpatient beds for children provided very specialist services for those with severe or complex mental health disorders, which the most sophisticated community measures could not support. The emphasis for children was on early advice and support for families, with a focus on emotional health and wellbeing. However, it was acknowledged that the community offer needed to be enhanced.

During discussion:

- it was confirmed that “in-patient bed” referred to places/individual rooms, and was part of the jargon still used in NHS settings;
- it was noted that the intention was not to eliminate to inpatient beds altogether, as for a small number of complex cases they would always be required, but to provide effective community services for all other cases, and to avoid, where possible, placing

clients that required inpatient services out of county;

- noting that the Transforming Care Board had put in a significant bid (over £1.8M) for funding, a Member asked what the implications were if that bid was unsuccessful? Officers explained that the bid had been developed to enable the service to build up the necessary community resource. In discussions with NHS England, it was clear that they were unlikely to attract the full amount, and had been advised to resubmit the bid, split into two elements: project management support, and supporting the existing staff complement so that staffing hours could be extended, and could be more flexible. The outcome of bids would be known by August;
- discussed the extent of cross border working – the CCG footprint included surgeries around Royston, and a small part of Northamptonshire. Where collaborative work was necessary around certain clients who lived on the borders of the county, the necessary cross border work would be undertaken;
- a Member commented that what works for adults would not necessarily be appropriate for children, and suggested that more work was required on the Children's side. Officers acknowledged this point, but pointed out that there were benefits, especially in the transition to adulthood.

The Chairwoman urged Members to email her any additional points they would like to raise regarding the draft Transforming Care plan.

It was resolved:

1. note and comment on the draft Transforming Care plan;
2. delegate authority to the Executive Director: Children, Families and Adults, to approve the strategy after it has been presented to both the Children and Young People's and Adults Committees and following discussion with the Chairman of the Adults Committee and the Chairwoman of the Children and Young Person's Committee.

## **180. CHILDREN'S CENTRES OFFER 2017 ONWARDS**

The Committee considered a report on Children's Centre savings, as identified in the Business Plan for 2017-18, identifying the potential impact on wider Council services, and the proposed timescales going forward.

Members were reminded that Children's Centres had been established across Cambridgeshire over the last 10-12 years, and had been successful in improving the outcomes for the very youngest children. There was significant evidence to demonstrate that the earliest interventions provided the greatest impact: Children's Centres work together with partners, including Maternity and Health Visitor services, to provide a robust infrastructure enabling children to have the best and safest start in life. The Local Authority was required to make provision for Children's Centres, through the Childcare Act 2006. £2M savings had been identified for Children's Centres for 2017-18. Children's Centres had been reduced in previous budget savings.

The report proposed that more time was required to come forward with proposals, working with partners, in order to achieve the significant reductions identified, and explore possible alternative models and their policy and financial implications.

Arising from the report, Members:

- commented that this was an issue for concern, especially given the Serious Case Reviews and the well known issues for children under 5. More joined up thinking was required, e.g. through Community Hubs, to establish a much more integrated approach. Additional funding may be required e.g. to co-locate facilities, but this could be an Invest to Save opportunity;
- stressed the value of this work, and expressed disappointment regarding the budget decisions that had been taken, and agreed that more time was needed to explore all possibilities so that the best solutions were identified;
- agreed that the next step was to work up a service offer which focused on the most critical support to families which could make the most difference preventatively, and articulate what community based approaches might form part of a future offer. Members stressed that it was important to involve Local Members in this work, as they could save officers time and effort, as they knew their communities best;
- observed that for Invest to Save type projects, the outcomes and results of Children's Centres were less quantifiable, less tangible and longer term than those for other areas of Council services;
- asked officers if it would be possible to arrange Member visits to Children's Centres, so that they could become more aware of the services that they provide **Action required**;
- commented that the services of Children's Centres were often poorly publicised, e.g. through school websites;
- noted the total registration of 75.4% of children aged under 5, and asked who made up the remaining 25% - i.e. whether they were families who genuinely did not need Children's Centre services, or if they were the more vulnerable families which did need their support. Officers confirmed that this information was not available, but needed to be established.

It was resolved to:

- a. Consider the challenges to service delivery set out in the report
- b. Note and comment on the content and the risks associated with the potential scale of service change
- c. Note the links to the Council's procurement of the Healthy Child Programme service (Health Visiting, School Nursing and Family Nurse Partnership), as well as the emerging Community Hubs agenda, and the opportunities for service alignment
- d. Agreed to receive a further paper setting out some models and options based on the issues raised in this paper for service delivery and associated costs. These would be linked to the developments in (c) above.

## 181. DRAFT CFA PROCUREMENT STRATEGY

The Committee received a report on the development of a CFA Procurement Strategy. The Strategy focused on new actions being taken within CFA to achieve further efficiency from the procurement function. The key aim of the Strategy was to enable CFA services to get the best value services possible for children and adults in Cambridgeshire, by:

- Improving procurement and contract management arrangements;
- Delivering efficiency and value for money from procurement;
- Supporting the commissioning function to deliver efficiency by considering different procurement options.

The key areas in CFA were Looked After Children, SEND educational placements and Adults with Learning Disabilities.

Arising from the report, Members:

- suggested that the introduction needed to basically state what the document covered, and what it did not cover. It was noted in tandem with the development of the Procurement Strategy, a lot of work was taking place to ensure that the information available on the County Council's website was accurate and useful;
- observed that there was not much reference to the *quality* of provision of services. Officers commented that this was implicit, but the document would be refreshed to highlight this assumption;
- noted that the reference to outcomes/payment by results did not specify who was evaluating those outcomes. It was agreed that this would be clarified in the final document;
- pointed out that lengthy contracts had caused issues in other areas of the Council's work. Officers commented that there was a balance to be struck, and LGSS's procurement expertise would be used to help provide that balance.

It was resolved:

- a) Review and comment on the draft strategy;
- b) Delegate authority to the Executive Director: Children, Families and Adults, in consultation with the Chairwoman or Vice-Chairman, to approve the CFA Procurement Strategy after it had been presented to the Adults Committee.

## **182. FINANCE AND PERFORMANCE REPORT – MARCH 2016**

The Committee considered the Finance and Performance report for Children, Families and Adults (CFA) outlining the financial and performance position as at the end of March 2016. It was stressed that the report presented was not the year end position. Members noted that the likely underspend for year end was approximately £1.6M.

The Committee was reminded that the Scheme of Financial Management permitted Service Management Teams to propose "carry forwards" from year-end underspends which could be held in reserve for specific earmarked purposes. These plans would need to be endorsed by the General Purposes Committee in July. The Committee was asked to review these proposals (set out in section 4.3 of the report) and endorse the list for consideration by General Purposes Committee for final approval. It was noted that reasons for the variances related to changes in activity levels since the 2015-16 Business Plan had been drawn up. Existing reserves within CFA were set out in Appendix 1 to the report, including a set of proposals for the use of reserves. Members indicated their support for both the 'carry forward' items and the proposals for the use of reserves.

During discussion:

- it was noted that the reference to three Council owned properties to be adapted and refurbished for Looked After Children and staff were vacant school caretaker properties;
- a Member asked if any of the underspend could be put towards Children's Centres. Officers advised that the reserves were only intended to plug gaps, and not support recurrent or structural shortfalls;
- noted the considerable demand for CYP social care services, putting staff under pressure. The concern was that as staff were put under pressure, they became more risk averse. Managers were identifying how best to manage those pressures, and analysis work was taking place to identify the reasons for the increase in demand, but appeared to be from a whole range of issues;
- noted the position with Home to School Transport, and work being undertaken e.g. the Total Transport pilot in Ely, to further reduce costs;
- with regard to the Child Sexual Exploitation Service, asked what the timescale was for implementing this work, and how it would be monitored. Officers advised that this was to be carried out by a national provider who could mobilise the services (missing interviews and intensive support services) quite quickly. Members noted that 'missing' interviews were required, under the Council's responsibility for all children and young people, including Looked After Children;
- noted that the Westwood Primary School extension was progressing;
- noted the issues in Strategic Management – Learning, relating to vacancies. Most of the services were traded, so when an income-generating post became vacant, it was filled as quickly as possible. The vacancy savings target had not been reduced to reflect this new position, therefore a pressure emerged;
- a Member asked about the rules relating to school transport, when a child lived a certain distance from the bus route. It was agreed that clarification would be provided  
**Action required;**
- noted the reducing costs of Adoption Orders, etc, and that this issue was the subject of an ongoing debate with LGSS Law;
- noted that the correct figure for unaccompanied asylum seeking children was 61. It was noted that the new guidance on child refugees in Europe was based on population, and would result in Cambridgeshire being asked to look after 105 children and young people. It was clarified that this was a total figure, i.e. the 61 existing children would count towards this total. Funding would come from central government, but would not necessarily cover all costs. It was also noted that the Authority had responsibility for some young refugees over 18, under the Leaving Care legislation.

It was resolved to review and comment on the finance and performance report and:

- a) Note the finance and performance position as at the end of March 2016;

- b) Note the implications for 2016-17 budget setting;
- c) Endorse the proposed service reserves for 2016-17 (listed in Appendix 1 to the report) and refer them to the General Purposes Committee for their approval

## 171. CHILDREN AND YOUNG PEOPLE COMMITTEE AGENDA PLAN, APPOINTMENTS TO OUTSIDE BODIES

The Committee received a report which:-

- (a) Presented the agenda plan for the Children and Young People Committee, as set out in Appendix A;
- (b) Invited reports back from representatives on outside bodies.

Further to minute 177, it was agreed the regional Schools Commissioner be invited to a future meeting, and it was suggested that the September meeting may be appropriate.

### **Action required.**

Members noted a number of changes to the Agenda Plan, including the following additions to the July agenda:

- Corporate Parenting Board (A Loades/T Collins);
- Meadowgate Free School Proposal (H Belchamber);
- Chatteris Free School (H Belchamber);

Wintringham Park item to be rescheduled **Action required – Clare Buckingham to email Committee reasons why this needed to be rescheduled**

Cambridgeshire Catering Services item to move from July to September meeting.

Histon & Impington Primary School Review Stage 2 consultation outcomes (H Belchamber) to be added to the November meeting.

Members noted that it may be necessary to use the provisional October and December dates for Business Planning.

In respect of the schedule of appointments, the following changes to the schedule were agreed:

- Appoint Councillor David Brown to the vacancy on Mosaic;
- Appoint Councillor Moghadas to the Corporate Parenting Partnership Board, in place of Councillor Onasanya.

A number of queries were raised:

- Clerk to clarify if Councillor Scutt sat on SACRE;
- Councillor Wisson indicated that she would like to remain on the Fostering Panel, but the workload could not fit in with hers – was it possible to explore a job share arrangement. **Action required – Adrian Loades to discuss with Tracy Collins.**
- Noted that the F40 Group met quarterly, and was also doing a lot of business by email. It was agreed that Councillor Downes would be added to the circulation list for this group **Action required;**
- Transitions Partnership Board – check whether that group is still happening.

In respect of attendances at Internal Advisory Groups and Outside Bodies, and other events, the Committee received updates from:

- Councillor Downes on his attendance at the 'Prevent' session. It was noted that this would be the subject of a future Members Seminar.
- Councillor Whitehead on her attendance at a meeting of the Children's Safeguarding Board.

It was resolved to:

1. Note the agenda plan, as set out in Appendix A.
2. Review representation on Internal Advisory Groups and Panels, and Partnership Liaison and Advisory Groups, as set out in the minutes;
3. Note the oral updates from representatives on outside bodies.

Chairwoman





## CHILDREN AND YOUNG PEOPLE COMMITTEE

### Minutes-Action Log



#### Introduction:

This log captures the actions arising from the Children and Young People Committees since November 2014 and updates members on the progress on compliance in delivering the necessary actions.

This is the updated action log as at **30 June 2016**.

Minutes of 8 <sup>th</sup> December 2015					
Item No.	Item	Action to be taken by	Action	Comments	Completed
130.	Recruitment and Retention Strategy: Social Care Services	Adrian Loades	<ul style="list-style-type: none"><li>Scope for provision of mortgage support scheme to be provided to be investigated.</li></ul>	In progress an agreement from the Planning Authority that this discharges our affordable housing obligations. A policy paper is being written for Assets and Investments Committee that will set out our obligations and options for discharging them that may also help us with recruitment etc.	In progress

Minutes of 19 <sup>th</sup> January 2016					
143.	<b>Bottisham Multi-Academy Trust's Proposed Sponsorship of The Netherhall School</b>	<b>Keith Grimwade</b>	<ul style="list-style-type: none"> <li>Officers to review how the Council might better support parental engagement, reviewing research and best practice, as appropriate.</li> </ul>	To be completed by end July 2016	<b>In progress</b>
147.	<b>Committee and Young People Committee Agenda Plan; Appointments to Outside Bodies and Committee Training Plan</b>	<b>Dee Revens/ CYP Service Heads</b>	<ul style="list-style-type: none"> <li>Dates to be added to training plan</li> </ul>	Training will be arranged 1 hour before each Committee meeting. Visits will be arranged directly with Members and unused Reserve Committee dates can be utilised for visits. A plan is in progress	<b>Ongoing</b>

Minutes of 9 <sup>th</sup> February 2016					
156.	<b>Elective Home Education</b>	<b>Karen Beaton</b>	<ul style="list-style-type: none"> <li>Elective Home Education (EHE) to form part of a Future Members' Seminar</li> <li>Future information relating to EHE to be provided as indicated in minute.</li> </ul>	Held in June	<b>Completed</b>
159.	<b>Educational Performance in Cambridgeshire</b>	<b>Keith Grimwade</b>	<ul style="list-style-type: none"> <li>Information regarding percentage of students in private schools; comparative attainment levels etc to be</li> </ul>	This is being researched by the Performance and Quality Assurance Team. To be completed by end of June.	<b>In progress</b>

			provided to Committee.		
160.	Early Help Strategy	Sarah Ferguson/ Alison Smith	<ul style="list-style-type: none"> <li>Further "Think Family" Seminar to be organised for Members.</li> </ul>	Completed	Completed

#### Minutes of 8<sup>th</sup> March 2016

166.	Children's and Adolescent Mental Health (CAMH)	Janet Dullaghan/ Meredith Teasdale	<ul style="list-style-type: none"> <li>ITHRIVE model to be included in future Members' Seminar.</li> </ul>	Scheduled for the 15 July Member Seminar	Completed
168.	Building Community Resilience	Sarah Ferguson	<ul style="list-style-type: none"> <li>Need for co-ordinated engagement between partners in respect of community hubs to be raised at forthcoming meeting of Cambridgeshire Public Services Board.</li> </ul>	In progress	In progress

#### Minutes of 24<sup>th</sup> May 2016

177.	National Free School Process	Clare Buckingham Adrian Loades	<ul style="list-style-type: none"> <li>Need to engage appropriately with existing residents about schools in new communities, and review the format of public presentations.</li> </ul>	Report being presented at Committee in July 2016	Completed
178.	Educational Outcomes in Cambridgeshire	Keith Grimwade	<ul style="list-style-type: none"> <li>Email Committee Members minutes of the Educational Achievement Board on an</li> </ul>	E-mail circulated to Members	Completed

			ongoing basis		
178.	<b>Educational Outcomes in Cambridgeshire</b>	<b>Keith Grimwade</b>	<ul style="list-style-type: none"> <li>Email Cllr Yeulett detail of the reference to Neale Wade.</li> </ul>		<b>Completed</b>
179.	<b>Children's Centre Offer 2017 onwards</b>	<b>Jo Sollars Sarah Ferguson</b>	<ul style="list-style-type: none"> <li>Arrange visits to Children's Centre for (Committee) Members.</li> </ul>	Visits are being arranged by Jo Sollars. Reserve Committee date 16 August has been allocated as an alternative date for visits.	<b>In progress</b>
180.	<b>CFA Draft Procurement Strategy</b>	<b>Judith Davies</b>	<ul style="list-style-type: none"> <li>Incorporate Members suggestions into the Strategy.</li> </ul>	Strategy reflects Members comments	<b>Completed</b>
181.	<b>Finance and Performance report</b>	<b>Steph Miller</b>	<ul style="list-style-type: none"> <li>Email Cllr Wisson Home to School Transport Policy, and explain the issues around when a taxi is required to transport a child to bus.</li> </ul>		<b>In progress</b>
182.	<b>Agenda Plan/Appointments</b>	<b>Adrian Loades</b>	<ul style="list-style-type: none"> <li>Invite Regional Schools Commissioner (RSC) to September meeting</li> </ul>	Invited by Adrian Loades, awaiting a response	<b>Completed</b>
182.	<b>Agenda Plan/Appointments</b>	<b>Clare Buckingham</b>	<ul style="list-style-type: none"> <li>Clare Buckingham to email Committee reasons why the Wintringham Park item needed to be rescheduled</li> </ul>	E-mail sent to Committee Members	<b>Completed</b>
182.	<b>Agenda Plan/Appointments</b>	<b>Adrian Loades</b>	<ul style="list-style-type: none"> <li>Discuss with Tracy Collins possibility of 'job share' for Fostering Panel</li> </ul>		<b>Completed</b>
182.	<b>Agenda Plan/Appointments</b>	<b>Meredith Teasdale</b>	<ul style="list-style-type: none"> <li>Add Cllr Downes to circulation list for F40 Group</li> </ul>	Cllr Downes has been added to the F40 group	<b>Completed</b>





**NATIONAL FREE SCHOOL PROCESS**

**To:** Children and Young People Committee

**Meeting Date:** 12 July 2016

**From:** Adrian Loades, Executive Director: Children, Families and Adults Services

**Electoral division(s):** All but with specific relevance to Chatteris

**Forward Plan ref:** For key decisions **Key decision:** No

**Purpose:** To advise the Committee of the application submitted by the Active Learning Trust to the Regional Schools Commissioner to establish a primary free school in Chatteris, the outcome of the joint member/officer panel's evaluation of this proposal and of forthcoming proposals.

**Recommendation:** Members are asked to:

- a) Approve the joint member/officer panel's recommendation set out in section 2.8 that the Council should endorse the Active Learning Trust's (ALT's) application to establish a new primary school as a free school in Chatteris; and
- b) Note the proposals for two new specialist free schools which are anticipated to be submitted to the Regional Schools Commissioner in the September 2016 application round.

<b><i>Officer contact:</i></b>	
Name:	Clare Buckingham
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## **1.0 BACKGROUND**

- 1.1 With effect from 7 May 2015, all new schools established through the Academy presumption process (as opposed to applying directly to the Department for Education (DfE) to set up a free school) have been classified as free schools. This is known as the free school presumption and is intended to remove confusion around different routes for delivering new schools. It reflects the fact that “free school” is the DfE’s policy term for all new provision academies whereas “academy” is a legal term for state-funded schools that operate independently of local authorities and receive their funding directly from the government. This is part of the government’s wider programme and its policy objective to establish 500 new free schools by the end of this parliament. However, new schools established in this way are not required to use the term “free school” in their name.
- 1.2 On 24 May 2016, the Committee gave detailed consideration to a report on the national free school process in response to new advice issued by the DfE in February 2016. The Committee agreed that in future there would be a standing item on this matter in order to provide Members with a regular update on the progress of applications which potential sponsors have submitted directly to the Regional Schools Commissioner (RSC) to set up free schools in Cambridgeshire.
- 1.3 There are currently two free school application windows annually, in March and September for potential sponsors to submit their free school proposals.

## **2.0 CHATTERIS PRIMARY FREE SCHOOL APPLICATION**

- 2.1 The Active Learning Trust (ALT) submitted an application to establish a 420 place primary (2 form entry (FE)) primary school in Chatteris for consideration by the RSC in March 2016. On receipt of this, the RSC invited the Executive Director, Children, Families and Adults (CFA) to submit comments and views on the application and provide further information as part of the assessment process.
- 2.2 In response, the Council has confirmed the need for additional future primary school places in the town, but also commented that the proposed opening date of September 2017 was ambitious given the local experience of house building timescales and challenges around securing planning permission. In recognition of this, the Council has recommended a two stage building programme which would result in the school opening with 210 places (1FE) in September 2018 and a second phase of building taking it to 420 places (2FE) as and when required.
- 2.3 The Trust and the Council have been informed that the application has progressed to the next stage of the assessment process. A decision on whether or not the application will be approved by the RSC for implementation is expected by the end of the summer and no later than the deadline for submission of applications for the next round in September.
- 2.4 In keeping with the Committee’s decisions taken at its meeting on 24 May, an officer/member evaluation panel was convened to meet representatives from the ALT and agree a recommendation for consideration by the CYP Committee at its next meeting. The panel comprised:



- the Chair of the CYP Committee
  - the local member for Chatteris
  - the UKIP CYP Spokesperson
  - the Head of 0-19 Place Planning & Organisation
  - the Head of the Schools Intervention Service; and
  - the 0-19 Planning and Sufficiency Officer with the detailed knowledge of the demographic need and planned housing development in the town,
- 2.5 The Panel met the Trust's Director of Finance and Operations and Director of School Improvement on 23 June. The discussion was structured and focussed around the following themes:
- the Trust's organisational capacity and staffing,
  - its strategy for school improvement
  - its strategy for inclusion
  - its plans for delivering Early Years education
  - its approach to partnership working
  - the timing of delivery/school opening.
- 2.6 The Panel was positive about and encouraged by the Trust's openness and willingness to engage with the Council and answer questions. The following were identified as particular strengths:
- the commitment to working flexibly with the Council, in respect of pupil place planning and to ensuring that the demand and supply of places was managed appropriately (the Trust has already responded to a specific request for help by agreeing to run an additional class at Kingsfield Primary in Chatteris in September 2016)
  - the robust strategies that are in place supporting teaching and learning and curriculum development
  - the Trust's approach and commitment to staff development
  - the experience, knowledge and commitment demonstrated both in their written submission to the RSC and by the two Trust representatives
  - the support for and approach to securing as smooth a transition as possible between primary and secondary school
  - the focus on working in and with the schools in the Trust directly.
- 2.7 The Panel also had the following concerns:
- that as the Trust grows its central staff team could become more remote and removed from their schools which could dilute their philosophy and partnership approach of close working relationships with those schools, which at present is a particular strength
  - that the improvement of some of the schools in the Trust has not been as rapid as would be expected given the ethos and strategies that the Trust has in place.
  - In addition, the Panel had a clear preference for the school to offer places for funded 2 year olds as part of its Early Years provision. Currently, this did not appear to be included within the Trust's plans.
- 2.8 Taking everything into consideration, the Panel concluded that overall the positive aspects of the proposal outweighed its concerns. The Panel agreed that the CYP Committee should be asked to endorse the recommendation that the Council should give its formal support to ALT's free school application and should not, therefore, engage in running a separate competitive tendering process for the new school in Chatteris.

- 2.9 The RSC and the ALT will be notified of the Committee's decision immediately following the meeting. The draft letter attached as Appendix 1 has been prepared to minimise delay.

### **3.0 FORTHCOMING FREE SCHOOL BIDS**

- 3.1 Although a formal application has not yet been made to the RSC, Meadowgate Special School is currently developing an application to establish a 50 place special free school (specialising in autism spectrum disorder) in Wisbech from September 2018. A full report on this proposal is a separate agenda item before the Committee at its July 2016 meeting. In addition, officers have had initial discussions with Impington Village College about a similar free school application for special school to be established on their site. Both these proposals would address a clear demand for places and work is progressing to enable these to be submitted in the September 2016 application round.

### **4.0 ALIGNMENT WITH CORPORATE PRIORITIES**

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

- 4.1.1 Providing access to local and high quality education and associated children's services will enhance the skills of the local workforce and provide essential childcare services for working parents or those seeking to return to work. The school and early years and childcare services are providers of local employment.

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

- 4.2.1 If pupils have access to local schools and associated children's services, they are more likely to attend them by either cycling or walking rather than through local authority-provided transport or car. They will also be able to access more readily out of school activities such as sport and homework clubs and develop friendship groups within their own community. This will contribute to the development of both healthier and more independent lifestyles.

#### **4.3 Supporting and protecting vulnerable people**

- 4.3.1 Providing a local school will ensure that services can be accessed by families in greatest need within its designated area.

### **5.0 SIGNIFICANT IMPLICATIONS**

#### **5.1 Resource Implications**

- 5.1.1 Where new schools are commissioned via the free school presumption process local authorities are responsible for all start up and post-opening costs associated with new schools, including diseconomy of scale costs, funding for which may be needed over a number of years. Given this burden of revenue expenditure, the Council will only consider commissioning new schools where there is no possible alternative.
- 5.1.2 Pre-opening funding for secondary schools is currently £150,000 and is calculated on the basis of two terms prior to the date of opening. Post-

opening diseconomies funding is provided at the rate of £250 for each new mainstream place created in the secondary phase on an annual basis, plus an additional allocation to reflect the number of year-groups that the school will ultimately have that do not yet have pupils. For primary schools the sums are £50,000 (calculated on the basis of 1 term prior to the date of opening) and £125 respectively.

5.1.3 Following review of the levels of post-opening diseconomies funding for secondary schools at its meeting on 16 October 2015, Schools Forum agreed to increase the rate to £500 for each new mainstream place created and provide an additional £312,000 spread over four years to reflect the number of year groups that do not yet have pupils.

5.1.4 The Government has recently started a consultation process on the future funding arrangements for schools. Following the first stage of this process there are still significant areas of uncertainty in respect of funding for new schools and as such the implications detailed below are based on current legislation and processes.

5.1.5 Where new free schools are centrally delivered i.e. via application to the RSC, revenue start-up costs are met by the DfE. Construction costs are also met centrally by the DfE, with future local authority basic need allocations being adjusted accordingly.

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

5.2.1 There are specific statutory requirements to be followed in seeking a successful sponsor for new schools under the provisions of the Education Act 2011. The process adopted by the Council is compliant with these.

5.2.2 Where the Council has negotiated the land through s106 agreements and/or the land is in the Council's ownership, the Council will grant a standard 125 year lease of the whole site (permanent school site) to the successful sponsor of a new basic need free school based on the model lease prepared by the DfE as this protects the Council's interest by ensuring that:

- The land and buildings would be returned to the Council when the lease ends.
- Use is restricted to educational purposes only.
- The Trust is only able to transfer the lease to another educational establishment provided it has the Council's consent.

5.2.3 The Trust (depending on the lease wording) is only able to sublet part of the site with approval from the Council.

5.2.4 If the Education Funding Agency (EFA) or the Trust acquires the land directly, the above approach would not apply.

## **5.3 Equality and Diversity Implications**

5.3.1 The Council is committed to ensuring that children with special educational needs and/or disability (SEND) are able to attend their local mainstream school where possible, with only those with the most complex and challenging needs requiring places at specialist provision.

5.3.2 The accommodation provided for delivery of early years and childcare and

primary and secondary education will fully comply with the requirements of the Public Sector Equality Duty and current Council standards.

- 5.3.3 As part of the planning process for new schools, local authorities must also undertake an assessment of the impact of the proposal, both on existing educational institutions locally and in terms of impact on particular groups of pupils from an equalities perspective.

## **5.4 Engagement and Consultation implications**

- 5.4.1 All new school projects initiated by the Council are subject to a statutory process which includes public consultation requirements.

## **5.5 Public Health Implications**

- 5.5.1 It is Council policy that schools:
- should be sited as centrally as possible to the communities they serve, unless location is dictated by physical constraints and/or the opportunity to reduce land take by providing playing fields within the green belt or green corridors;
  - should be sited so that the maximum journey distance for a young person is less than the statutory walking distances (3 miles for secondary school children, 2 miles for primary school children)
  - should be located close to public transport links and be served by a good network of walking and cycling routes should be provided with Multi-use Games Areas (MUGAs) and all weather pitches (AWPs) to encourage wider community use There is a risk that sites acquired directly by the EFA or free school sponsor organisations may not meet some or all of these tests.

## **5.6 Localism and Local Member Involvement**

- 5.6.1 Local members are always invited to take part in the joint officer/member panel to assess new school proposals. As set out in section 2.4, the local member for Chatteris was one of the three members who met with the representatives of the ALT on 23 June 2016 to discuss their proposals in detail.

### **SOURCE DOCUMENTS**

<b>Source Documents</b>	<b>Location</b>
The Free School Presumption: Departmental advice for local authorities and new school proposers. February 2016 <a href="https://www.gov.uk/government/publications/establishing-a-new-school-free-school-presumption">https://www.gov.uk/government/publications/establishing-a-new-school-free-school-presumption</a>	Clare Buckingham  0-19 Place Planning & Organisation Service
New School Revenue Funding Policy 2015/16	Octagon 2 <sup>nd</sup> floor OCT1213 , Shire Hall, Cambridge

My ref: **Agenda Item 4: Appendix 1**  
Your ref:

Date: 12 July 2016

Contact: Hazel Belchamber  
Direct dial: 01223 699775  
E Mail: Hazel.belchamber@cambridgeshire.gov.uk



**Children, Families and Adults Services**  
Executive Director: Adrian Loades

Mr T Coulson  
Regional Schools Commissioner  
East of England and North East London  
Department for Education  
Eastbrook  
Shaftesbury Road  
Cambridge  
CB2 8DR

Box No: SH1210  
Shire Hall  
Cambridge  
CB3 0AP

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Dear Mr Coulson,

**Free school application by the Active Learning Trust (ALT) for a new primary school in Chatteris**

In May 2016 the Council's Children and Young People's (CYP's) Committee gave detailed consideration to the question of how the Council should respond in circumstances where it has an identified basic need requirement for a new school, has not yet launched its sponsor selection competition, and an existing sponsor comes forward to establish and run a free school, via the DfE route, to meet that need. The conclusion reached was that where the Council has sufficient knowledge and confidence in the sponsor to secure and maintain high quality provision and standards of teaching and learning, the working assumption should be that there would be no grounds to run a competition.

It was further agreed that an officer and Member Panel evaluate such free school proposals on their own merits, taking into consideration the following:

- Whether or not the proposed school was part of a planned or existing education campus and, if so, which sponsors currently run or have been appointed to run existing or planned schools in that campus
- The potential sponsor's track record including the standard of teaching and learning and the educational outcomes achieved for pupils at its schools
- Whether or not the potential sponsor is able to evidence that it has the capacity to meet the Council's requirements for the new school.

In keeping with this decision, an officer/Member evaluation panel met with the Active Learning Trust's (ALT's) Director of Finance and Operations and Director of School Improvement on 23 June to discuss the Trust's free school application for a primary school to serve Chatteris and agree a recommendation for consideration by the CYP Committee at its next meeting. The panel comprised:

- the Chair of the CYP Committee
- the local member for Chatteris
- the UKIP CYP Spokesperson

- the Head of 0-19 Place Planning & Organisation
- the Head of the Schools Intervention Service; and
- the 0-19 Planning and Sufficiency Officer with the detailed knowledge of the demographic need and planned housing development in the town.

The discussion was structured and focussed around the following themes:

- the Trust's organisational capacity and staffing,
- its strategy for school improvement
- its strategy for inclusion
- its plans for delivering Early Years education
- its approach to partnership working
- the timing of delivery/school opening.

The Panel was positive about and encouraged by the Trust's openness and willingness to engage with the Council and answer questions. The following were identified as particular strengths:

- the commitment to working flexibly with the Council, in respect of pupil place planning and to ensure that the demand and supply of places was managed appropriately (the Trust has already responded to a specific request for help by agreeing to run an additional class at Kingsfield Primary in Chatteris in September 2016)
- the robust strategies that are in place supporting teaching and learning and curriculum development
- the Trust's approach and commitment to staff development
- the experience, knowledge and commitment demonstrated both in their written submission to the RSC and by the two Trust representatives
- the support for and approach to securing as smooth a transition as possible between primary and secondary school
- the focus on working in and with the schools in the Trust directly.

The Panel did, however, have the following concerns:

- that as the Trust grows its central staff team could become more remote and removed from their schools which could dilute their philosophy and partnership approach of close working relationships with those schools, which at present is a particular strength
- that the improvement of some of the schools in the Trust has not been as rapid as would be expected given the ethos and strategies that the Trust has in place and also when compared to the Council's own experience of supporting and challenging schools judged to require improvement.

In addition, the Panel had a clear preference for the school to offer places for funded 2 year olds as part of its Early Years provision. Currently, this does not appear to be included within the Trust's plans.

Taking everything into consideration, the Panel concluded that overall the positive aspects of the proposal outweighed its concerns and that the CYP Committee should be asked to endorse the recommendation that the Council should give its formal support to ALT's free school application and should not, therefore, engage in running a separate competitive tendering process for the new school in Chatteris.

At the meeting of the CYP Committee on 12<sup>th</sup> July the decision of the panel was [to be confirmed following the Committee meeting]

The Committee looks forward to hearing the outcome of your own assessment process in the near future.

Yours sincerely

Councillor Joan Whitehead  
Chairwoman of the Children and Young People Committee





**MEADOWGATE SCHOOL, WISBECH – APPLICATION FOR THE  
ESTABLISHMENT OF A NEW SPECIALIST FREE SCHOOL**

*To:* Children and Young People Committee

*Meeting Date:* 12 July 2016

*From:* Adrian Loades, Executive Director: Children, Families and Adults Services

*Electoral division(s):* Wisbech North, Wisbech South, Roman Bank and Peckover and Waldersey

*Forward Plan ref:* *Key decision:* No

*Purpose:* To consider whether the Council wishes to support an application by Meadowgate School, Wisbech for the establishment of a new specialist free school.

*Recommendation:* The Committee is asked to:

- (a) give its in principle support to the application being made by Meadowgate School to establish a new specialist free school on adjacent land in the ownership of the College of West Anglia (CWA)
- (b) confirm that its support is conditional on the joint member/officer assessment panel being satisfied that the detailed bid, when it is submitted, meets the requirements of the specification to be prepared by the Council for this type of school; and
- (c) confirm that there is no need in this instance to run a competition to establish this new provision should the above conditions be met.
- (d) Support officers in seeking to enter into a joint development brief with the Education Funding Agency for the land adjacent to Meadowgate School and in the ownership of CWA.

<b><i>Officer contact:</i></b>	
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Tel:	01223 699803

## **1.0 BACKGROUND**

- 1.1 Meadowgate School, Wisbech is a 140 place area special school offering places for pupils aged 2-19 with complex special educational needs and disabilities (SEND) maintained by the Council. However, it currently under pressure for space and facilities as it has 155 pupils on roll.
- 1.2 The School is in the process of developing an application to establish a 50 place specialist free school for children and young people aged 2-19 with Autism (ASD) on land in the ownership of the College of West Anglia (CWA) (location plan attached) adjacent to its site. The area of land available is substantial and the Council has confirmed that it also has the potential to accommodate a secondary school if one is required in response to demographic change and proposed housing growth in Wisbech.
- 1.3 The school would be known as the MAX Centre. Classes would average around 8 pupils and there would be one class per key stage. The proposed opening date for the school is September 2018. At the same time, the operational capacity of Meadowgate School would reduce to 130 places as some of the young people with very complex ASD will move into the new school. It is expected that the new school would reduce movement from Meadowgate School to the independent ASD specialist sector for the older children in the school where their needs have increased as the young people have reached adolescence.
- 1.4 Meadowgate School will need to become an academy during the Free School application process in order to be eligible to submit a bid to the Office of the Regional Schools Commissioner in September this year. Under the proposal, both Meadowgate School and the proposed MAX Centre would become academies under the governance of a single group of trustees running a Multi-Academy Trust (MAT). Meadowgate School is currently an outstanding school (paragraph 2.3.1).
- 1.5 At its meeting on 24 May 2016, the Committee considered its response to the new advice from the Department of Education (DfE) regarding the Free School Presumption. In cases such as this one, where the Council has yet to launch its own sponsor selection competition, the Committee approved a proposal that the potential free school sponsor interested in establishing and running a school should submit their proposals to the Regional School Commissioner (RSC) and the Council simultaneously for evaluation.
- 1.6 A detailed specification for an ASD Specialist Free School will be prepared in the summer and this will form the basis for the Council's evaluation of the proposal. The full proposal will be submitted to the office of the Regional Schools' Commissioner in September and the Council will ask Meadowgate School to submit the document simultaneously to the Council. The Committee agreed on 24 May that a joint member/officer assessment panel will undertake the evaluation and reports its recommendations to the Committee. The outcome of the Council's evaluation will then be submitted to the Office of the RSC for consideration as part of the government's decision making process.

## **2.0 MAIN ISSUES**

### **2.1 The Need for Additional Places**

- 2.1.1 Over the past few years the number of young people with Autism (ASD) has risen significantly from 20% in 2006 to 32% of all children and young people with a Statement or an Education Health and Care Plan (EHC Plans) in Cambridgeshire. This represents an increase in the number of young people with autism from 771 in 2011-12 to 948 in 2015/16. There has also been an increase in the number of these young people who have required specialist provision and part of this need has had to be met through out of county placements. Currently the only specialist provision provided by Cambridgeshire is within its six area special schools, one of which is Meadowgate, and the mainstream enhanced resources commissioned at four of our secondary schools known as ASD Cabins. 40% of pupils in the area special schools are on the autistic spectrum.
- 2.1.2 Mainstream ASD provision, for those children without a learning disability, in the secondary sector (Cabins) has also increased over time from 16 places when the first two Cabins were established in 2006 to 59 funded places in the four Cabins operating from September 2016. The provision has had a profound positive effect on meeting the needs of young people transferring to the secondary phase who previously would have been likely to move into expensive out county independent provision at Year 7.
- 2.1.3 The Council has already recognised the need to provide additional special school places in response to demand and approved in January 2013 the creation of three new area special schools when it adopted its commissioning strategy for the period to 2022. The first of these in Littleport will open in September 2017. The second is planned within the new development at Northstowe and the third within the new development at Alconbury. Officers are also seeking section 106 contributions from the major development sites in South Cambridgeshire towards the provision of a further special school to meet the combined impact of these developments on the need for places. Following this, and up to 2030, a further three special schools are expected to be needed to meet the projected growth in numbers. However, this does not address the needs for highly specialised ASD provision for children with considerable learning need, particularly in the north of the county who will neither benefit from the creation of the new schools in response to major housing growth or the current Cabin facilities, none of which are located in the Fenland District. Currently there are 14 young people with these needs who are being educated in high cost specialist independent schools outside of Cambridgeshire.
- 2.1.4 A separate proposal for a new ASD free school is being developed by Impington Village College which also identifies a need for this type of specialist provision in the south of the county. This proposal will be evaluated in the same way as the Meadowgate ASD free school proposal.

### **2.2 Revenue Implications**

- 2.2.1 The Meadowgate free school application will need to include a detailed financial plan and the school must have consulted the Council to ensure that it would be willing to support the new school and commission places at the school. The MAX Centre would receive £10,000 base funding for each pupil.

However, top up funding would be provided by the Council based on an assessment of the needs of each child. Using the information provided in the bid for the phased opening of the school the estimated revenue cost will be £500,000 per year (£10,000 per place x 50) plus top-up funding of £350,000 based on an average figure of £7000 per place for this type of (ASD) need. The total annual revenue cost once the school operates at its 50 places capacity will, therefore, be around £850,000.

- 2.2.2 Provision will need to be made in the schools funding High Needs Block to fund this commitment on the basis that there will be a transfer of funds from Meadowgate School by reducing the purchase of places from the current 155 to 130 (£10,000 per place x 25) thereby providing £250,000 towards the costs. In addition, there will be a reduction in the top up funding to Meadowgate school of £245,000 based on the current average top up of £9,800 for pupils attending the school (£9,800 x 25 places) It is also anticipated that over time £500,000 will be saved from a reduction in the number of out of county placements by 2024. This would take the total saving figure to £995,000 by 2024 and produce a net annual saving of £145,000.
- 2.2.3 Prior to 2024 there will be a period when the new ASD specialist free school provision will incur an annual cost while it builds up to its full numbers (50) and current out of county placements in independent specialist provision come to an end year on year.
- 2.2.4 Alongside this, the Education Funding Agency (EFA) has yet to confirm how or if the High Needs Block will be adjusted for the additional new places provided at this and other new special schools in order to meet its basic need duty. The most recent response of the EFA when asked for clarification on this issue was:
- 2.2.5 *"We would certainly expect the local authority to pay from its high needs budget for any top up funding relating to pupils in a new free school, as for the authority's pupils with high needs in any other school."*
- 2.2.6 *Your question about the place funding for new special free schools is one that we'll address in the second stage of the (current funding) consultation".*
- 2.2.7 Due to delays in the publication of the second stage of the national schools funding consultation there is uncertainty over the level of high needs funding which will be available in future years and as such this could place additional pressure on the overall high needs quantum. This is further exacerbated by a proposal in the first stage of the consultation which could remove the ability of the Council to move funding between the schools block and high needs block to meet such pressures. This risk will remain until the DfE clarifies and provides greater certainty over future funding arrangements. This period of uncertainty may coincide with the period of the early operation of the new specialist ASD free school and while it is still incurring an additional annual cost for the Council.

## 2.3 Education Quality

- 2.3.1 Meadowgate School was rated as an outstanding school by the Office for Standards in Education (OfSTED) when it was last inspected in on 3<sup>rd</sup> November 2015. Its previous inspection took place in 2011 when it was also

rated outstanding.

## 2.4 Implications for the Council's Review of Secondary Education in Fenland

- 2.4.1 This Committee at its meeting on 9 February agreed to consult on its preferred option for expanding secondary school capacity in the Fenland District Council area. This is to be achieved through the development of a new secondary school in Wisbech.
- 2.4.2 The area of land to the rear of Meadowgate School has been identified as the site for the new specialist free school (The MAX Centre). This site also forms part of a larger parcel of land in the ownership of College of West Anglia (CWA) which was identified, following initial site search work, as the preferred site for a new secondary school in Wisbech.
- 2.4.3 Once details of the specialist free school bid were known, work was commissioned to establish whether there is sufficient land available to accommodate both it and the proposed secondary school.
- 2.4.4 Even though the conclusion of this work is that there is sufficient land available, the need to accommodate a further school in this area will, in all probability, increase the Council's overall development/planning risk when it comes to build the secondary school. This arises because the site will be more intensively used and the early site search work had already established that transport and access would be the most significant issues requiring resolution if a secondary school was to be provided in this location.
- 2.4.5 If the specialist free school bid is successful and the Council retains its interest in the remaining land for development of a secondary school, officers' advice is that the Council should seek a commitment from the Education Funding Agency (EFA) that a joint development brief is prepared for the site so that the most effective use can be made of the available land and that joint planning of transport and access arrangements are developed in order to mitigate future planning risk.
- 2.4.6 It is also worth noting that when this Committee considered the review of secondary school provision in Fenland, it did register some concerns regarding the suitability of this site for a secondary school, particularly around transport and access issues, and requested that before proceeding to acquisition and the negotiation of terms, the further due diligence work that was to be undertaken established clearly that there were no better alternative sites available for a secondary school.

## 3.0 **CONCLUSIONS**

- 3.1 There is a clear needs-based case for the specialist provision proposed by Meadowgate School. There is also an expectation of an educational benefit from having this new provision sponsored by an outstanding school.
- 3.2 However, the specialist free school proposal will increase the development and planning risk associated with any proposal the Council may have to develop a secondary school in this location. This can, in part, be mitigated if the EFA is prepared to work with the Council on a joint development brief for the site.
- 3.3 There is also the funding uncertainty to take into account as the DfE is part

way through its review of the schools funding formula. The Council will, however, continue to make representations during the phase 2 consultation to seek the best outcome for Cambridgeshire and minimise any potential negative impact.

- 3.4 The Committee has also previously agreed that all Free School proposals should be evaluated against a detailed specification to ensure that they are of sufficient quality. A detailed specification has yet to be prepared for this specialist ASD provision but the school has been working with the Council's Head of Enhanced and Commissioning Services to develop its proposal. Officers' advice is that the Council should give in principle support to the bid at this stage pending an evaluation of the full proposal by the member/officer assessment panel against the Council's detailed specification. This is likely to be in September 2016.

#### **4.0 ALIGNMENT WITH CORPORATE PRIORITIES**

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

- 4.1.1 The school will be a provider of local employment. The level of need among students will mean that staffing ratios to student will be high and a range of professional opportunities will be available for teaching and support staff.

- 4.1.2 Having places available closer to where families live may help parents to juggle the demands of looking after children with special educational needs (SEND) and those of work more easily.

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

- 4.2.1 Being able to access provision in a way that reduces travel time will make it easier for these students to access any out of school opportunities that may be available and develop friendship groups within their own community. This could help to support the development of healthier and more independent lifestyles.

##### **4.3 Supporting and protecting vulnerable people**

- 4.3.1 The purpose of the proposal is to deliver improvements to the service offered to this particularly vulnerable group of pupils through the provision of a more locally based specialist service/school.

#### **5.0 SIGNIFICANT IMPLICATIONS**

##### **5.1 Resource Implications**

- 5.1.1 The report above sets out details of the significant financial implications in paragraph 2.2. The Council will seek to minimise this risk by continuing to:

- Make representations during the national consultation on the revised schools funding formula to ensure that proper consideration is given to funding additional (basic need) school places for pupils requiring specialist provision.
- Monitor the development of the proposals for the revised schools funding formula during the second stage consultation and responding appropriately through the Council's annual budget preparation. For

example, a bid for additional revenue resources may be required if funding through the high needs block of the formula is either inadequate or the ability to switch resources between the schools block and the high needs block is no longer permissible.

- 5.1.2 The capital resources for the project, including the cost of the land required, will be sought as part of the application to promote this new specialist free school. The DfE will be responsible for the procurement and delivery of any capital project arising and will therefore carry the usual development/developer risk associated with any capital scheme.

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

### Planning and Site Issues

- 5.2.1 The development risk of the proposal arising from the possibility that the Council may also wish to provide a secondary school in the same area of Wisbech as the proposed ASD Free School has been covered in in paragraph 2.4.
- 5.2.2 In addition to seeking to work with the EFA on a joint development brief for the area, officers are undertaking further due diligence work on the suitability of the site for the location of a secondary school following the comments of CYP Committee members on 9<sup>th</sup> February when it considered the review of secondary school provision in Fenland. This work includes:
- Discussions with the planning officers of Fenland District Council on possible alternative sites given recent discussions with Government about Wisbech becoming part of the garden town initiative. Under this proposal higher levels of development will be proposed and in different locations. This could change the overall planning context in terms of school location and the availability/suitability of sites previously discounted.
  - phase 2 consultation on the review which will ask all stakeholders an open question on preferred location/sites for a new secondary school in the Town
  - A sequential testing of the suitability of all potential sites in Wisbech
  - A full transport and access survey which will also include the impact arising from the proposed ASD Free School in addition to the secondary school
- 5.2.3 At the completion of this work the Council will be able to recommend a preferred site for a secondary school. If this proves to be the site at Meadowgate Lane it will be based upon a sequential test and a full assessment of the development risks associated with this and any other site. The transport and access study will have assessed the combined impacts of both the secondary and ASD special schools (and the existing Meadowgate School) to determine what mitigation measures may be required to make both developments acceptable in planning terms.

### Legal

- 5.2.4 Meadowgate School is currently a local authority maintained area special school providing for children and young people in the age range 2-19. The school will need to convert to academy status at some time during the application process if it is to be able to promote a new Free School. A 125 year academy lease will be granted to any newly created Trust which will

apply to the current site and buildings. This will protect the Council's interest by ensuring that

- The land and buildings will be returned to the Council when the lease ends
- Use is restricted to educational purposes only
- The academy is only able to transfer the lease to another educational establishment provided it has the Council's consent
- The academy, (depending on the lease wording) is only able to sublet part of the site with approval from the Council.

5.2.5 In addition, officers of LGSS Legal will need to advise on the detailed terms of the lease, including whether it would be able to place an obligation on the Trust to work with the County Council in respect of any future capital projects that may impact on this land or any land acquired adjacent to this site for the ASD Free school.

### 5.3 **Equality and Diversity Implications**

5.3.1 The Council is committed to ensuring that children with SEND with the most complex and challenging needs secure the appropriate level of specialist provision which can be accessed reasonably. This requirement is part of the needs based case set out in paragraph 2.1 of the report.

5.3.2 The accommodation provided by the EFA, should the bid prove successful, will have to comply with the Public Sector Equality duty.

5.3.3 When the member/officer assessment panel evaluates the ASD Free School proposal the Council's detailed specification for this provision will include a community (equality) impact assessment.

### 5.4 **Engagement and Consultation Implications**

5.4.1 Meadowgate School has undertaken consultation with local Councillors and held a briefing for members of Wisbech Town Council. The school has also held early discussions with the owner of the land which they are seeking to acquire; the College of West Anglia.

5.4.2 If the bid is successful, the subsequent delivery of the capital project will require the submission of a planning application on which there will be a statutory requirement to consult. Good practice would also suggest that the applicant (the newly created Trust in this case) should also undertake pre-application consultation with the local community.

### 5.5 **Localism and Local Member Involvement**

5.5.1 The local Councillor, Councillor Samantha Hoy, is aware of the proposal having been kept informed by the school and by officers ahead of consideration of this report today and she has submitted the following comment:

5.5.2 *"I think that this (the ASD Free School) is a fantastic idea that has local support and the Town Council are fully supportive. I understand about the secondary school but I must express again that the local residents do not want the secondary school there and there have been very many complaints*



from residents.

- 5.5.3 *Given that Greg Clarke said the garden town for Wisbech could happen with or without devolution I really feel we must build the secondary school to the west of the town”.*

## 5.6 **Public Health Implications**

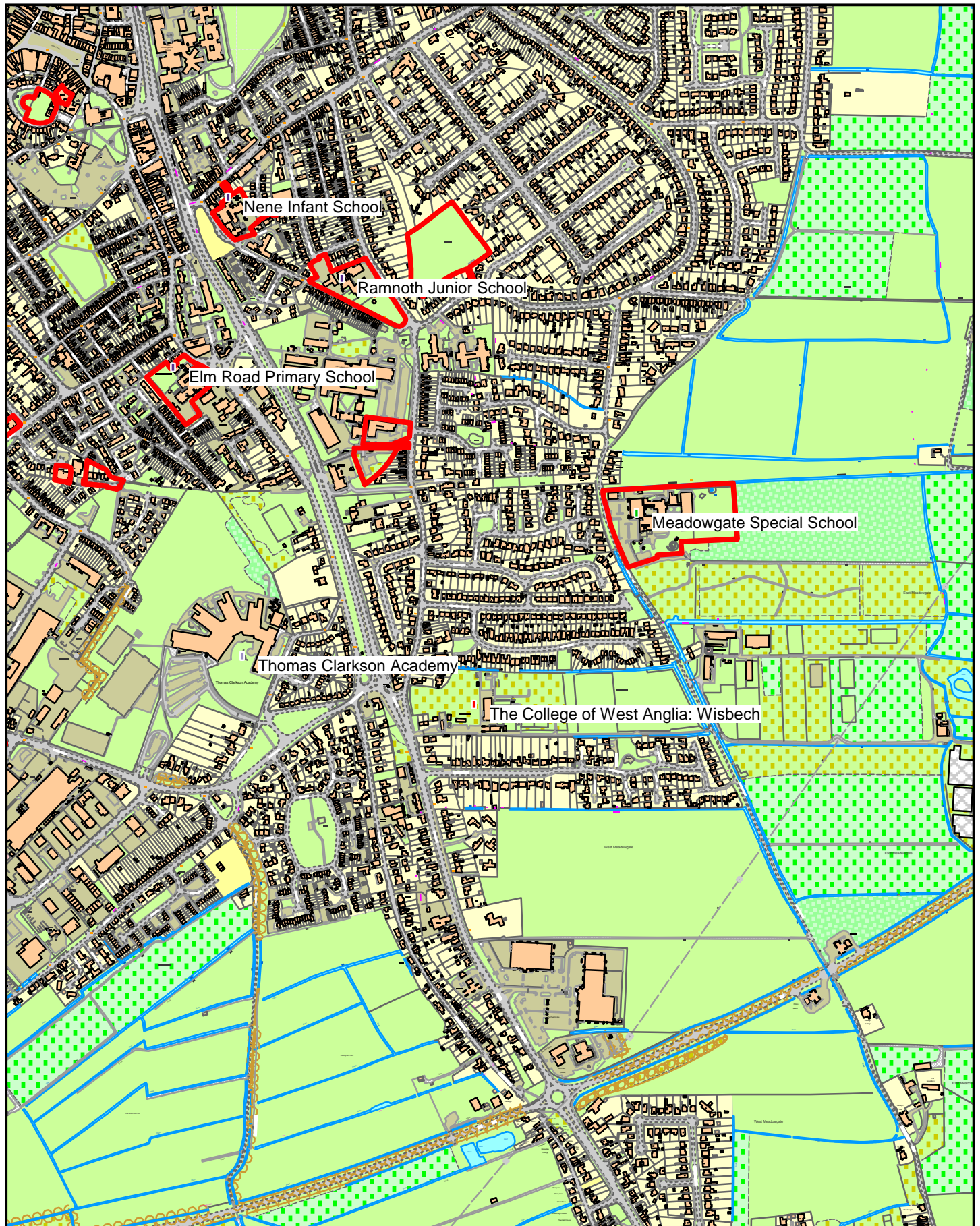
- 5.6.1 Providing more local access to high quality ASD provision and its associated services will provide children with complex needs and their families with more conveniently located support networks. The pressures on families will be greater if children are being placed a greater distances from home because of the existing capacity pressures in the special school system.

## **SOURCE DOCUMENTS**

<b>Source Documents</b>	<b>Location</b>
<i>Summary of Meadowgate School ASD Free School Application – September 2016</i>	Ian Trafford
<i>CYP Committee - 9 February 2016 – report and minutes on review of secondary education in Fenland</i>	0-19 Place Planning & Organisation Service
<i>Statistical data 2010-2016 from Enhanced and Commissioning Services</i>	Octagon 2 <sup>nd</sup> Floor
<b>MEADOWGATE SCHOOL, WISBECH – APPLICATION FOR THE ESTABLISHMENT OF A NEW SPECIALIST FREE SCHOOL – spokes report 21 June 2016.</b>	OCT 1213
.	Shire Hall
.	Cambridge



# Meadowgate Special School



Date: 18/04/16



**WORK OF THE CORPORATE PARENTING BOARD**

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

*Meeting Date:* **12 July 2016**

*From:* **Adrian Loades, Executive Director: Children, Families and Adults Services**

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

*Forward Plan ref:* **For key decisions**    *Key decision:*    **No**

*Purpose:* **To brief members on the progress of the Corporate Parenting Strategy action plan and the subsequent outcomes for Looked After Children and care leavers.**

*Recommendation:* **Members are asked to note the report and continue their engagement in the Corporate Parenting Strategy.**

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## **1.0 BACKGROUND**

- 1.1 The Corporate Parenting Board meets on a quarterly basis and is attended by Members, representatives of partner organisations, officers and representatives from the Children In Care Council Voices Matter. At each meeting the Board receives a quarterly performance report detailing information regarding the Looked After Children population and activity updates from the outcome areas. This is in addition to specific items of interest such as new service developments.
- 1.2 The Corporate Parenting Strategy was launched in June 2015. It is a three year strategy, aspiring for better outcomes for our Looked After Children (LAC) and setting out actions to achieve this. The five main outcome areas within the strategy are:
- 1) Looked After Children ( LAC) to achieve their educational potential
  - 2) Carer leavers gaining successful employment
  - 3) Good health and well being
  - 4) Care leavers equipped to be parents
  - 5) Children placed out of county are not disadvantaged
- 1.3 A different workstream exists for each of the outcome areas. Four of the five workstreams are well established and are working to their individual action plans. The 'Care Leavers as Parents' workstream has experienced challenge with the writing and alignment of the Teenage Parent Strategy, although this is now in hand.
- 1.4 Each of the workstreams have gathered momentum at different rates but all are showing progress within their individual action plans. This report provides an update of progress.

## **2.0 PROGRESS UPDATE**

### **2.1 Summary**

- 2.1.1 The Corporate Parenting Strategy has been effective in drilling down to some of the detail and scrutiny needed to progress and improve services and the experiences of Looked After Children. Some areas of work have moved forward relatively quickly and seamlessly particularly where the emphasis has been about renewing focus and efforts.
- 2.1.2 Other areas of work have involved detailed audits to examine current practice and produce targeted and specific action plans. There has been very good examples of multi-agency working and there is a shared understanding and ownership of responsibilities.
- 2.1.3 The direction of each of the workstreams is detailed in their individual action plans for the next 12 months. The Corporate Parenting Board will continue to be responsible for the monitoring of the progress of Corporate Parenting action plans.

## **2.2 Outcome 1: LAC to achieve their educational potential**

- 2.2.1 This outcome is closely aligned to the Council's Accelerating Achievement Strategy 2014-2016 which is aimed at groups of children and young people who are vulnerable to underachievement. Two targets are linked to this outcome as set out below. However, some caution needs to be applied when considering these figures as the small and changing cohort of children can makes comparison difficult.

### **Increase the proportion of LAC reaching level 4 at KS2 by 3% by 2015**

- 2.2.2 Performance for KS2, combined level 4

2014	32%
2015	32%

- 2.2.3 Performance has remained at 32%, below the national average of 53% and we have not made the 3% increase in KS2 results that was set. In 2014 KS 2 level 4, 44% made more than 2 levels of progress. This fell to 42% in 2015. The increase in numbers of children with SEND may account for this.

### **The proportion of LAC making expected levels of progress between KS2 and KS4 is 3 percentage points above the national average**

- 2.2.4 Performance based on Department of Education requirement of on roll for a year at a specified date at KS4, 5 GCSEs at C or above including English and Maths.

2014	21%
2015	26%

- 2.2.5 For 2014 national level for 5+GCSE figure was 15% and 14% in Eastern Region. The 2015 national figure has not been confirmed.
- 2.2.6 Figures available show different children from KS2 to KS4 as the cohort is not stable and the same children do not appear on the data from KS2-KS4. Of those children in care in year 11, their results have increased from 21%-26% and is substantially above the national average.
- 2.2.7 The outcome area is led by the Head of the Virtual School and the work activity is overseen through the Virtual School Board. The following details some of the areas this group has progressed on in the last year.
- 2.2.8 To support the improvement in post 16 educational outcomes, the Post 16 LAC Support worker is currently working with 61 young people in Year 12. This has involved regular meetings with social care staff, Youth Offending and others working on Post 16 development. Paperwork linking to the Pathway Plan is being developed to ensure appropriate education strategies are included for young people.

- 2.2.9 Advice and guidance is given and reflected in Personal Education Plans (PEP's). Additional support is identified for children who are struggling. The Virtual School Head quality assures all school admissions to ensure appropriateness. The Virtual School advises on the provision of activities and life skills for children and these are included in PEP's.
- 2.2.10 The Corporate Parenting Board is attended by the Virtual School Head who provides regular updates on the educational attainment of looked after children and care leavers and the latest service developments.

### **2.3 Outcome 2: Carer leavers gaining successful employment**

- 2.3.1 Care leavers are more likely to have experienced a combination of factors which can affect career options and success after the age of 16 years, including: limited educational qualifications and training, mental ill health, substance misuse and family breakdown. As result they are over-represented in the category of young people classed as 'Not in Education, Training or Employment' (NEET). Within the strategy the following target was set:

#### **2.3.2 Increase in % of care leavers aged 17-21 years engaged in education, training or employment**

	%in education , training and employment (EET)	% not in education training and employment(NEET)	England rate care leavers 19-21 who are EET	Statistical Neighbours EET
<u>Total 2014-15</u> *cohort measured was 19- 21yrs.	49%	51%	48%	47.2%
Total 2015-16 * cohort measured 17- 21yrs so not comparable with previous year.	43.8%	56.2%	Awaiting for figure to be released	

- 2.3.3 Cambridgeshire's EET figures were marginally higher than the national average in 2014/15. A significant number of the group are NEET for health reasons and this includes mental health concerns. Some of the young people within this group are parents or pregnant. Improving EET outcomes remains a priority with action being led by the Targeted Participation group.
- 2.3.4 The Targeted Participation group meets quarterly although areas of activity are discussed and monitored within other Team Meetings monthly. Over the past year the key areas of progress has included the following:
- 2.3.5 Links are being developed with pastoral support teams in Further Education Colleges to ensure young people have the right support. Additionally, Progress Coaches can be accessed if there is a need for extra support. This means that young people are being offered improved and better quality support in their educational setting. The outcome is that these young people are assisted to develop their professional support network and are more likely to seek help in their education setting at an earlier stage, before problems grow. This also links directly to supporting a reduction in the 'drop-out' rate of young people. The plan going forward is to develop links are needed with



Higher Education Colleges to support Care Leavers to better achieve in their education.

- 2.3.6 Young people who are LAC/Leaving Care are now identified on the Job Centre Plus System and this works well. The Employer Services Team ensures suitable employers/vacancy information is forwarded to staff supporting young people LAC to enable matching with suitable employers.
- 2.3.7 The Leaving Care Team seek apprenticeship opportunities for young people wherever they can with local businesses and providers of services. The County Council is yet to establish employment pathways within its own organisation for care leavers.
- 2.3.8 There is support via the Virtual School for any young person of school age placed out of county.
- 2.3.9 It is recognised that more needs to be done to support looked after children and care leavers on the transition to post 16 education and training. The experience is that support works well when built on existing good relationships but a more systematic approach to providing proportionate support is needed and this is a priority for the Virtual School Head in the coming year. In addition, there can be issues of getting prompt notification of care leavers who leave education early. This is being reviewed as prompt support is essential to ensuring a successful move to another form of education or training.

## **2.4 Outcome 3: Good health and well being**

- 2.4.1 The level of physical and psychological ill-health tends to be higher in looked After children and young people compared to peers because of their often difficult start in life. This outcome has one target.

### **2.4.2 90% of children have a health assessment within 20 days of entering care.**

2015/16	37%
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- 2.4.3 The relatively low figure reflects multiple challenges and explains its importance within the strategy. Children placed out of area are much harder to access with sometimes limited networks between Cambridgeshire health clinicians and those areas. Unaccompanied asylum seekers (UASC's) often take time to arrange their medical assessments in a culturally sensitive way. There have also been capacity issues to be addressed. All of which have been prioritised through the workstream.
- 2.4.4 Notwithstanding the challenge in ensuring that the initial health assessment is completed within 20 days the evidence is significantly more positive for health support thereafter. For 2015/16, 94.6% of Looked After Children has received health and dental checks overall.
- 2.4.5 This workstream is led by the Designated Nurse for LAC, and good progress on key actions has been made over the year including:
- 2.4.6 The LAC Audit in Cambridgeshire confirmed that a Health Action Plan is in place for every child that reflects their physical and emotional health needs

(including Family History, past medical history, physical health, growth, school and developmental progress, emotional and psychological wellbeing, lifestyle/health promotion, immunisations, dental health, vision and hearing).

2.4.7 The Clinical Commissioning Group (CCG) is focused on ensuring compliance with its statutory duties to deliver timely assessments for LAC (20 days for initial health assessments). Within county, Cambridgeshire Community Services (CCS) has redesigned its service to ensure all Initial Assessments are now carried out by a Paediatrician. The health team also actively chase up Health Assessments for children placed out of county.

2.4.8 A 'Health Passport' which includes all historical as well as current information about children's health has been developed following consultation with care leavers. This document is awaiting sign off. Each care leaver will receive a copy of their Health Passport, which could be passed to their GP if that is their choice.

2.4.9 LAC and Care Leavers have access to Clinicians within Children's Social Care, to support their mental health. Local Child and Adolescent Mental Health (CAMH) services should be prioritising this group, especially where there are significant concerns. However, the local offer to LAC and Care Leavers is currently no different to the general population. This means that there are gaps in what is being provided to this group and support is not always being provided in a timely way. This is an area of priority and work is underway to review the current pathway and to develop processes which priorities LAC and Care Leavers.

## 2.5 **Outcome 4: Care leavers equipped to be parents**

2.5.1 Looked After Children can be ill-equipped to be parents due to their own experience of being parented and being in the care system. The result can be that they themselves have a higher chance of their children becoming looked after. There is growing evidence that women can become trapped in a cycle of becoming pregnant; not engaging effectively with services to cope with underlying issues and the trauma of their children being taken into care and so quickly becoming pregnant again and having further children removed.

2.5.2 The outcome target is:

### **Reduce the % of care leavers becoming parents before their 21st birthday, to 15% by July 2018**

2.5.3 Currently there are 36 care leavers who are parents with a further 6 who are expecting (17.8%). Through the workstream and the launch of the Teenage Parenting strategy it anticipated that this number should reduce over time.

2.5.4 The workstream is led by the Head of Service for Family Work. The challenge in progressing the work has been the absence of a Teenage Parent Strategy which is aligned with the priorities under this outcome. The Teenage Parent Strategy is now in its second draft and out for further and final consultation. However, progress has been made:

- 2.5.5 A pathway to improve the access to long acting contraception for vulnerable young women has been agreed. This went live in April 2016 and is initially being used by clients of the SPACE project for a 3 month period. The SPACE project work with mothers and their partners, to help them understand the range of issues they face that contribute to the risk of their children being taken into care, and help them take control of their lives.
- 2.5.6 Parents and expectant parents are supported by the Leaving Care Team and access the same rights and entitlements as all other care leavers. This group are offered the services of the Family Nurse Partnership where eligible and if they are not able to access, they receive an alternative support package which will be equivalent to such support.
- 2.5.7 Going forward the Teenage Parent Strategy will be signed off, and a workstream to be set up to develop the good practice and systems that are required to be in place to support care leavers as parents and to identify where further work is needed in accordance with the priorities in the Corporate Parenting Strategy.

## 2.6 **Outcome 5: Children Out of County**

- 2.6.1 The reasons for children being placed out of county are varied but are usually because of a lack of appropriate provision in the county. Sometimes children may be placed out of county to be nearer relatives and friends or for their own safety. Cambridgeshire's figures for children placed out of county have been high for 18 months, but there is a slow and steady drop in the numbers in 2015. Children and young people placed outside of Cambridgeshire do not always experience the same quality of services as their peers that remain living within Cambridgeshire.

- 2.6.2 The outcome target is :

**Decrease the proportion of children looked after placed more than 20 miles from their homes, outside the Local Authority boundary to 32%**

- 2.6.3 Since this target was agreed there has been a change in the performance measure with UASC's being recorded separately and the performance measure is now 20 miles away from their home postcode and outside of the Local Authority boundary. Whilst a significant number of our out of county children are placed just over our geographical borders, many are within 20 miles of Cambridgeshire.

- 2.6.4 **Children placed outside of county & 20 miles from home postcode**

	Actual figure	Target figure	Stat neighbours	England
31/3/15	30%(	Not set	15.4%	14%
31/3/16	27% (148 out of cohort 549)	20%	Not yet available	Not yet available

- 2.6.5 The figure for UASC's is significantly higher as historically there has not been provision for these young people within our boundaries. On the 31 March 2015, 46 out of 61 (79%) UASC were placed out of county the majority just over the border in Peterborough. The challenge is addressed through the identification of increased placement availability within the county.
- 2.6.6 This workstream is led by the Head of Commissioning Enhanced Services. Some of the progress areas for this group are as follows:
- 2.6.7 Safeguarding arrangements for children placed out of County have been audited. There are a variety of systems in place to ensure children placed out of area are safe and further work is needed to ensure that data is captured quantitatively around this issue. The Access to Resources Team (ART) undertake pre-placement checks with providers which look at a range of issues including whether or not there are Child Sexual Exploitation (CSE) issues local to the placement. The ART Team also monitor placements every six months to keep informed of any changes in the nature and quality of placements.
- 2.6.8 A specific paper around children out of County was produced for the Local Safeguarding Children Board (LSCB). This was helpful to look at how well this group of LAC are supported. It identified that children placed out of County receive the same number of visits and meetings at the same frequency as children placed within Cambridgeshire.. The report also helped to draw out some of the challenges in how our data systems help us to collect specific information about this group of children. A small task group has been set up and is working on developing processes that improve recording. Activity will be monitored by the Local Safeguarding Children Board in September 2016.

### **3.0 FURTHER CORPORATE PARENTING BOARD ACTIVITY**

- 3.1 As well as monitoring progress against the priorities of the Corporate Parenting Strategy, the Board has:
- Received regular updates from the Participation Service on its work with looked after children
  - Considered arrangements for unaccompanied asylum seeking children
  - Received an update on work to protect looked after children from child sexual exploitation
  - Received details of the Siblings Together project (a project to provide looked after siblings with the opportunity to undertake activities together)
  - Considered findings from a review of the Fostering Service
  - Received a presentation on the Alternative to Care service

### **4.0 ALIGNMENT WITH CORPORATE PRIORITIES**

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

- 4.1.1 The Corporate Parenting Strategy and its associated action plan includes actions to ensure that looked after children and care leavers have full access to employment and training opportunities.

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

- 4.2.1 The Corporate Parenting Strategy seeks to improve health and other wellbeing outcomes for looked after children and care leavers.

## **4.3 Supporting and protecting vulnerable people**

- 4.3.1 The Corporate Parenting Strategy and its associated action plan is fully focussed on addressing this priority.

## **5.0 SIGNIFICANT IMPLICATIONS**

### **5.1 Resource Implications**

- 5.1.1 The Corporate Parenting Strategy is being implemented within available and planned resources.

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

- 5.2.1 There are no significant implications within this category. The Corporate Parenting Strategy and its associated action plan is consistent with addressing this issue.

### **5.3 Equality and Diversity Implications**

- 5.3.1 There are no significant implications within this category The Corporate Parenting Strategy and its associated action plan is consistent with addressing this issue.

### **5.4 Engagement and Consultation Implications**

- 5.4.1 There are well developed arrangements for the authority to support participation and feedback from looked after children and young people through their engagement in the Children in Care Council –Voices Matter and Care Leavers Forum. There is an independent contract with the National Youth Advocacy Service that supports individual looked after young people as well as visiting advocacy to our children's home

### **5.5 Localism and Local Member Involvement**

- 5.5.1 The Corporate Parenting Strategy and its associated action plan supports the role of all members in meeting their duties as corporate parents.

### **5.6 Public Health Implications**

- 5.6.1 There are no significant implications within this category. The Corporate Parenting Strategy and its associated action plan is fully focussed on addressing this priority.

## **SOURCE DOCUMENTS**

<b>Source Documents</b>	<b>Location</b>
Corporate Parenting Strategy 2015-2018	<a href="http://www.cambridgeshire.gov.uk/downloads/file/517/corporate_parenting_strategy_looked_after_children">http://www.cambridgeshire.gov.uk/downloads/file/517/corporate_parenting_strategy_looked_after_children</a>
6 months of Corporate Parenting LSCB Report	Tracy Collins Shire Hall, Cambridge, CB3 0AP 01223 729151

**STRATEGY FOR LOOKED AFTER CHILDREN (LAC) – PROGRESS REPORT**

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

*Meeting Date:* **12 July 2016**

*From:* **Adrian Loades, Executive Director: Children, Families and Adults Services**

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

*Forward Plan ref:* **Key decision: No**

*Purpose:* **To update the Children and Young People Committee (CYP) Committee on the progress made regarding the Looked After Children (LAC) Strategy and Action Plan**

*Recommendation:* **The Committee is asked note progress and to support the ongoing work that is taking place through the LAC Action Plan.**

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## 1.0 BACKGROUND

- 1.1 The draft LAC Strategy was presented to and subsequently approved by CYP Committee on the 8 March 2016. The Strategy defines the Council's vision for reducing the budget pressure for LAC Placements. It details the need to ensure that there are effective preventative arrangements to reduce the number of children needing to come into care and to reduce the time spent in placements. It also sets out the required change in the composition of placements so that more placements are made in-house thereby reducing the number of higher cost external placements.
- 1.2 The Strategy includes an Action Plan with savings targets attached to actions. The budget reduction over 5 years will be £6.3m with a total budget of LAC placements of £13,071,809 by 2020; a reduction from £19,371,809. It is important to emphasise that the Strategy does not involve any change to thresholds for children being accommodated.

## 2.0 PROGRESS SO FAR

- 2.1 The Action Plan contains 37 separate workstreams under five outcome areas, which are:
1. **Families are supported to stay together** reducing the need for children to be looked after by ensuring a focus on early intervention and preventative action across Children's Services.
  2. **Risk is managed confidently and intensive support is provided for families at the edge of care** to prevent children coming in to the care system.
  3. **Children remain in education** and engaged in learning, recognising the vital importance of stable and successful education to enable the most vulnerable children to achieve their full potential.
  4. **Placements for children in care are in county and with a family** so that all Looked After Children have a positive experience of care, in sustainable placements, whatever their needs.
  5. **Children are moved through the care system quickly** which enables them to be reunited with family and friends where possible, have stable placements and exit the care system positively.
- 2.2 Each of the 37 work streams has been given a priority rating: Highest priority work streams were required to have actions completed by April 2016 and Medium priority will have actions completed by April 2017.
- 2.3 There are 20 high priority work streams; the remainder are rated as medium priority. There are a number of high priority actions that have been marginally delayed and are therefore BRAG rated as amber within the Action Plan as detailed below. The table below sets out the high priority actions and progress to them.



<b>Outcome 2: Risk is managed confidently and intensive support is provided for families at the Edge of Care</b>			
Action		Completion Date of final activity	BRAG Rating <sup>1</sup>
2.1	Develop a clear framework of specialist and edge of care services. <b>Actions taken:</b> A group has been established chaired by Tracy Collins Head of Service for Corporate Parenting to co-ordinate current edge of care services. A scope to review this work has been drafted.	September 2016.	Amber – A scope for this work has been drafted but has yet to be agreed which means that this work is amber. A meeting has been set up in the next two weeks to agree the scope of the work.
2.2	Focus of family services on preventing children entering the care system to enable us to offer appropriate services at the appropriate time <b>Actions taken:</b> The new Threshold & Resources Panel (TARP) is now in place. This replaces the s.20/s.31 panel and is responsible for making threshold decisions and agreeing to a child being accommodated. The panel will have an agenda item to consider creative care requests to prevent the need for children to become looked after	May 2016	Amber – This is amber as the new panel system has only recently been implemented and the impact of its decisions has still to be assessed.
2.3	Work to broker family solutions <b>Actions taken:</b> a proposal regarding the future of the Family Group Conferencing Service has now been drafted and a bid for additional funding will be made to Senior Management Team (SMT) and General Purposes Committee (GPC) from transformational fund.	May 2016	Green
2.4	Reduce the number of 16+ Looked after children <b>Actions taken:</b> Work has taken place to analyse the number of 16+ becoming LAC. Rebecca Wilshire, Head of Access, Children in Need	On going	Amber – There is still ongoing work between housing providers and Children's

<sup>1</sup> **BRAG Rating key**

Blue: Action/activity completed/delivered

Red: A deliverable has not started and the risk of not achieving the timescale is high / a deliverable has not been achieved within agreed timescales

Amber: Deliverable has been started but progress is slow, actions remain outstanding, there is a barrier or a risk of it not being completed within the agreed timescales

Green: A deliverable has been started and is achievable within the baseline delivery date and costs

	and Looked After Children in Huntingdonshire and Fenland has led this work. There continues to be actions to reduce the number of 16+ becoming LAC. The work has included closer working with Districts and clear messages to staff around finding alternative solutions for this cohort of children and consistent interpretation of Southwark judgement.		Social Care to embed this work. Further work is taking place with housing providers and district councils.
<i>Total Savings Target for Outcome 2: -£2,319k</i>			

2.5

<b>Outcome 4: Placements for children in care are in county and with a family</b>			
Action		Completion Date of final activity	BRAG Rating
4.1	Family based care (Creative Care) <b>Actions taken:</b> the new Threshold & Resources Panel (TARP) is now in place and incorporates the Creative Care process for those who are LAC as well as those who are not. Cases are being reviewed by the TARP and work takes place to look at alternative arrangements rather than a child becoming LAC. Further work is required to embed this process and ensure positive outcomes.	Ongoing	Green
4.2	Reduce the number of external placements/ increase in-house fostering placements <b>Actions taken:</b> the In-House Fostering Service has significantly increased the number of filled beds from 142 in January 2016 to 170 in May 2016. The target number of placements for 2016/17 is 187 and is on track to deliver	June 2016	Green
4.3	Lowering the cost of the most expensive placements Actions taken: work is ongoing through the weekly placement meetings reviewing each external placement individually on a 5 week rota. This work is being led by Access to Resources Team (ART) in collaboration with the Social Work units and there are a number of positive changes being made. Savings have been identified for permanent placements with Independent Fostering Agencies	June 2016	Green

	<p>(IFA). Disabled children's placement meetings are also taking place as these are the highest cost placements.</p> <p>The emergency solo placement developed at Hawthorns residential home in Cambridge is now fully operational and can offer significant savings where a lone placement is required in an emergency situation.</p>		
4.4	<p>Reducing the cost of external placements</p> <p><b>Actions taken:</b> Work takes place on a monthly basis to review the cost of external placements. The top 50 high cost placements are reviewed to explore reduced fees or alternatives that will deliver desired outcomes Cambridgeshire continues to see a reduction in costs Since the end of March there has been a reduction in the average cost of all weekly placements from £1,163 to £996.55 (as at 23 June 2016).</p>	June 2016	Green
4.5	<p>Develop Assisted Boarding Placements</p> <p><b>Actions taken:</b> A process to procure places in independent boarding schools ,where appropriate ,to avoid children coming in to care is being taken forward through the Royal National Children's Foundation (RNCF) and Assisted Boarding Schools Network. Social Work units have been made aware of this option.</p>	Ongoing	Green
4.6	<p>Cambridgeshire's policy on Unaccompanied Asylum Seeker Children (UASC) Placements updated.</p> <p><b>Actions taken:</b> A dedicated pathway for UASC to ensure assessments are made quickly and children placed in the most appropriate and cost effective accommodation is being developed.</p>	May 2016	Green
4.7	<p>Develop in county provision for disabled young people</p> <p><b>Actions taken:</b> Links have been made with providers. Ongoing work is being led by Richard Holland, Head Children Disabilities Service. There has been some slippage in</p>	June 2016 (Sept 2016)	Amber – This is amber as timescales have slipped to September 2016.

	this workstream and timescales for completion have moved to September 2016.		
<i>Total Savings Target for Outcome 4: -£2061</i>			

2.6

<b>Outcome 5: Children are moved through the care system in a timely way</b>			
Action		Completion Date of final activity	BRAG Rating
5.1	Reunification process reviewed <b>Actions taken:</b> Tracy Collins Head of Corporate Parenting is leading this work. There has been a delay in starting this work and timescales for completion has moved to September 2016.	June 2016 (Sept 2016)	Amber – This is amber as timescales have moved to September 2016.
5.2	Ensuring adoption is quick where appropriate <b>Actions taken:</b> targets regarding the number of concurrent carers have been agreed and a process for tracking the timeliness of a child's journey through the adoption process has been developed and is being monitored by the Permanency Monitoring Group. This work stream is now complete.	Complete	Blue
5.3	Ensuring cost effectiveness of adoption and special guardianship order arrangements. <b>Actions taken:</b> the majority of actions within this work stream are now complete and all 140 affected carers have been written to with a copy of the revised policy. Each case will now be reviewed with a view to making the required £350k saving.	May 2016	Green
<i>Total Savings Target for Outcome 5: -£350k</i>			

2.7

The saving to be achieved of £5,480k is detailed below. The following savings were agreed through the business planning process and are within the published business plan.

Objective	2016/17	
Reduce the number of children who are looked after*	-2,100	} £1,429k BP saving
Reduce the unit cost of placements for children in care*	-922	
Reduce the length of time children are in care*	-507	
Adoption	-350	
Share Care provision (4.7)	-500	
Alternatives to Care (2.5)	-219	
In-house fostering	0	

Inflation*	-132
Carried forward pressure which is addressed in action plan	-1,700
Proposed budget movement to LAC Placements budget	+950
	<b>-5,480</b>

2.8 The LAC Action Plan was reviewed and updated by Officers at a meeting on the 29 June 2016. The purpose of the meeting was to refresh the actions and identify any additional measurable activities that need to be prioritised going forward that will allow a greater level of scrutiny where there are variations to targets. These will then be added to the Action Plan. Eight workstreams were completed by June 2016. Two remaining actions will be completed by September 2016. The revised action plan and associated savings and progress to delivery of savings will be available at the Committee meeting.

2.9 Full updates regarding all of the actions can be found in the monthly Action Plan Progress Report at appendix 1.

### 3.0 LAC NUMBERS AND FINANCE SUMMARY

3.1 The numbers of the LAC population have continued to rise. This continued growth means that the LAC Placement Budget is projecting a £400k overspend due to this demand. In total the projected overspend is £750k as there remains a pressure carried forward from 15/16 of £350k. This will be addressed through further savings in the Action Plan below, the non-UASC LAC numbers are separated out from the overall LAC population to enable transparency of UASC numbers.

Month	Total LAC Population	Non-UASC LAC	UASC
Jul-15	563	530	33
Aug-15	563	531	32
Sep-15	570	537	33
Oct-15	571	536	35
Nov-15	582	538	44
Dec-15	589	543	46
Jan-16	592	541	51
Feb-16	596	539	57
Mar-16	610	549	61
Apr-16	615	553	62
May 16	631	566	65

3.2 It is anticipated that the number of UASC will continue to rise as part of the Home Office UASC transfer scheme through which Local Authorities are to take a regional approach to support UASC. The aim of the transfer scheme is to provide a fair and equitable distribution of UASC across the country and that no Local Authority would exceed 0.07% UASC and refugee children as a proportion of the total child population in their area by the end of the year. For Cambridgeshire the number of UASC would rise to a

maximum of 92.

## **4.0 ALIGNMENT WITH CORPORATE PRIORITIES**

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

4.1.1 The following bullet points set out details of implications identified by officers:

- Future commissioning arrangements are expected to provide additional opportunities for voluntary and partner organisation, particularly within Cambridgeshire to contribute to reduce the number of children becoming LAC and support family resilience.
- The development of our In House Fostering Service offers opportunities to the people of Cambridgeshire to become employed as foster carers.
- A reduction in the use of external placements, particularly those supplied by Independent Fostering Agencies (IFA's) could have a negative impact on those organisations.

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

4.2.1 The following bullet points set out details of implications identified by officers:

- The strategy targets parental mental and physical health needs, supported within their homes and community. To look after their children Emotional Health and Well Being Services will need to be aligned to meet this need and discussions continue to take place through the Cambridgeshire and Peterborough Joint Commissioning Unit to deliver this.
- Better identification of need early on and appropriate support services will continue to be developed, including through ensuring that children have a Common Assessment (CAF) and appropriate interventions prior to becoming Looked After.

### **4.3 Supporting and protecting vulnerable people**

- 4.3.1
- Ensuring that child protection remains our priority and building on our assessment of risk is key to managing the LAC population.
  - There is an emphasis on support for the whole family, particularly through the 'Think Family' approach, thereby ensuring that where possible family issues that can lead to children becoming LAC are resolved early on. Where this is not possible, and children do need to become Looked After, support to the family to resolve its problems remains in place so that the child can be reunified as quickly as possible. Resources will be targeted to this work.
  - The expectation will be that more children with disabilities remain at home and in local schools and this may put increased pressure on some families. We will mitigate this risk by ensuring effective use of the Education Health and Care Plan (EHCP).
  - More 16+ young people will be expected to remain within their families. This could result in more young people not in education, employment or training. We need to ensure that the strategy does not increase the number of young people without a fixed home; therefore, specialist services will need to ensure that extended family and community solutions are brokered to mitigate this.

## **5.0 SIGNIFICANT IMPLICATIONS**

### **5.1 Resource Implications**

5.1.1 The following bullet points set out details of significant implications identified by officers:

- The success of the strategy is in ensuring that we look after the right children, at the right time and in the right placement if we are to meet savings targets. This needs robust and consistent monitoring and reviewing of actions to adapt, re-commission and revise dependent on impact. The monitoring mechanisms includes:
  - A weekly meeting to discuss those children that have become Looked After is chaired by the Executive Director. The purpose is to review all of the cases that resulted in the need for the child to become looked after to elicit themes, practice issues, and to consider what could have been done differently. Agreed actions are progressed and captured within the LAC action plan.
  - A weekly discussion of all children in purchased care currently takes place to consider fragile placements and those where it may be appropriate to move back in county and into in house provision.
  - A weekly 'Threshold and Resources Panel', chaired by the Service Director of Children Social Care considers all cases where there is a request for accommodation (section 20 Children Act), legal proceedings or where an escalation of placement resource is required. This ensures that only the right children become looked after, at the right time and placed in the right placement in order to meet their needs.
  - A weekly CFA performance meeting chaired by the Executive Director, involving senior managers, takes place to track progress on the savings targets.
  - A Monthly multi-service review which targets specifically the top 50 high cost placements, however this has been extended to include all out of county placements, focusing on where there are concerns that a planned transition is imminent
  - Monthly working groups chaired by the project leads take place for all five outcome areas. Updates on progress are reported to the monthly LAC Board meeting which provides oversight.
  - Monthly LAC Board chaired by the Service Director, Strategy and Commissioning reviews all the activity updates on each of the five outcome areas, the financial savings linked with activity and performance data and identifies new themes and activity areas to be included. In addition it reviews all of the transformation bid proposals and gives collective agreement for those which will deliver best outcomes, effective use of resources and deliver savings.
  - External performance management of the Social Impact Bond
- Greater reliance will be placed on early help services, to harness community and extended family resources and on specialist services offering targeted intervention in order to enable children to remain in their homes and build family resilience. This will place considerable strain on the system requiring us to offer help to the most vulnerable.
- Particular focus will be placed on our in house fostering and residential provision to deliver increased numbers of placements, placing further strain on the system.

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

5.2.1 Statutory duties will continue to be met.

## **5.3 Equality and Diversity Implications**

5.3.1 No significant implications have been identified.

## **5.4 Engagement and Consultation Implications**

5.4.1 No significant implications have been identified.

## **5.5 Localism and Local Member Involvement**

5.5.1 The following bullet points set out details of significant implications identified by officers:

- Members have previously been consulted via the initial draft of the Strategy and are now being updated regarding progress through committee reporting 3 times per year.

## **5.6 Public Health Implications**

5.6.1 The following bullet points set out details of significant implications identified by officers:

- The strategy aims to enable more children to stay within their family homes where it is safe to do so and with the aim of ensuring improved health outcomes for families in particular relating to mental health.

<b>Source Documents</b>	<b>Location</b>
Appendix 1: LAC Action Plan Progress Report, June 2016	Meredith Teasdale <b>Box No:</b> SH1210 <b>Room No:</b> 222 Shire Hall Castle Hill Cambridge CB3 0AP <b>email:</b> <a href="mailto:Meredith.Teasdale@cambridgeshire.gov.uk">Meredith.Teasdale@cambridgeshire.gov.uk</a>



LAC ACTION PLAN PROGRESS REPORT				Jun-16	V1
Project Sponsor	Meredith Teasdale	<b>Action RAG</b> Overall Status: <b>AMBER</b> Complete: <b>Blue</b> On Track: <b>Green</b> Slippage or Issues: <b>Amber</b> Significant Risk of or Actual Delay: <b>Red</b>	<b>Savings RAG</b> Overall Status: <b>GREEN</b> Achieved/Exceeded: <b>Blue</b> On Track: <b>Green</b> At Risk of Underachieving: <b>Amber</b> Not on Track to Achieve Target: <b>Red</b>		
Project Leads	Judith Davies/ Tracy Collins				
Project Manager	Mary-Ann Stevenson				
Reporting Date	29 June 2016				

Actions to discuss at LAC Commissioning Board (actions rated RED and AMBER with a Savings attached will be included in this summary for Board discussion)				
No.	Action/ Risk	Status	Owner	Action to be taken and when
2.1	Develop a clear framework of Specialist and Edge of Care services	Amber	Tracy Collins	Draft of scope for review of IFSS has been completed and is with Service Directors to agree the scope of the work going forward. There has been some delay in progressing this work due to capacity and prioritisation on transformation bids.
2.2	Focus of family services on preventing children entering the care system to enable us to offer	Amber	Tracy Collins	As above.
2.4	Reduce the number of 16+ Looked after children	Amber	Rebecca Wilshire	There is still tension between housing providers and CSC on decision around LAC. Further work is taking place with housing providers and district councils.
4.7	Develop in house provision for disabled children	Amber	Richard Holland	Transformation proposal has gone in for Norwich Road. Links have been made with providers. There has been some slippage and timescales for completion have moved to September 2016.
5.1	Reunification	Amber	Tracy Collins	A Reunification task group has been identified and work is underway - see full text below.

Please complete the update below. Remember to amend the timescales for each update if this has changed as well as the RAG Status. If the project lead changes please inform the Project Manager.

Where there is a new Issue or Risk please include this in the 'Issues' and 'Risks' section below the relevant Outcome number. The Project Manager will then add these to the Project Actions above to be reviewed at the next Board meeting.

NO	WORKSTREAM/ ACTIVITY	WORKSTREAM DETAILS AND ACTIONS REQUIRED (DELIVERABLES)	UPDATE	LEAD	TARGET END DATE	REVISED END DATE	TARGET SAVING (£K)	Priority Rating	Action RAG	Savings RAG
<b>OUTCOME 1: FAMILIES ARE SUPPORTED TO STAY TOGETHER</b>										
1.1 (page 11)	A higher proportion of children who are referred to CSC to have a Family CAF in place so that no child comes through without one.	1. Proposal re data that can be accessed to help us to understand how to target our activity		L. Lofting/ C. Smith	Mar-16	Complete		Medium	Amber	
		2. Agree and implement a joint audit between social care group managers and locality managers looking at full chronology of LAC cases and identify themes of missed opportunities	TC has done initial work with Claire Betteridge, AJ and HK adding in early help work. SB, RD and HK to do some data analysis. To look at trends and patterns emerging.		TBC					
		3. Both data and audit will inform targeted action planning	As above.		Jun-16					
1.2 (page 11-12) work plan drafted	Support for parents/carers with mental health difficulties	1. A Service Specification will be developed with suggested options for delivery.	Paper developed looking at examples of what could be achieved in delivering a service that meets needs. TJ to re-visit.	T. Jefford/ B. Squire	Jun-16			Medium	Amber	
		2. A scoping exercise to determine the level of need to be undertaken; collecting of information re referrals to adult mental health and the outcome (take up or not).	This work has been done but needs moving forward.		Jul-16					

		3. An overview of the current adult mental health services with referral thresholds and working practices.	Establish what is available in Adult MH services and where are the gaps: anecdotally there is support for mild MH and severe but not a lot of services for mild to moderate. Need to allocate some time to look at this, gather up the information to understand what the gap is and develop a		Jul-16				
1.3 (page 12)	Domestic Abuse	1. Review 40 cases where children became LAC, to identify learning points with regards to domestic abuse for all relevant organisations.	SL has done some work on this.	T. Jefford / V. Crompton	May-16				
		2. Ensure the Domestic Abuse offer is implemented across Social Care and E&P using audit tools and techniques to judge how this has been embedded into practice.	All Social Work teams to have access to 'Complicated Matters' booklet produced by Against Violence and Abuse (AVA) which describes how to deal with DA, MH and D&A. LSCB have adopted this as practice guidance. SF agreed to funding for this.		Oct-16				
		3. Ensure access to support for those at high risk of harm is timely with cases presented at MARAC within 3 working days and support from IDVAS provided as appropriate.	All cases being heard within 3 working days. IDVAS engagement rate with clients currently at 79% (target of 68%)		Apr-16	Complete		Medium	Green
		4. Ensure the E&P and Social Care workforce development plans include expectations set out in the Domestic Abuse Document.	Completed by Workforce Development January 2016		Apr-16	Complete			
		5. Ensure 80% of E&P and Children's Social Care staff are fully compliant with the appropriate workforce development expectations.			Mar-17				
1.4 (page 12)	Improve pathway for Substance Misuse Support (by parents/carers)	1. Review 40 cases where children became LAC, to identify learning points with regards to substance misuse for all relevant organisations.	SF was due to meet with Simon Kerrs and VC - to be re-scheduled.	T. Jefford / V. Crompton	Jun-16				
		2. Pilot joint visits between Inclusion and Wisbech Locality Team, with a view to understanding the needs of children within this cohort, not already known to Children's Services. The pilot will run for 6 months and will be fully evaluated. Further action will be dependent on findings. The project will commence in March 2016. Following this provide an evaluation report.			Nov-16				
		3. Develop a working protocol between Children's Social Care and Inclusion Drug and Alcohol treatment services where parents are misusing substances.	Completed - March 16		Complete	Mar-16			
		4. Ensure the Children's Social Care and Inclusion protocol is implemented across Social Care and Inclusion using Auditing.			Oct-16				
		5. Ensure access to Inclusion Services for parents misusing substances is timely with the first treatment intervention received within 3 weeks of referral.			Ongoing			Medium	Green
		6. Update existing parental substance misuse screening tool	Completed - Feb 16		Complete	Feb-16			
		7. Embed the Substance Misuse Screening Tool for use within E&P and Children's Social Care and ensure it is used appropriately.			Apr-16				
		8. Publish the Parental Substance Misuse expectations for all practitioners working in Cambridgeshire with the LSCB			Jan-17				

		9. Ensure the E&P and Social Care workforce development plans include expectations set out in the LSCB Parental Substance Misuse Document.			Sep-16				
		10. Ensure 80% of E7P and Children's Social Care staff are fully compliant with the appropriate workforce development expectations.			Mar-17				
1.5 (page 12)	<b>Review the impact of parenting support courses on LAC and ensure consistency of use and capacity.</b>  These courses form part of our preventative approach and we need to ensure that their use is promoted and their effectiveness and impact is monitored.	<b>Children with Disabilities</b> 1. Children's Proactscip Instructors will run 1 more Proactscip training course for parents before April 2016 and schedule and promote 3 more for 2016/17. This provides training on proactive strategies for use with children whose behaviour may be challenging.  2. Instructors will prepare an evaluation report of the 3 courses run to date for joint Children and Adults Proactscip Board In April 2016.  <b>General Parenting Courses</b> 1. Evidence-based parenting programmes form part of our preventative approach and we will ensure that their use is promoted and their effectiveness and impact is monitored.		S. MacBean	Apr-16			Medium	Amber
1.6 (page 12)	<b>Support parents with Learning Disabilities and parenting capacity issues</b>	1. Training for workforce to understand adult learning difficulties and the implications for expectations of parenting capacity.  2. Where parents have been identified as having a learning disability consideration will be given to the best way to communicate with them to ensure children remain at home.  3. Ensure that plans address learning capacity of parents and are written and communicated to ensure parents understand the changes that need to be made to ensure the family stays together.  4. This will be monitored through case audits and through the child in need planning process.	T. Gurney: Protocol to complete this action has been signed off by Adults Services and CSCMT and we are now in the MAPSA tool implementation phase across the county	T. Gurney/ F.van den Hout	Complete	Apr-16		Medium	Blue
1.7 (page 12) work plan drafted	<b>Parenting support website</b>  We will develop an accessible website that answers parent's questions and helps them pro-actively manage their children's needs. The site will include information regarding setting boundaries and managing difficult behaviour. This will be a useful tool in enabling practitioners to signpost parents to further comprehensive sources of support.	1. List of content areas to be produced based on research into the common problems and situations parents need help with. This will develop further from the work underway to understand common needs identified to support 'Early Help' and the ACT. Additional research will be conducted with 'Think Family' workers, and social care staff as well as gaining views directly from parents where possible, based on questions around 'what would have helped you', 'what would you use'.  2. Prioritised list of subject areas to be produced based on research into the information content, resources and applications that can provide support for the questions and situations identified. Research into the materials available, identification of any budget required to pay for subscription services (eg online parenting courses) or  3. Prioritised plan of work agreed and implementation begun to source/secure/develop content making best use of existing trusted sources. Plan will set out expected delivery time for specific content sections etc based on what is agreed overall.  4. Navigation plan of site/web content produced and any work required by others in Digital Strategy Team or LGSS IT team agreed through the Gateway process.  5. Development of any applications or similar, quizzes, online assessments, and things that people can do to encourage their involvement.  6. Develop marketing communications plan to support use of the content by key groups (practitioners, families)	Initial content areas listing produced. Focus on delivery of content for the 'parenting' section first. This will be put on line, and response tested (monitoing web analytics).	M. Whitehand	Jun-16			Medium	Green
					Aug-16				
					Aug-16				
					Aug-16				
					Sep-16				
					Nov-16				

		7. Workforce training plan to raise awareness and utilisation of online resources in practice			Jun-16					
1.8 (page 13)	Adult sexual health and contraception	1. Lead officers in Public Health and safeguarding services will work together to develop a pathway and guidance for practitioners for prioritising adults that require targeted support	A meeting took place on 7th June to discuss progress and use of the pathway. Staff training needs and options for training delivery. The SPACE workers have reported that they have 2 service user they will use the LARC pathway with; options for funding the initial staff training packages is now being considered.	T. Lacey/ V. Thomas/	Jun-16			Medium	Green	
		2. We will also continue to support adults and young people with a learning disability to access sex and relationship training, education and support.			Jun-16					
1.9 (page 13)	Support to children in their early years	1. We will work with commissioners of Health Visiting to consider how Health Visitors will support the strategy by taking opportunities to identify early, through standard interventions, families at risk of LAC.		J. Sollars	Apr-16			Medium	Green	
		2. We will ensure that eligible families take up the offer of free education for 2 year olds, and that wider support and intervention with families is planned in an integrated way across services in the early childhood sector so that pathways and decision making are clear.			Ongoing					
OUTCOME 1: Issues for escalation										
No.	Issue	Owner	Action to be taken and by when							
I01	We recommend that the target of “no families come through without a CAF” should be reconsidered as there are clearly circumstances where this is not likely to be either desirable or possible.	L.Lofting/ C.Smith	First review cases where there is no CAF/EH intervention to establish where to set target							
I02										
I03										
Risk to be added to the Risk Log										
No.	Risk	Owner	Mitigating Action							
R01	(1.1) Capacity for ONE report writing may not be available to support production of datasets because resource is diverted work to implement new IT systems	L.Lofting/ C.Smith	Simplify datasets - provide caveats to datasets							
R02	(1.1) Capacity for audit / case review and lack of agreement about what a “good” journey might look like.	L.Lofting/ C.Smith	Further joint HoS work to agree							
R03										
OUTCOME 2: RISK IS MANAGED CONFIDENTLY AND INTENSIVE SUPPORT IS PROVIDED FOR FAMILIES AT THE EDGE OF CARE										
-2,100										
2.1 (page 14)	Develop a clear framework of Specialist and Edge of Care services  <i>Edge of care is defined where children have been exposed to a range of issues that could result in the need to become Looked After. Early Help Services are pivotal in preventing this escalation (Note 1)</i>	1. Each Specialist Service needs to be within framework that ensures that they contribute a range of options – clearly stating WHAT they deliver and HOW. Services must be focused on clear models or programmes with each action having a goal.	Draft of scope for review of IFSS has been completed and is with Service Directors to agree the scope of the work going forward. There has been some delay in progressing this work due to capacity and prioritisation on transformation bids. IFSS meetings take place fortnightly and look at current activity, referrals, waiting lists, capacity and staffing, these are considered alongside sharing of complex cases and practice issues; these discussions have highlighted gaps in the collective service delivery. A separate meeting has been scheduled to clarify outcomes and performance measurements against savings to monitor all edge of care services under one framework. Finance will be present at the IFSS meetings on a monthly basis going forward.	T. Collins	Apr-16	May-16				
		2. Align to Think Family principles and effective interface with Early Help and CSC. All cases need contingency planning to have an ‘at hand’ plan if risk escalates.	At IFSS meetings cases that are awaiting allocation are discussed and collective solutions are found to support families to prevent escalation to risk and the need to be accommodated in an emergency. This is a challenge due to the capacity and demands on services and the increase in referrals.		Apr-16	May-16				

		3. Service specifications for AtC and SFSS will be refined to ensure they are complimentary and not duplicating work.			Feb-16	Complete		High	Amber	Red
		4. Intervention points for each service will need to be revised.	There are ongoing conversations at each fortnightly meeting regarding capacity and flexibility of services; the learning of which is incorporated in the scoping document as to how the services can be better aligned going forward.		Apr-16	May-16				
		5. Develop clearer guidance around how to refer to each service and what to refer, based on S.Magilton's proposals.	Review of referral process by each service completed and being incorporated into 'Right Child getting the Right Service at the Right Time' document which is currently being updated.		Apr-16	May-16				
		6. Ensure staff receive training on making referrals to specialist services.			Jun-16					
		7. Develop a database to feed in outcomes of each specialist service to aid monitoring and evidence base.	Meeting arranged for SFSS to develop monitoring tool using AtC model as a guide. The aim is to have an overarching database that delivers to an agreed set of baseline outcomes.		Sep-16					
		8. Agree who will monitor specialist services (team or board).			Feb-16	Complete				
		9. Monitoring of the newly formed Alternatives to Care Service.			Jan-16	Complete				
2.2 (page 15)	<b>Focus of family services on preventing children entering the care system to enable us to offer appropriate services at the appropriate time</b>	1. We will target resources, such as young people's workers, towards families particularly where there are young people aged 8+ who may be on the trajectory towards care.	As above.	T. Collins/ J. Gregg	Mar-16	May-16		High	Amber	Red
		2. Implement the new role of combined Resource Panel to ensure strengthened thresholds of accommodation.	The new panel was launched on 14 April , supported by new referral paperwork.The panel will continue to be chaired by the Service Director CSC.		Mar-16	Complete				
		3. We will explore invest to save options to increase the impact of work on savings by reducing the number of 8+ coming into care.	This is ongoing and Invest to save bids will be made accordingly.		Mar-16	May-16				
2.3 (page 15)	<b>Work to broker family solutions</b>  For all cases on the edge of care we will use family group approaches to explore wider family solutions to ensure a child can remain in their family or extended family. Family workforce will need to be upskilled to use FGC approach.	1. Undertake review of Family Group Conferencing Service and agree options/ funding for future of the service. Develop Transformation Bid proposals to be presented to Directors then CSC MT.	The first review of the Family Group Conference Service has been completed on deadline and has recommended the service offer an earlier intervention to maximise the productivity of Family Group Conferences and consequent savings by diverting children from LA care. In order to deliver Family Group Conferences at the optimum point in a child's journey through Social Care (children subject to CIN and CP plans), the service requires an investment of 57.5K in 2016-2017 with an anticipated additional saving to the department of 682k in 2016-2018 . A further review has been requested looking at the possibility of delivering Family Group Conference Training in Early Help Services and the draft review will be available for CSCMT for consideration on 11 <sup>th</sup> May. In tandem with this a Transform to Save bid will be submitted that to incorporate both reviews as well as looking at how family Group Conference can improve the sustainability of the reunification process (linked to action 5.1) through the compiling of robust Family Plans and increasing family resilience.	F.Van Den Hout/ Sarah-Jane Smedmore	Mar-16	Complete		High	Green	Red
		2. Implement proposed option/s			Apr-16	Jul-16				

2.4 (page 15)	Reduce the number of 16+ Looked after children	1. Ensure consistent approach to Southwark judgement by reviewing the protocol to ensure consistency.		R.Wilshire	Mar-16			High	Amber	
		2. Regularly meet with District councils to promote keeping 16+ with their families. Voluntary housing agencies will be invited to these meetings to ensure they provide accommodation to young people where needed.	There is still tension between housing providers and CSC on decision around LAC. Further work is taking place with housing providers and district councils.		Ongoing					
2.5 (page 15)	Monitoring of Alternatives to Care (AtC) and Space Project (Avoid repeat removal of babies)	1. AtC service has now had an opportunity to embed - we will now need to review its effectiveness. <b>See action 2.1 (9) above for duplicate action.</b>		A. Jack (AtC); T. Jefford / V. Crompton/A. Warburton (Space)	Jan-16	Complete	-219	High	Blue	
		2. We will launch Space and monitor its effectiveness - targeted support for women who have have babies removed previously.	Space Project report March to May shows that the project has really taken off with referrals coming in on a regular basis. Space is currently working with 20 women aged between 19 and 42. Learning disabilities/difficulties – 6, Vulnerably Housed/Homeless – 6, Violent/controlling current partners – 5, Violent/controlling ex partners – at least 13, LARC being used – 8, In process of getting LARC (health issues) – 2. Funding has been secured for the project until March 2017.		Mar-16	Complete				
OUTCOME 2: Issues for escalation										
No.	Issue	Owner	Action to be taken and by when							
I01										
I02										
I03										
Risk to be added to the Risk Log										
No.	Risk	Owner	Mitigating Action							
R01										
R02										
R03										
OUTCOME 3: CHILDREN ACCESS AND REMAIN IN EDUCATION										
3.1	Post 16; transition, pathway and aspiration.  (LAC Only)	1. Post 16 worker to further develop links with Universities and Colleges.		J. Pallett	Ongoing			High	Green	
		2. Implement redesigned pathway plan to improve transition of education data from year 11 PEP to pathway plan. Providing smoother transition to FE/HE.			Ongoing					
		3. Post 16 worker to become involved with KS 4 pupils at risk of NEET to support and identify options including 'results day' support and guidance.			Ongoing					
		4. University links to provide education support for young people in childrens homes to reengage/raise aspiration.			Sep-16					
		5. Ensure application to Bursary is clear and support application.			Sep-16					
3.2	Early Years intervention and support. (LAC Only)	1. EYs worker to further develop links with providers, sharing best practice for LAC pupils, training re attachment disorders etc.		J. Pallett	Ongoing			Medium	Blue	
		2. Early identification of SEND from age 2 to support provision and inform START team.			Ongoing					
		3. Allocation, monitoring and challenging the spending of EY PP+ for educational attainment.			Termly Review					
		4. Using the EYs PEP to identify areas for specific educational focus and providing challenge to settings			Ongoing					
3.3	Training to empower and challenge. (LAC Only)	1. Training programmes for Designated Teachers of LAC to empower schools to lead on LAC education progression.		J. Pallett	Ongoing					

		<p>2. Training for Head Teachers and Governors regarding the duties of schools for LAC pupils.</p> <p>3. Training for Social Workers, Foster carers, adoption agencies and other LA staff in the education expectations and actions needed to promote quality education for LAC pupils.</p> <p>4. Holding a data base of schools who have attended DT training, regular review of same to advise on need for updated training etc to keep schools fully aware of the most recent expectations..</p>			Ongoing			Medium	Green	
					Ongoing					
					Ongoing					
3.4	Quality Assurance (LAC Only)	<p>1. QA of all PEPs undertaken to ensure robustness in target setting, aspiration and use of PP+</p> <p>2. QA of schools regarding LAC provision (audit) to support best practice and challenge poor practice. To enable DTs to raise the profile of LAC pupils and their requirements.</p> <p>3. Monitoring HMI/Ofsted reports to share best practice and support local hubs of excellence.</p>		J. Pallett	Ongoing			High	Green	
					Sep-16					
					Ongoing					
3.5	Attendance, Alternative Provision, Inclusion; Provision and monitoring. (LAC only)	<p>1. Attendance, Alternative Provision, Inclusion, not in Full Time data reviewed and challenged regularly. Meeting with VSH and managers of each of the above sections on a fortnightly basis to review strategic work and individual pupils at risk of NEET/exclusion etc.</p> <p>2. Data provided by the attendance tendered supplier to be used as a basis for the monitoring and challenge to schools on behalf of LAC pupils as well as sharing best practice.</p> <p>3. Employing LAC tutors directly to provide quicker provision for those out of school, UASC, part time education. This is in addition to employing support from the tendered organisations for all vulnerable groups work.</p> <p>4. Supporting the development of an Alternative Provision directory of best practice to support appropriate and safe transition from mainstream placement.</p>		J. Pallett / AP Manager Inclusion Manager Attendance Manager	Ongoing			Medium	Green	Red
					Ongoing					
					Sep-16					
					Ongoing					
3.6	Eastern Region Virtual School Heads, collaborative approach.	<p>1. Further developing the role of the ERVSH group to provide information on schools in county who are/not performing well for LAC pupils.</p> <p>2. Using the ERVSHs group to link with HMI strategy development to maintain LAC as a key focus. Liaising with HMI/Ofsted to clarify what to look for in schools to better challenge education provision for LAC.</p> <p>3. Working together to identify new areas of good practice, training opportunities etc for all LAC pupils across the region.</p>		J. Pallett	Ongoing			Medium	Green	
					Ongoing					
					Ongoing					
3.7	Accelerating the Achievements of Vulnerable Groups. (LAC and other vulnerable groups.)	<p>1. Working cross directorate to implement an action plan focussed on enhancing the education outcomes for all vulnerable groups. This will include LAC and those on FSM, EAL, BME etc. (A proportion of pupils who are at risk of becoming LAC will be included within these groups.)</p> <p>2. Monitoring and challenging schools based on progress of all vulnerable groups, training and support for school leaders and others.</p> <p>3. Undertaking QA audits of schools re the progress of vulnerable groups, identifying need and supporting improvement.</p>		J. Pallett	Ongoing			High	Amber	
					Ongoing					
					Sep-16					
3.8	CiN Project (CiN/pre LAC)	2 year project to monitor the progress of a group of CiN pupils who are being monitored as LAC. School interventions, parental involvement and championing education aimed at improving engagement of young people in the process and providing stability.		J. Pallett	Sep-17			Medium	Green	

3.9	UASC opportunities (LAC only)	1. Better coordinating the arrival, placement and education opportunities for UASC pupils to engage more fully in society and provide the necessary skills for lifelong learning.		J. Pallett	Ongoing			High	Amber	
	2. Developing links with a range of providers of language work, ESLO etc to improve transition and stability.	Ongoing								
3.10	Support within Localities for the early identification of risk	Establish local point of access for schools, securing links between Locality Teams and newly established SEND Specialist Teams to ensure early signs of SEMH are identified and effectively responded to by the schools and targeted/ specialist support services when needed.  Establish process within Transfer meetings between Locality Teams and Childrens Social Care by which adolescents who are at risk of needs escalating are identified and prioritised, with appropriate additional support provided for the family as required		H. Phelan				High	Green	
OUTCOME 3: Issues for escalation										
No.	Issue	Owner	Action to be taken and by when							
I01	138 UASC	.	additioanl time allocation to be found within the VS to coordinate this role from September 2016							
I02										
I03										
I04										
Risk to be added to the Risk Log										
No.	Risk	Owner	Mitigating Action							
R01										
R02										
R03										
OUTCOME 4. PLACEMENTS FOR CHILDREN IN CARE ARE IN COUNTY AND WITH A FAMILY										
4.1 (page 18)	Family based care (Creative Care)  Review placements and look at creative options to reunify child with family and reduce cost. This is being undertaken through creative care work and S20 panel.	1. Draft a process for Creative Care		R. Holland/R. Leslie	Complete	Mar-16	-507	High	Blue	Amber
		2. ART to implement the process			Complete	Mar-16				
		3. Fortnightly discussion regarding Creative Care to take place through S.20 panel.			Complete	Mar-16				
4.2 (page 18)	Reduce the number of external placements/ increase in-house fostering placements  External residential and IFA use will be reduced. In-house fostering placements will be increased. [Additional action plan attached]. Wherever an external placement disrupts, the young person will be brought back in-county. Developing partnerships with external providers in-county to provide cost effecline long term residential placements.	1. Develop emergency foster carer provision (in-house)	Approval granted to recruit 3 additional SWs to increase capacity to continue to increase assessments being undertaken to increase the number of filled beds.	T.Collins/ R. Leslie	Ongoing		-922			
		2. Develop the fostering action plan	The action plan has been refreshed and reflects the work done by Nathan Whitely and Jill Blose. A project group is being established in July to drive the actions within the plan through. TC to chair this group.T		Apr-16	Jun-16				
		3. Implement findings from fostering consultant to improve the fostering service.	As above.		Apr-16	Jun-16				
		4. Develop in-county supported lodgings provision for 16+	PE and JB taking this forward. The current service specification needs updating - RL to do this. The work to recruit supported lodgings carers is actively being promoted and the £70k will be transferring from ART to fostering to support the work going forward.		Jun-16					



		5. Develop shared understanding between Social Care and Strategy and Commissioning on the types of placement children and young people can expect to increase the understanding of each service of the particular pressures relating to the current financial pressures with the placement budget. A set of joint 'rules' will be drafted and signed up to then shared widely by all managers.	A draft communication of the "joint rules" has been completed which will be sent out by the respective Service Directors. A meeting is scheduled between the HoS CP and ART to review ART and Fostering duty. The fostering service specification including supported loggings is to be updated by RL, GB and TC.		Apr-16	Complete				
		6. Develop a clear understanding of the likely placement needs over the coming 12 months and beyond. We will undertake a full review of the needs of our current LAC population to ensure we have the right resources to meet needs.	There is a weekly meeting to review all purchased care placements, the LAC needs and considerations to future placements. A review of LAC needs utilising in house, in county provision and plan further future resources required. A full review of all LAC and care leavers placement needs will be undertaken by May.		Apr-16	Complete				
		7. Develop a defined process for decision making and challenge around threshold agreements and resource needs for a young person.	This will be part of the threshold and resource panel (TARP)		Apr-16	Complete				
4.3 (page 19)	Lowering the cost of the most expensive placements	1. Continue to review the top 50 placements weekly	work is ongoing through the weekly placement meetings reviewing external placements on a 5 week rota. This work is being led by ART in collaboration with the units and there are a number of positive changes being made. Savings have been identified for permanent placements in IFA's and de-escalation of resource. Top 50 placements reviewed on a monthly basis. Disabled children's placement meetings are also taking place as these are the highest cost placements.	R. Leslie/ J Davies/ T.Collins/S.J. Smedmor	complete	Apr-16				
		2. Budget information available to units and Sec 20 panels; reduce costs through procurement of places			complete					
		3. Develop written process for escalation/ challenge by ART when matched place in county/ in house is refused			complete	Jan-16				
		4. Develop notional budgets for Units			complete	Apr-16				
		5. Explore independent options in County for children and young people with mental health issues	Rachel Leslie has met with 3 providers for services to children with mental health difficulties (Cambian, Break, Unique). It has been established that we do not need to set anything new up, just work on upskilling existing providers.		Jun-16					
		5. Undertake monthly monitoring of identified permanence places to support swift return home for those not in permanent placement.	This now takes place weekly. ART also attend the PMG meetings.		Mar-16	Complete				
		6. Creation of emergency solo placements at Hawthorns Children's Home.			Mar-16	Complete				
4.4 (page 19)	Reducing the cost of external placements	1. Continue to commission IFAs through the Eastern Region Fostering Contact.	Work takes place on a monthly basis to review the cost of external placements.	J. Davies/ R. Leslie	Mar-16	Complete	-132			
		2. Monitor and report savings made as a result of negotiating discounts	Cambridgeshire continues to see a reduction in cost.		Apr-16	Complete		High	Green	Green
		3. Review the external residential framework contract.	This has now been reviewed. A provider event is taking place on 17th June 2016.		Jun-16	Complete				
4.5 (page 19)	Develop Assisted Boarding Placements	1. Establish process to procure places where appropriate to avoid children coming in to care. This is being taken forward through the RNCF and Assisted Boarding Schools Network.		J. Davies/ R. Wilshire	Jan-16	Complete				
		2. Launch programme across all SW Units to raise awareness and encourage take-up. Launch to be led by Units information to be drafted centrally.	This has been launched to all Units, however, a new action needs to be created to reflect that a menu of options is available to SW's (of which Assisted Boarding is one option). More work needs to be done in respect of other options.		Apr-16	Complete		High	Green	
4.6 (page 20)	Camb's policy on UASC Placements  Development of dedicated pathway for UASC to ensure assessments are made quickly and children placed in the most appropriate and cost effective accommodation	1) Review potential for crash pad to reduce call on in-house fostering while long term solutions found.	The emergency solo placement developed at Hawthorns residential home in Cambridge is now fully operational and can offer significant savings where an intensive lone placement is required. Additional 8 properties have been secured to support the development of additional placement provision.	C.Smith/ T. Collins/ J. Davies/	Apr-16	Complete				

		2) Develop emergency pool of foster workers to support UASC			Apr-16	Complete		High	Green	
		3) Draft UASC Pathway	A pathway is already in place re transfer of cases between FREDt and 18 to 20 Service but this is being refreshed.		May-16					
4.7 (page 20)	Develop in county provision for disabled young people	1) Work with providers already operating in Cambridgeshire to discuss the Council's needs and work with them to establish in-county provision.	Transformation proposal has gone in for Norwich Road. Links have been made with providers. There has been some slippage and timescales for completion have moved to September 2016.	R. Holland/ J. Davies	Sep-16	Jun-16	-500	High	Amber	Red
		2) Develop a working group to review First Steps to ensure Cambs Special Schools do not exclude disabled children.			Apr-16	Jun-16				
4.8	Parental financial contributions  We will consult on parental contributions	1) Re-submit proposal through Democratic Process (Spokes/ Committee)	Jaqui Barry and Tracy Collins are looking at what other LA's are doing prior to progressing. Meeting scheduled for July.	T. Collins	Jun-16			Medium	Green	
OUTCOME 4: Issues for escalation										
No.	Issue	Owner	Action to be taken and by when							
I01										
I02										
I03										
Risk to be added to the Risk Log										
No.	Risk	Owner	Mitigating Action							
R01										
R02										
R03										
OUTCOME 5: CHILDREN ARE MOVED THROUGH THE CARE SYSTEM IN A TIMELY WAY										
5.1 (page 20)	Reunification  Well-resourced and coherent reunification services can lead to better and speedier permanence outcomes through a stable return home to parents. This work will ensure that reunification is considered as soon as the child becomes Looked After.	1) Map a process for tracking children where reunification has been agreed to ensure it remains on track.NSPCC Framework.	A Reunification task group has been identified. This includes: GM's from Access, CIN and Lac, Data analyst, Workforce dev. Rep, IRO Service manager, Service Dev. Manager, Clinician, SFSS Team manager, and alternatives to care team manager (also to include fostering, leaving care and residential). The framework for reunification can be considered for all LAC, not only those where the plan is for reunification. The plan going forward to ensure that this process is properly embedded within the organisation is to undertake an audit (for the last 12 months) of the outcomes for children who did return home where the plan had been for reunification and audit the outcomes for these children. This work has begun and so far is telling is that of y/p aged 16-17 years, we were looking at reunification for 7 out of 37 in the year 2015-2016. All returned home and 2 more returned home unplanned. 1 of the 2 unplanned returned to care. All of these YP were offered services as part of the care plan, which was either support under a CIN plan or locality support such as a YPW. 3 out of the group of 9 refused such support. Of this group 5 are now closed to CSC. What this is telling is so far is that where there is a plan for reunification for young people this age, we are getting it right!!!! 1/3 of young people decline support and we may need to think differently about how we offer support to make sure they do not return to care.	S.J. Smedmor/ T. Collins	Sep-16	May-16		High	Amber	

		2) A tracker will be developed to enable Resource Panel to track children through the reunification process to prevent drift.	As above.		Sep-16	May-16				
		3) Develop Monthly meeting to track all children with a reunification led by HoS Corporate Parenting.	As above.		Apr-16	Jun-16				
5.2 (page 21)	Ensuring adoption is quick where appropriate	1) Develop a system to track the timeliness of a child's journey through the adoption process.	All children with a plan for permanence are monitored monthly at the Permanence Monitoring Group (PMG)	T.Collins		Complete		High	Blue	Red
		2) Set targets regarding the number of concurrent carers per year. Each year that these targets are exceeded will enable reinvestment back in to CCA.	Work has been completed between TC and Roger Brett to identify real cost of concurrency and foster-to-adopt placements along with the timeliness that an doption order is granted. Current data shows that concurrency and foster-to-adopt cases are similar in terms of time/cost so there are no additional savings to be made.		Jan-16	Complete				
5.3 (page 22)	Ensuring cost effectiveness of adoption and special guardianship order arrangements Undertake review of SGO payments to ensure cost effectiveness.	1. Complete desktop review of all of the allowances – focus on SGO and CAO that are post two years	Desk top review now complete; all 140 affected carers have been written to with a copy of the revised policy. Each case will now be reviewed with a view to making the required £350k saving.	T. Collins	May-16	Complete	-350	High	Green	Red
		2. Devise a Plan and the SW resource required to undertake the review of those SGO and CAO cases where the allowances being paid is post two years.	As above.		Mar-16	Complete				
		3. Write to all carers in receipt of SGO and CAO to explain the review taking place of those long standing cases who have been in receipt of allowances for at least two years	As above. End date Oct 16.		Oct-16	On going				
		4. Any new case being considered for an SGO/CAO the carers will be informed that the allowance will be for up to a two year period, a further comprehensive review of the child's needs and the carers financial circumstances will be completed for continuation of allowance.	This is outlined within the policy and in place for all new cases from 1 April 2016.		Mar-16	Complete				
		5. Policy to be updated to reflect the change in practice and communicated to all staff	Completed and signed off by CSCMT and communicated to SWs.		Mar-16	Complete				
		6. Change in Practice – all support plans whether that be for Special guardianship, Child assessment or adoption will be signed endorsed by the respectiveGroup/Manager HOS- ensuring that the financial undertaking is proportionate and reflective of the child's needs and family circumstance.	The change of practice will be in place from 1 April 2016.		Mar-16	Complete				
5.4	Participate in the cost calculator for adoption activity	1. Cambridgeshire will participate in research being carried out by Loughborough University to identify costs associated with adoption activity		T. Collins	Ongoing			Medium	Green	
5.5 (page 22)	Transition to Adulthood	1. Develop a policy to ensure effective pathways for those who are leaving the care system are established in a timely manner prior to the young person becoming 16.		R. Holland/ T. Collins	Apr-16	Jun-16		Medium	Amber	
		2. Improve the availability of community support and resources to prevent reaccommodation.			Sep-16					
OUTCOME 5: Issues for escalation										
No.	Issue	Owner	Action to be taken and by when							
I01										
I02										
I03										
Risk to be added to the Risk Log										
No.	Risk	Owner	Mitigating Action							
R01	Not able to make £350k SGO/CAO savings due to numbers of SGO/CAO's continuing to rise	T. Collins								

R02				
R03				

**CHILDREN FAMILIES AND ADULTS – RISK REGISTER**

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

*Meeting Date:* **12 July 2016**

*From:* **Adrian Loades, Executive Director: Children, Families and Adults Services**

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

*Forward Plan ref:* **Key decision: No**

*Purpose:* To note the risks within the CFA Risk Register and seek views on the identified risks and mitigating action

*Recommendation:* To endorse the CFA Risk Register and management of the identified risks

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## **1.0 BACKGROUND**

- 1.1 The Children, Families and Adults (CFA) Directorate manages and monitors risks using a risk register, in accordance with Council policy and procedures. The CFA Risk Register is attached as Appendix 1, with a glossary of definitions and acronyms as Appendix 3.
- 1.2 The Council also maintains a Corporate Risk Register, which brings together the most important risks from each directorate of the Council, and is monitored by Strategic Management Team (SMT), General Purposes Committee (GPC) and the Audit and Accounts Committee. The most recent published version of the Corporate Risk Register is attached as Appendix 2.

## **2.0 MAIN ISSUES**

- 2.1 All aspects of the CFA Risk Register have been reviewed and updated. Some risks have been removed from the register and new ones added to reflect the most significant risks to CFA. Significant changes to the Risk Register from previous register include new, measurable triggers for each risk and a reduction and limit to the number of triggers, controls and actions allowed for each risk to ensure the register does not become too large and therefore unusable.
- 2.2 Three CFA risks are included within the Corporate Risk Register (CFA risks 1-3). These risks have been chosen to be part of the Corporate Risk Register as they are deemed to be significant risks to the organisation as a whole. These three risks have been considered and approved as part of the Corporate Risk Register by CFA Management Team and SMT and have since been to GPC and Audit and Accounts Committee.
- 2.3 The Risk Register contains controls to manage the risk and actions to address particular issues or to establish or improve controls. Controls are active, in the sense that they describe 'business-as-usual' systems or procedures that are in place and operating to reduce a risk's likelihood or impact. Some risks have actions, which are activities that are in place in order to address a particular issue, introduce a new control, or improve an existing one. The lack of an action does not imply that a risk is not being managed; rather that the existing set of controls is sufficient to keep the residual risk score at an acceptable level in the current situation.
- 2.4 Some actions refer to other strategies or action plans. Status reports for these action plans are available on request.
- 2.5 Council risk management policy requires that each risk is scored twice, firstly the 'inherent' risk (the risk of something happening if nothing was done to stop it) and secondly the 'residual' risk (the risk of something happening once the controls have been taken into account).
- 2.6 The only risk that is scored 'red' as a result of a high residual risk score is risk 16, 'Insufficient availability of supported housing schemes due to the impact of the capped housing benefit at Local Housing Allowance (LHA) levels.' This risk arises because some housing providers are likely to be badly affected by a cap on housing benefit proposed by the Government that will be imposed on new supported living tenancies in social housing signed after 1 April 2017

(and taking effect from April 2018). This may affect vulnerable children and adults who need supported living. Currently, the residual risk score is the same as the inherent risk score as there are no controls to mitigate the impact of the risk. In addition to the County Council, this issue affects district councils (as housing authorities) and other partners.

- 2.7 Two further actions are being taken to understand this risk and develop appropriate controls:
- Map existing and forecast service users in supported housing and assess impact on providers and potential impact on service users taking on tenancies after 1 April 2017. This analysis is complex, as although the proposed cap will only affect service users who sign a tenancy after 1 April 2017, if service users have to move home or if providers are financially unviable because their future income is reduced by the cap, then existing service users will be affected also. Initial analysis has taken place of the likely impact on the extra care housing sector, and it is known that two schemes (in Whittlesey and North Ely) are on hold as the Local Housing Allowance (LHA) cap has caused a funding gap in the business plan and they are unviable at the moment. Further analysis will be undertaken to establish the possible impact on County Council service users, many of whom live in other types of supported housing.
  - This information should be used to prepare contingency plans for dealing with the possible impacts of the cap on housing providers where service users have tenancies, and for planning for making future placements.

These actions are planned to be completed by September 2016.

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

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

- 3.1.1 The CFA Risk Register is a tool for managing risk across all CFA services, and as such there are no significant implications that specifically relate to any particular priority.

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

- 3.2.1 The CFA Risk Register is a tool for managing risk across all CFA services, and as such there are no significant implications that specifically relate to any particular priority.

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

- 3.3.1 The CFA Risk Register is a tool for managing risk across all CFA services, and as such there are no significant implications that specifically relate to any particular priority.

### **4.0 SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

- 4.1.1 For CFA, the Strategy Service has responsibility for introducing and maintaining systems for risk management. This includes supporting directorates to identify and manage risks, and providing updates for the Corporate Risk Register. The management of risk in terms of the

implementation of controls and the delivery of actions is the responsibility of the officer lead identified on the Risk Register.

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

- 4.2.1 This report discusses the CFA Risk Register, which records key risks to CFA service delivery and the controls and actions to manage them. The Risk Register is part of the Council's risk management framework, which is a key part of the assurance of the Annual Governance Statement, as part of the annual Statement of Accounts.

## **4.3 Equality and Diversity Implications**

- 4.3.1 There are no significant implications within this category.

## **4.4 Engagement and Consultation Implications**

- 4.4.1 There are no significant implications within this category.

## **4.5 Localism and Local Member Involvement**

- 4.5.1 There are no significant implications within this category.

## **4.6 Public Health Implications**

- 4.6.1 There are no significant implications within this category.

<b>Source Documents</b>	<b>Location</b>
Risk Management Procedures	Audit and Risk Management, OCT1108, Shire Hall, Cambridge



Details of Risk				Inherent Risk					Key Controls	Residual Risk			Actions				
Risk No.	Risk Description	Triggers	Result	Probability	Impact	Score	Owner	Contact		Probability	Impact	Residual Score	Description	Action Owner	Target Date	Revised Target Date	Action Status
16	Insufficient availability of supported housing schemes due to the impact of the capped housing benefit at Local Housing Allowance (LHA) levels	1. Closure of supported housing schemes  2. Proportion of adults with learning disabilities in their own home or with family below target (CFA Performance board)  3. Housing associations/providers suspend building of new schemes due to viability concerns	1. Supported housing schemes for vulnerable people are unviable and close  2. Increased use of nursing and care homes  3. Increased pressure on Council Services  4. People will require alternative accommodation  5. Increased pressure on council services and budgets	4	4	16	Executive Director CFA	HoS Procurement, HoS Commissioning Enhanced Services, Ho Service Development OP	1. Very new change, CFA are aware and working with partners to understand implications	4	4	16	1. Prepare contingency plans to manage if providers close down  2. Map existing and forecast service users in supported housing and understand possible impact	HoS Procurement/ Ho SDOP/ HoS CES  SD ASC	Sep-16  Sep-16		A G
1 (CR)	Failure of the Council's arrangements for safeguarding vulnerable children and adults	<b>Children's Social Care:</b>  1. Children's social care case loads reach unsustainable levels as indicated by the unit case load tool  2. More than 25% of children whose referral to social care occurred within 12 months of a previous referral  3. Serious case review is triggered  <b>Adult Social Care (Inc. OPMH)</b>  1. Care homes, supported living or home care agency suspended due to a SOVA (safeguarding of vulnerable adults) investigation  2. Serious case review is triggered  3. Outcomes of reported safeguarding concerns reveals negative practice	1. Harm to child or an adult receiving services from the Council  2. Reputational damage to the Council	5	5	25	SD Adult Social Care/ SD Children's Social Care/SD Older People and Mental Health	HoS Safeguarding and Standards / HoS Adult Social Care Practice and Safeguarding	1. Multi-agency Safeguarding Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity  2. Skilled and experienced safeguarding leads and their managers.  3. Comprehensive and robust safeguarding training, ongoing development policies and opportunities for CCC staff, and regular supervisions monitor and instil safeguarding procedures and practice.  4. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews.  5. Multi Agency Safeguarding Hub (MASH) supports timely, effective and comprehensive communication and decisions on how best to approach specific safeguarding situation between partners.  6. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance  7. Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice  8. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission	3	5	15	1. Investigating referral arrangements from health to ensure most effective arrangements are in place to the MASH - proposals to be reviewed and next steps decided by CFA management team  2. Implementation of changes to safeguarding as required by the Care Act 2014 overseen by the Safeguarding Adults Board and the Transforming Lives/Care Act programme Board. Implementation began April 2015 in line with legislation and current guidance has been reviewed to respond to Care Act requirements including making safeguarding personal  3. Reviewing process and procedures for transfer of work between E&P and CSC  4. Develop short, medium and long term actions to address unsustainably high demand levels experienced in children's services in Spring 2016  5. Work is ongoing on resolving issues with CCG over jointly funded packages of support (CHC, section 41 and section 117). Further action will be taken if back payments cannot be secured.	HoS FREDt  SD ASC  SD E&P/ SD CSC  ED CFA  SD OPMH	May-17  Jun-16  Jul-16  Sep-16		G G G G

								9. Joint protocols, practice standards and QA ensure appropriate joint management and case transfer between Children's Social Care and Enhanced and Preventative Services									
2 (CR)	Insufficient availability of affordable Looked After Children (LAC) placements	1. The number of children who are looked after is above the number identified in the LAC strategy action plan 2015-2017  2. % LAC placed out of county and more than 20 miles from home as identified in CFA performance dashboard  3. The unit cost of placements for children in care is above targets identified in the LAC strategy action plan 2015 to 2017	1. Client dissatisfaction and increased risk of harm  2. Reputational damage to the Council  3. Failure to meet statutory requirements  4. Regulatory criticism  5. Civil or criminal action against the council	4	5	20	SD Strategy and Commissioning	HoS Commissioning Enhanced Services	1. Regular monitoring of numbers, placements and length of time in placement by CFA management team and services to inform service priorities and planning  2. Maintain an effective range of preventative services across all age groups and service user groups  3. Looked After Children Strategy provides agreed outcomes and describes how CCC will support families to stay together and provide cost effective care when children cannot live safely with their families.  4. Community resilience strategy details CCC vision for resilient communities  5. CFA management team assess impacts and risks associated with managing down costs  6. Edge of care services work with families in crisis to enable children and young people to remain in their family unit	3	4	12	1. Deliver actions in LAC Action Plan to manage demand and costs	SD CSC / SD S&C / SD E&P	Mar-17		G
3 (CR)	Insufficient availability of care services at affordable rates	1. Average number of ASC attributable bed-day delays per month is above national average (aged 18+) as identified by CFA performance dashboard  2. Delayed transfers of care from hospital attributable to adult social care as identified by CFA performance dashboard  3. Home care pending list	1. Client dissatisfaction and increased risk of harm and hospital admission  2. Increase in delayed discharges from hospital  3. Reputational damage to the Council	5	4	20	SD Older People and Mental Health	HoS Procurement	1. Data regularly updated and monitored to inform service priorities and planning  2. Maintain an effective range of preventative services across all age groups and service user groups including adults and OP  3. Community resilience strategy details CCC vision for resilient communities  4. Directorate and CFA Performance Board monitors performance of service provision  5. Coordinate procurement with the CCG to better control costs and ensure sufficient capacity in market  6. Take flexible approach to managing costs of care  7. Market shaping strategy in place, including building and maintaining good relationships with providers, so we can support them if necessary  8. Capacity Overview Dashboard in place to understand market position  9. Residential and Nursing Care Project has been established as part of the wider Older People's Accommodation Programme looking to increase the number of affordable care homes beds at scale and pace.	5	3	15	1. Retender the main home care contract  2. Full implementation of Early Help team for adults and OP	HoS Procurement  SD OP	Oct-17  Aug-16		G  G
4	Failure of provider organisations to attract or retain a sufficient workforce	1. Provider organisation report not having capacity to deliver services when we need them  2. Length of time services users wait for appropriate services  3. Care home providers reduce the numbers of nursing beds (due to difficulty recruiting qualified nurses)	1. Outcomes for children, families and adults are worse  2. Reputational damage to the Council  3. Reduction in quality of services  4. Reduced choice of provision close to peoples local community	5	4	20	SD Adult Social Care/SD Older People and Mental Health	HoS Procurement/ HoS Commissioning Enhanced Services	1. Support Home Care providers to develop recruitment and retention strategies  2. Workforce offer to the provider organisations based on the Skills for Care Learning and Development matrix. This includes Care Certificate, vocational qualifications (Level 2 - 5) and Social Care Commitment.  3. Assess impacts and risks to recruitment associated with managing down costs  4. Regular monitoring of provider staff members and vacancy levels of LD and LAC placements by Access to Resources Team  5. Home Care Development Manager in post who works with Homecare providers to develop workforce.	5	3	15	1. Reduce the number of external placements/ increase in-house fostering placements  2. Agree areas of strategic development from Commissioned Provider Workforce Strategy being undertaken by WFD  3. CCC, providers and the wider health system working with local colleges to develop skills for working in the adult care system	HoS Corp Parenting  HoS Procurement  HoS WFD	Jun-16  Oct-17  Apr-17		G  G  G

									6. Access to Resources Team consider and challenge staff pay in tendering process 7. Regularly engage with commissioners and providers to put action plans in place to resolve workforce issues								
5	Cessation of delivery, loss in quality and/or failure of adult social care providers	1. Care homes, supported living or home care agency are suspended	1. Loss of service provision, impact on service users	4	5	20	SD Adult Social Care/SD Older People and Mental Health	HoS Procurement	1. Robust contracting and monitoring procedures	3	4	12	1. Reports on providers flagged by Early Warning Dashboard will be reported to CFA Performance board and Directorate Management Teams 2. Market Shaping Strategy and Action Plan going out for consultation with stakeholders to ensure robustness of draft strategy and action plan	HoS Procurement	Sep-16		G
		2. Major providers goes out of business and/or withdraws from the market	2. Financial risk to the Council						2. Effective use of PQQs (pre-qualifier questionnaires)					HoS Procurement	Aug-16		G
		3. Provider services are in special measures or require improvement as result of an inspection	3. Increased pressure on Council Services 4. Delays in service provision 5. Reputational risk to the council						3. Active involvement by commissioners in articulating strategic needs to the market 4. Risk-based approach to in-contract financial monitoring 5. New specifications for Voluntary and Community Sector (VCS) infrastructure support contract focuses on business development activity, consortia working, commissioning and procurement activity. 6. Closer working between compliance agencies, & CCC (E.G. Env Health, H & S, Police, Fire service, CQC, Safeguarding etc.) 7. Provide support to failing care homes to improve standards 8. Robust performance management and processes to manage providers 9. Managing Provider Failure Process in place to ensure care and support needs of those receiving services continue to be met if an provider fails 10. Early Warning Dashboard in place, to alert to likelihood of provider failure								
6	Children and young people do not reach their potential (educational attainment)	1. The attainment gap between vulnerable groups of CYP and their peers of school age are below targets identified in CFA performance dashboard	1. LA school improvement inspection triggered - failure would result in DFE intervention	4	4	16	SD Learning	HoS School Intervention	1. Good governance of Accelerating Achievement and School Improvement strategies and action plans, checking progress and challenging performance, involving executive and service management	3	4	12	1. Deliver actions in Accelerating Achievement and School Improvement Strategies	SD Learning	Aug-16		A
		2. End of key stage 2 and 4 attainment targets are below those identified in the CFA performance dashboard	2. Life chances of children and young people reduce						2. Cambridgeshire School Improvement Board improves educational outcomes in schools by all parts of the school improvement system working together.				2. Develop and implement a combined schools improvement and accelerating achievement strategy for 2016-2018	SD Learning	Sep-16		G
		3.Percentage of 16-19 years old who are NEET increases as identified in CFA performance board)	3. An increase in forced academies						3. Effective monitoring, challenge, intervention and support of school and setting				3. Developing a protocol for monitoring the performance of academies and free schools	SD Learning	Sep-16		G
									4. Develop all children's services to include educational achievement as a key outcome				4. Pilot targeted action at raising attainment of children with SEND who are also FSM at Early Years and School age. View to roll out wider in the following academic year after review of pilot	HoS SEND Specialist Services	Oct-16		G
									5. 18-25 team supports care leavers to remain in education or helps them find employment or training				5. Monitor uptake of programme to promote good mental health for CYP (link to control 6)	HoS CID	Aug-16		G
								6. A joint approach to support and promote good mental health for CYP has been developed with and for schools and a programme is in place which is supported by Learning, E&P, Public Health and voluntary partners 7.Provides support and guidance to schools to support the stability of educational placements and transition to post 16 for LAC 8. Residual Information, Advice and Guidance function overseen by the local authority focuses on the most vulnerable									
7	Failure of information and data systems	1. Amount of time CFA Business Systems (Social Care, LEA, Case Management) are working and available (uptime) is below Service Level Agreement (SLA) levels 2 System availability due to infrastructure issues (network, end-user devices, SAN etc.) is below SLA levels. 3 Amount of time data-sharing with partners is impossible as a result of system failure.	1. Inspection failure.  2. Increased risk of harm to children and adults.  3. Less than optimum efficiency.  4. Reliance by staff on IT support 5. Inability to share information and/or inappropriate sharing of information	5	4	20	SD Strategy and Commissioning	HoS Information Management Service	1. Individual Services Business Continuity Plans.	2	4	8	1. Develop implementation plan for new supplier of CFA Business Systems	HoS IM	Jun-16		G
									2. LGSS IT Disaster Recovery Plan  3. LGSS IT service resilience measures (backup data centre, network re-routing). 4. Version upgrades to incorporate latest product functionality  5. Training for CFA Business systems prior to use  6. Information sharing agreement 7. Backup systems for mobile working 8. Back up systems for CFA Business Systems 9. Corporate (Information Governance Team) monitor data handling and security position and improvements				2. Implementation of CFA social care Business Systems on new rationalized platform	HoS IM	Mar-18		G

8	Failure of key partnership agreements	1. Section 75 agreements not adhered to  2. Joint commissioning arrangements break down  3. Break down of key partnership groups (e.g. LSCB or Public Services Board)	1. Safeguarding risks to vulnerable children and adults.  2. Duplication of services  3. Disjointed service commissioning  4. Poorer outcomes for service users  5. Increased costs  6. Reduction in services	4	5	20	SD Strategy and Commissioning	SD Strategy and Commissioning	1. Local Safeguarding Children's Board (LSCB) and Adult Safeguarding Board have oversight of multi agency safeguarding arrangements 2. Data sharing protocol agreed through Public Service Board 3. Cambridgeshire Executive Partnership Board oversees joint working between adults social care and health and monitors Better Care Fund 4. Joint commissioning unit monitors and oversees joint commissioning of child health service 5. School Improvement Board improves educational outcomes in schools by all parts of the school improvement system working together. 6. MASH brings together children's social care, the Police, Probation, the Fire Service, NHS organisations, key voluntary sector organisations, Peterborough City Council and adult social care providing multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity 7. Clear communication strategies in place  8. Monitoring and performance management of contracts  9 Children's Trust Board and Area Partnerships bring together organisations that work with children, young people and families to enable organisations, including voluntary sector, to work collaboratively and collectively to identify and develop shared priorities and commission local services to achieve improvements. They are closely linked with the LSCB  10. Effective governance and monitoring of Section 75 agreements, joint commissioning arrangements, and other partnership arrangements through Monitoring and Governance Groups and Committees.	3	3	9	1. CPFT to provide improved performance data to CCC.	HoS MH	Jul-16		G
9	Failure to work within regulation and/or regulatory frameworks	1. Poor inspection and/or ombudsman results  2. Higher number of successful legal challenges to our actions/decisions  3. Low assurance from internal audit	1. Financial impact  2. Increase attention from regulators  3. Failure to meet needs of service users	3	4	12	Executive Director CFA	HoS Strategy	1. LGSS legal team robust and up to date with appropriate legislation. 2. Service managers share information on changes in legislation by the Monitoring Officer, Government departments and professional bodies through Performance Boards 3. Inspection information and advice handbook available which is continually updated.  4. Code of Corporate Governance  5. Community impact assessments required for key decisions 6. Programme Boards for legislative change (e.g. Care Act Programme Board) 7. Training for frontline staff on new legislation 8. Involvement in regional and national networks in children's and adults services to ensure consistent practice where appropriate 9. CFA Strategy team support services with inspection preparation 10. Next Steps Board oversees preparation for Ofsted inspections of services for children in need of help and protection	2	4	8	1. Gather data and intelligence from Head teachers on academisation	SD Learning	Nov-16		G
													2. Complete self-evaluation in preparation for SEND Area Inspection	SD S&C	Jul-16		G
11	Failure to effectively plan how the Council will deliver services over the 5 year Business Plan	1. Lack of clear political direction and priorities  2. Unexpected increase in demand on services, as measured by CFA Metrics and service monitoring  3. Legislative changes that add unforeseen pressures to Council savings targets	1. The Council lacks clear direction for resource use and over-spends  2. Requiring the need for reactive savings during the life of the plan  3. Spends limited resources unwisely, to the detriment of local communities.	5	5	25	Executive Director CFA	HoS Strategy	1. Political leadership, organisational priorities and policies developed through councillor engagement 2. Robust engagement with members of CLT and Councillors through the Business Planning process timetable, to ensure greater cross-organisational challenge and development of options. 3. Full consultation with public, partners and businesses during planning process, including thorough use of data research and business intelligence to inform the planning process 4. Stronger links with service planning across the Council seeking to transform large areas of spend. 5. Business Planning process requires early identification of possible impacts of legislative changes, as details emerge 6. Manage activity to deliver savings in OP and ASC on a prudent and flexible basis 7. Governance and monitoring arrangements of CFA savings delivery established and in place (savings tracker)	3	4	12	1. Working party exploring alternatives to the existing business planning process	HoS Strategy	Jun-16		G
													2. Review how we can better integrate planning cycle with partners	ED CFA	Jun-16		G
		1. Forecast out-turn for CFA looking negative	1. The Council is unable to achieve required savings and fails to meet statutory responsibilities or budget targets						1. Robust service planning; priorities cascaded through management teams and through appraisal process								

12	Failure to deliver the current Business Plan	2. Unexpected increase in numbers of service users in the year. 3. Decline in service performance as measured by CFA Performance Dashboard	2. Need for reactive in-year savings 3. Adverse effect on delivery of outcomes for communities	5	5	25	Executive Director CFA	HoS Strategy	2. SMT review savings tracker and finance and performance report monthly 3. CFA Performance Board review savings tracker and finance and performance reports monthly 4. Weekly sub-group of CFA Performance Board reviews savings and addresses areas that are not on track 5. Robust governance framework to manage transformation agenda: a. Integrated portfolio of programmes and projects b. Routine portfolio review to identify and address dependencies, cross cutting opportunities and overlaps c. Rigorous risk and performance management discipline embedded in all transformation programmes/projects, with escalation process to Directorate Management Teams / Programme Boards 6. Budget holders have monthly meetings with LGSS Finance Partner/External Grants Team, to monitor spend and produce BCR	3	4	12					
13	Insufficient capacity to manage organisational change	1. More than half the projects on the CFA portfolio are RAG rated red 2. Staffing restructures result in loss of project and support staff	1. Low morale and demotivated staff delivering poorer outcomes. 2. Poorer services 3. Savings targets not delivered. 4. Transformative change not delivered 5. Inefficient services	4	5	20	SD Strategy and Commissioning	HoS Strategy	1. Resource focussed appropriately where needed to deliver savings. 2. CFA Management Team review business plans and check that capacity is aligned correctly. 3. Programme and project boards provide governance arrangements and escalation processes for any issues 4. Strategy and Commissioning work plans regularly reviewed by Management Team. 5. CFA Management Team monitors achievement of savings on a monthly basis - including ensuring capacity is provided	3	4	12	1. Participate in Corporate Capacity Review	SD S&C	Nov-16		G
14	Failure to attract or retain a sufficient social care workforce	1. Spend on agency staff within social care workforce is above target as identified by Strategic Recruitment and Workforce Development Board  2. High turnover of social care staff as identified by Strategic Recruitment and Workforce Development Board 3.High vacancy rates of identified key social care roles as identified by Strategic Recruitment and Workforce Development Board	1. Outcomes for children, families and adults are poorer  2. Reputational damage to the Council  3. Demotivated staff lacking the skills to deliver future challenges  4. Increased absence levels  5. Disproportionate level of agency staff	4	5	20	SD Learning	HoS Work Force Development	1. Extensive range of qualifications and training available to staff to enhance capability and aid retention  2. Increased use of statistical data to shape activity relating to recruitment and retention  3. ASYE programme ensures new social workers continue to develop their skills, knowledge and confidence.  4. Frontline managers support their own professional development through planning regular visits with frontline services 5. Cross directorate Social Care Strategic Recruitment and Workforce Development Board and Social Work Recruitment and Retention Task and Finish Group proactively address the issue of social care recruitment and retention. 6. Improved benefits and recognition schemes in place	4	3	12	1. Deliver Recruitment and Retention Action Plan, overseen by Recruitment and Retention Task and Finish Group	SD OPMH	Mar-17		G
15	Insufficient capacity of Early Help Services to support children, young people and families	1. The number of children and families on the 'prioritisation list' increases  2. Level of completed CAFs prior to going to social care gives cause for concern  3. % of children aged 0-4 from vulnerable and hard to reach groups registered at children's centres is below targets identified in CFA performance dashboard	1. Increased pressure on high cost and specialist services  2. Outcomes for children and families are poor  3. Families lack resilience and capacity to deal with crisis	4	4	16	SD Enhanced and Preventative Services	SD Enhanced and Preventative Services	1. Children's Centres services are available locally to families at Children Centres, clinics, pre school settings and community facilities including libraries  2. Targeted parenting programmes and specialist activity groups (such as for those with anxiety or confidence difficulties)  3. Locality family CAF champion and FIP worker teams provide support to schools to start Family CAFs  4. Think family principles embedded in all services working with children, adults and families  5. Advice and coordination team at the MASH (early help hub) increases responsiveness	3	4	12	1. An improved children's centre information offer for families to provide detail about how services can be access and to encourage access to learning to increase resiliency  2. Determine appropriate levels for the number of children and young people that are referred to children's social care without a CAF.  3. Review family CAF	HoS Family Work  SD CSC/ SD E&P  HoS Locality and Partnerships ECF&Ci	Sep-16  Jun-16  Nov-16		G A G



								6. Ensure eligible families take up the offer of free education for 2 year olds and wider support and intervention with families is planned in an integrated way across early childhood sector								
10	Inability to maintain sustainable traded learning services	1. Services do not get enough business to meet income targets  2. Unexpected increase in cost implications of traded services  3. Services are unviable and stop trading	1. Loss of service provision.  2. Reputational damage.  3. Poorer education outcomes for children and young people	4	4	16	SD Learning	HoS Children's, Innovation and Development  1. Cross directorate leadership to support traded activity, including engagement of senior leaders, a strong vision and clarity on what products and services CCC wishes to retain/ what we will let fail. 2. Robust systems and process for target setting, monitoring and forecasting of traded income. 3. Services are re-modelled and/or restructured to better organise for a commercial trading model, maximising cross directorate trading opportunities. 4. Staff in teams with income targets have a well developed and broad range of commercial skills. 5. Partners and service users are involved in the design of services and products. 6. Cost of trading is well understood and appropriately managed through traded activity.	2	3	6	1. Workforce Development and Service Development teams to build internal knowledge and capacity, commissioning external expertise where necessary. 2. Complete and embed an options appraisal process for traded product and alternative delivery models . 3. Develop market intelligence and research and forums for co-design with customers. 4. Develop plans for a commercial service which brings together traded products and services to support school improvement. 5. Work with finance to understand true costs of service delivery for traded teams.	SD Learning, HoS CID  HoS CID  HoS CID  SD Learning, HoS CID, LMT HoS CID, Finance	Sep-16  Jun-16  Sep-16  Nov-16  Oct-16		<div>G</div> <div>G</div> <div>A</div> <div>A</div> <div>A</div>

VERY HIGH (V)	5	10	15	20	25
HIGH (H)	4	8	12	16	20
MEDIUM (M)	3	6	9	12	15
LOW (L)	2	4	6	8	10
NEGLIGIBLE	1	2	3	4	5
IMPACT / LIKELIHOOD	VERY RARE	UNLIKELY	POSSIBLE	LIKELY	VERY LIKELY

## CORPORATE RISK REGISTER

Version Date: April 2016

Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
1a	Failure to produce a robust and secure Business Plan over the next 5 years	1. Failure to have clear political direction, vision, priorities, and outcomes in the Business Plan. 2. Failure to plan effectively to achieve necessary efficiency savings and service transformation. 3. Failure to identify sufficient additional savings in addition to existing plans, in light of forthcoming CSR. 4. Worsening Pension Fund deficit 5. Legislative changes add unforeseen pressures to Council savings targets	1. The Council lacks clear direction for resource use and either over-spends, requiring the need for reactive savings during the life of the plan, or spends limited resources unwisely, to the detriment of local communities.	CD CS&T	1. Robust political leadership, strong vision, clear priorities and policies, developed through councillor engagement  2. Robust engagement with members of CLT and Councillors through the Business Planning process timetable, to ensure greater cross-organisational challenge and development of options.  3. Full consultation with public, partners and businesses during planning process, including thorough use of data research and business intelligence to inform the planning process 4. Stronger links with service planning across the Council seeking to transform large areas of spend.  5. Business Planning process requires early identification of possible impacts of legislative changes, as details emerge  6. A working party is exploring alternatives to the existing business planning process  7. Capital Programme Board - robust management of the delivery of capital elements of the Business Plan  8. CFA savings tracker in place and reviewed by the CFA Performance Board monthly and weekly at the working group  9. An 'in-year savings tracker' in place to enable SMT to strengthen performance management of the delivery of the Business Plan  10. Business Case process in place as part of the development of savings proposals for the Business Plan	4	4	16	2. Implementation of the "new operating model" business planning approach alongside the existing cash limit approach (as approved by GPC 28 July 2015). 2. Transformation Programme, and Transformation Fund, established to deliver the New Operating Model and form the beginning of this year's business planning process  3. Communication of Transformation Programme and GPC/SMT decisions on how this will be implemented. For Q1 15/16 this includes communicating the "pipeline" for how transformation activity will inform the business planning process.  4. Review how CFA can better integrate planning cycle with partners  5. Governance and monitoring arrangements of CFA savings delivery established and in place (savings tracker) 6. Developing an "in-year savings tracker" to enable SMT to strengthen performance management of the delivery of the Business Plan 7. Implementing a Business Case process as part of the development of savings proposals for the Business Plan	SMT  CD CS&T  ED CFA  ED CFA  SMT  SMT	Feb-16  Jul-16  Jun-16  Apr-16  Apr-16	Mar-16 May 16 (and work continues beyond)   			

# CORPORATE RISK REGISTER

Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments	
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status			
1b	Failure to deliver the current 5 year Business Plan 2016 - 2021			CE	5. Rigorous RM discipline embedded in all transformation programmes/projects, with escalation process to Directorate Management Teams / Programme Boards  6. Integrated performance and resource reporting (monthly to GPC) a. Monthly progress against savings targets b. Corporate Scorecard monitors performance against priorities c. Budget holders monthly meetings with LGSS Finance Partner/External Grants Team, producing BCR d. Regular meetings with Director of Finance/s151 Officer, Committee Chairs and relevant Directors to track exceptions and identify remedial actions 7. Rigorous treasury management system in place plus ongoing tracking of national and international economic factors and Government policy  8. Limited reserves for minor deviations 9. Routine monitoring of savings delivery to identify any required interventions  10. Bi-annual Leaders and Chairs meeting and Cambridgeshire Public Service Board 11. Board Thematic Partnerships including the LEP and the Health and Well Being Board, commissioning task and finish groups 12. LGSS governance arrgts incl representation on SMT (Section 151 Officer)	4	4	16								
2	The quality, responsiveness and standard of LGSS Services fail to meet CCC requirements	1. LGSS resources available to support CCC are reduced as LGSS expands its customer base 2. Failure to manage LGSS service delivery to CCC	1. Support services to CCC are not provided in a timely, accurate and professional manner	CD CS&T	1. Joint Committee Structure incl CCC Cllr representation, LGSS Overview and Scrutiny Cttee, Chief Executive sits on LGSS Management Board  2. LGSS director representation on SMT to ensure LGSS meets current and future Council needs  3. LGSS Strategic Plan, Strategy Map and Improvement Activities identified 4. Programme Management arrangements in place to move forward workstreams 5. CCC performance management arrangements 6. LGSS performance management team 7. LGSS SLA's in place and regularly reviewed in detail 8. Corporate Director CS&T responsible for managing LGSS / CCC relationship	3	3	9	2. <del>In depth reviews of the remaining SLAs in the Council's contract with LGSS. Currently underway are:- OWD, Audit and Risk Management and Strategic Assets (including the ongoing IT review) for completion by March 2016.</del> In depth reviews of the SLAs in the Council's contract with LGSS. Further information required by SMT prior to sign off for Audit and Risk Management, Learning and Development and Strategic Assets	CD CS&T	May-15	Mar-16 May 16	G	Corporate Director, Customer Service and Transformation		
		1. Ineffective recruitment outcomes 2. Ineffective planning processes 3. Unattractive terms and conditions of employment. 4. High staff turnover 5. Lack of succession planning to capture experience and knowledge 6. Increasing demand for services 7. Lack of trained staff 8. National pressures on the recruitment of key staff	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. Annual business planning process identifies staffing resource requirements  2. Children and Adults Workforce Strategy and Development plans with focus on recruitment and retention  3. Robust performance management and development practices in place.  4. Flexible terms and conditions of employment				1. LGSS Management Board will review the workforce strategy as part of the Transformation Programme  2. Production of common training programme by OWD taken from service needs and compiled from PADP outcomes (annually) 3. Annual employee survey to feed into LGSS service improvement plans  4. Production of the County wide Organisational Workforce Development Programme	LGSS MB  LGSS  LGSS SAC&S  HoP	Jan-16  Sep-16  Nov-16  Jul-16	Mar-16 Jul 16    G G G G	LGSS Management Board  LGSS Service Assurance, Customers and Strategy   Head of People			



# CORPORATE RISK REGISTER

Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
3	The Council does not have appropriate staff resources with the right skills and experience to deliver the Council's priorities at a time of significant demand pressures			DoPTT	5. Appropriate employee support mechanisms in place through the health and well being and counselling service agenda.	3	4	12	5. Improved learning and development opportunities for all social care staff through the development of a virtual academy for social workers	HoS WFD	Apr-16	Jun-16	G	Head of Service Workforce Development	ASYE site is live but social worker site delayed due to anticipated new learning info. The Learning pathways have been agreed and Workforce Development is now in process of looking to add this information to the Learn together webpage
					7. Use of statistical data to shape activity relating to recruitment and retention				6. Establish process to enable social care staff to rotate within social care roles	R&R TFG	May-16		G	Social Work Recruitment and Retention Task and Finish Group	Possibly complete as a paper to outline the process has been submitted to Service Directors approval - waiting for update on outcome of paper
					8. Workforce Strategy and Development Plan which is reviewed by LGSS Management Board on a quarterly basis.				7. Create dashbaord to monitor recruitment and retention performance indicators to enable more robust monitoring	R&R TFG	Apr-16	Jul-16	G		Combining and collating data more complicated than first thought anticipating July
					9. Extensive range of qualifications and training available to social care staff to enhance capability and aid retention.				<del>4. Activeley promoting social care roles in Cambridgeshire as part of recruitment campaign by attending job fair in Birmingham hosted by Compass Group - will review success of attending job fair and roll out wider if appropriate.</del>	R&R TFG	Mar-16		G		
					10. Increased use of statistical data to shape activity realting to social care recruitment and retention.										
					11. ASYE programme ensures new social workers continue to develop their skills, knowledge and confidence.										
					12. Social care frontline managers support their own professional development through planning regular visits with frontline services.									ASYE - Assessment and Supported Year in Employment.	
4	The Council does not achieve best value from its procurement and contracts	1. ineffective procurement processes 2. Lack of awareness of procurement processes across the Council 3. Ineffective contract management processes 4. Untrained contract managers	1. Poor value for money 2. Legal challenge 3. Wasted time and effort in contractual disputes	DoLPG	1. Contract Procedure Rules and Procurement Best Practice Guidance and templates kept updated with changes in best practice	2	3	6	1. Audit reviews to provide assurance that individual managers have the appropriate skills and training	HIA	Mar-16	Mar-17	G	Head of Internal Audit	Included in the 2016/17 Audit Plan
					3. Procurement Training provided on a regular basis with differing levels targeted at specific audiences				2. Audit reviews to provide assurance on the effectiveness of contract management in selected contracts	HIA	Mar-16	Mar-17	G		Included in the 2016/17 Audit Plan
					4. Central Contract register maintained and access available to relevant Officers										
					5. Use of checklist (Summary Procurement Proposal) on all new procurement activity undertaken via central Procurement team. This includes a review of options to achieve optimal value and where feasible captures existing costs and new costs after the procurement.										
					6. Nursing and residential care purchased through central brokerage unit										
					7. Develop long term sustainable relationships with providers wherever appropriate (e.g. Home care contract)										
		1. Insufficient funding is obtained from a variety of sources, including growth funds, section 106 payments, community infrastructure levy and other planning contributions, to deliver required infrastructure . This is exacerbated by austerity measures and reduced government funding for local authorities  2. Significant reduction in school infrastructure funding in 2016/17 from £34m per annum to £4m	1. Key infrastructure, services and developments cannot be delivered, with consequent impacts on transport, economic, environmental, and social outcomes. This could also result in greater borrowing requirement to deliver essential infrastructure and services which is unsustainable.		1. Maximisation of developer contributions through Section 106 negotiations.				<del>7. Investigate the potential for use of Tax Increment Financing and other innovative forms of funding for infrastructure.</del>	Exec Director - ETE	Ongoing		G		
					2. Prudential borrowing strategy is in place.				9. Assist service areas define their infrastructure needs to be pulled together within onedocument for use - the Cambridgeshire Infrastructure Plan led by the Joint Strategic Planning Unit	HoTIPF	Spring-2015	Dec-15 Early-2016 May 16	G		
					3. Section 106 deferrals policy is in place.				10. Scope out potential for a more joined up approach to CIL and investment in infrastructure	HoTIPF	Spring-2015	Autmn-2015 Mar-16 Sep 16	G		
					4. External funding for infrastructure and services is continually sought including grant funding.				15. County Planning obligation strategy being developed for district's and CCC use.	HoGE	Dec-15	Apr-16 Jul 16	G	HoTIPF - Head of Transport	

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Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status			
9	Failure to secure funding for infrastructure			ED ETE ED CFA	5. Maintain dialogue with Huntingdonshire District Council and East Cambridgeshire District Council where Community Infrastructure Levy is in place to secure CIL monies for County Projects.  6. Strategic development sites dealt with through S106 rather than CIL and S106. In dealing with sites through S106 alone, the County Council has direct involvement in negotiation and securing of developer contributions to mitigate the impact of a specific development.  7. County planning obligation strategy being developed for district's and CCC use in identifying community infrastructure needs.  8. Lobby with LGA over infrastructure deficit     9. On-going review, scrutiny and challenge of design and build costs to esnure maximum value for money.  10. Coordination of requirements across Partner organisations to secure more viable shared infrastructure.  11. Respond to District Council Local Plans and input to infrastructure policy at all stages of the Local Plan process.  12. Annual school capacity return to the Department of Education seeks to secure maximum levels of funding for basic need.  13. <b>Maintain</b> dialogue with Cambridge City Council and South Cambridgeshire District Council to input into Community Infrastructure Levy prior to adoption of the Local Plan (Adoption of CIL anticipated 2016)	4	4	16							ED ETE - Head of Transport Infrastructure Policy and Funding  HoGE - Head of Growth and Economy  HoS - Head of Strategy  SD S&C - Service Director, Strategy and Commissioning  ED CFA - Exec Director, Children, Families and Adults	

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Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
15	Failure of the Council's arrangements for safeguarding vulnerable children and adults	<p>Children's Social Care:</p> <p>1. Children's social care case loads reach unsustainable levels as indicated by the unit case load tool</p> <p>2. More than 25% of children whose referral to social care occurred within 12 months of a previous referral</p> <p>3. Serious case review is triggered</p> <p>Adult Social Care (inc. OPMH):</p> <p>1. Care homes, supported living or home care agency suspended due to a SOVA (safeguarding of vulnerable adults) investigation</p> <p>2. Serious case review is triggered</p> <p>3. Outcomes of reported safeguarding concerns reveals negative practice</p>	<p>1. Harm to child or an adult receiving services from the Council</p> <p>2. Reputational damage to the Council</p>	ED CFA	<p>1. Multi-agency Safeguarding Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity</p> <p>2. Skilled and experienced safeguarding leads and their managers.</p> <p>3. Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice.</p> <p>4. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews.</p> <p>5. Multi Agency Safeguarding Hub (MASH) supports timely, effective and comprehensive communication and decisions on how best to approach specific safeguarding situation between partners.</p> <p>6. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance</p> <p>7. Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice</p> <p>8. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission</p> <p>9. Joint protocols, practice standards and QA ensure appropriate joint management and case transfer between Children's Social Care and Enhanced and Preventative Services</p> <p>10. Coordinated work between Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the LSCB</p>	3	5	15	<p><b>1. Implement plan to integrate adult safeguarding into the Multi-agency Safeguarding Hub (MASH)</b></p> <p><b>2. Implementing new operational management arrangements across children's social care to ensure better management of resources and activity.</b></p> <p>3. Investigating referral arrangements to ensure most effective arrangements are in place to the MASH - proposals to be reviewed and next steps decided by CFA management team</p> <p>4. Implementation of changes to safeguarding as required by the Care Act 2014 overseen by the Safeguarding Adults Board and the Transforming Lives/Care Act programme Board. Implementation began April 2015 in line with legislation and current guidance has been reviewed to respond to Care Act requirements including making</p> <p><b>5. Implementing new QA process, including monthly reporting, of safeguarding of adults to ensure we are complying with legislation and delivering best practice.</b></p> <p><b>6. Work is ongoing on resolving issues with CCG over jointly funded packages of support (CHC, section 41 and section 117). Further action will be taken if back payments cannot be secured.</b></p>	<p>SD ASC</p> <p>SD CSC</p> <p>HoS FREDt</p> <p>SD ASC</p> <p>SD OPMH</p>	<p>Mar-16</p> <p>May-16</p> <p>May-16</p> <p>Apr-16</p> <p>May-16</p> <p>Sep-16</p>		<p>A</p> <p>G</p> <p>G</p> <p>G</p> <p>G</p> <p>G</p>	<p>Service Director Adult Social Care</p> <p>Service Director Children's Social Care</p> <p>Head of Service First Response and Emergency Duty Team</p>	<p>Staff are now been recruited (difficulty in recruitment is what caused delays and is reason for amber) and all will be in place mid March</p> <p>Complete for investigating referrals arrangements with education and are now moving to the health system</p> <p>In the process of bringing information and guidance into one document which has taken longer than anticipated due to bringing in the MASH and working with Peterborough</p>
20	Non compliance with legislative and regulatory requirements	<p>1. Staff unaware of changes to legislative/regulatory requirements</p> <p>2. Lack of staff training</p> <p>3. Lack of management review</p>	<p>1. Adverse reports from regulators</p> <p>2. Criminal or civil action against the Council</p> <p>3. Reputational damage</p>	CE	<p>1. LGSS legal team robust and up to date with appropriate legislation.</p> <p>2. LGSS legal team brief Corporate Leadership Team on legislative changes</p> <p>3. Service managers kept abreast of changes in legislation by the Monitoring Officer, Gov departments and professional bodies</p> <p>4. Monitoring Officer role</p> <p>5. Code of Corporate Governance</p> <p>6. Community impact assessments required for key decisions</p> <p>7. Business Planning process used to identify and address changes to legislative/regulatory requirements</p> <p>8. Constitutional delegation to Committees and SMT</p> <p>9. H&amp;S policy and processes</p> <p>10. Testing of retained learning</p>	2	4	8	<p><b>1. Developing information and advice provision (an inspection handbook)</b></p> <p><b>2. Develop an arrangement for disseminating legislative change to all directorates and services</b></p>	<p>HoS Strategy</p> <p>SD S&amp;C</p>	<p>Apr-16</p> <p>Apr-16</p>		<p>G</p> <p>G</p>	Service Director: Strategy and Commissioning	

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Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
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					11. Programme Boards for legislative change (e.g. Care Act Programme Board) 12. Training for frontline staff on new legislation 13. Involvement in regional and national networks in children's and adults services to ensure consistent practice where appropriate 14. CFA Strategy team support services with inspection preparation 15. Next Steps Board oversees preparation for Ofsted inspections of services for children in need of help and protection <b>16. Whistleblowing policy</b>  <b>17. Anti Fraud and Corruption Strategy incl Fraud Response Plan</b>										
21	Business Disruption	1. Loss of staff (large quantities 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. Flu Pandemic	1. Inability to deliver consistent and continuous services to vulnerable people 2. School closures at critical times impacting students' ability to achieve 3. Inability to fully meet legislative and statutory requirements 4. Increase in service demand 5. Inability to respond to citizens' request for services or information 6. Lasting reputational damage	CD CST	1. Corporate and service business continuity plans  2. Relationships with the Unions including agreed exemptions  3. Corporate communication channels  4. Multi-agency collaboration through the Cambridgeshire & Peterborough Local Resilience Forum (CPLRF)  5. First phase of IT resilience project including the increased alternative power/environment conditions in major machine rooms 6. Operational controls  7. Resilient Internet feed  8. Business continuity testing  9. CCC corporate BCP Group incl LGSS BC leads	3	4	12	3. Project to establish 2nd LGSS data centre for resilience/backup of all systems, in addition to Scott House facility.  13 Review of Corporate Business Continuity Plan.  14. Review of accommodation provision in business continuity plans with LGSS	DoIT  HoEP  HoEP	Mar-13  Jun-16  Jul-16	Dec-15 Dec-16   	G  G G	DoIT - Director of Information Technology  HoEP - Head of Emergency Planning	The second LGSS data centre is in Northampton and this is finished and it is connected but much more work is needed before this becomes the live failover site for CCC. Much of the new hardware and systems is on order and/or being installed now but they will keep using Scott House for some time to come  They update the plan by the end of June on an annual basis
		1. Cambridgeshire Future Transport fails to deliver effective, efficient and responsive passenger transport services around Cambridgeshire	1. The accessibility needs of Cambridgeshire residents are not met, contributing to social exclusion, poor take up of employment and education opportunities, and reduced quality of life. 2. Failure to complete on time will mean business plan savings are not achieved.		1. A Governance group, including member representation from each of the districts, County, NHS, Cambridgeshire ACRE is in place to oversee the programme  2. The Cambridgeshire Future Transport programme board consisting of representatives from ETE, CFA and Comms  3. Strategic business case, Risks and Issues Log and programme is in place.				5. A14 Corridor, A1 Corridor/A14, Harston and Great Shelford:Tenders for services 400 and 401 are in the process of being awarded.  6. St Ives, Ramsey, Whittlesey, St Neots, Brampton, Isleham and Fordham: Tenders for services 21, 31, 46, 47 and 901-904 are in the process of being awarded.  7. Chatteris, March, Wisbech, Gorfield, Leverington, Melbourn, Bassingbourn: Tenders for services 9, 35, 46 and 390 are in the process of being awarded. Community led timetables for the remaining services continue to be developed.	HoPT  HoPT  HoPT	Oct-15  Sep-15  Oct-15	Jan-16 <del>May-16</del> July 16  Jan-16 <del>May-16</del> July 16  Jan-16 <del>May-16</del> July 16	G  G G	HoPT - Head of Passenger Transport	

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22	The Cambridgeshire Future Transport programme fails to meet its objectives within the available budget			DoSD	4. Communications strategy has been developed.	3	3	9	8. Review of Commissioning. The CFT Member Steering Group has been renamed the Total Transport Member Steering Group. The Group is holding monthly meetings to take forward work on improving commissioning and integration of all forms of passenger transport. The next meeting will consider papers on Terms of Reference, Total Transport Pilot Proposal, Scheduling Software and -	HoPT	Mar-17		G		
					5. Engagement strategy including stakeholder mapping has been developed.								G		
					6. Bi-weekly project team meetings.								G		
					7. Updates are provided monthly for Members via Key Issues.								G		
					8. Two year programme in place for the review of the commissioning of services.										
23	Major Fraud or Corruption	1. Non compliance with the internal control framework and lack of awareness of anti-fraud and corruption processes. 2. Increased personal financial pressures on individuals as a result of economic circumstances	1. Reputational damage 2. Financial loss	CE	1. Financial Procedure rules	2	3	6	3. Implement anti bribery policy	HIARM	Mar-14	Dec-15 Mar16	A	HIARM - Head of Internal Audit and Risk Management	
					2. Anti Fraud and Corruption Strategy incl Fraud Response Plan				4. Fraud awareness campaigns	HIARM	Dec-15	Aug-16	G		
					3. Whistle blowing policy										
					4. Codes of conduct										
					5. Internal control framework										
					6. Fraud detection work undertaken by Internal Audit										
					7. Awareness campaigns										
					8. Anti Money Laundering policy										
					9. Monitoring Officer/Democratic Services role										
					10. Publication of spend data in accordance with Transparency Agenda										
					11. New Counter Fraud Team established in LGSS										
		1. Failure to equip staff and managers with the training, skills, systems and tools to enable them to meet the statutory standards for information management. 2. Failure to ensure that information and data held in systems (electronic and paper) is accurate, up to date, comprehensive and fit for purpose to enable managers to make confident and informed decisions.	1. Adverse impact on Council's reputation. 2. Adverse impact on service delivery, as unable to make informed decisions. 3. Financial penalties. 4. Increase in complaints and enquiries by the ICO. 5. Decisions made by managers are not appropriate or timely.		1. Governance; SIRO, CIO, Corporate Information Management Team encompassing Information Management, Information Governance, Records Management, policies confirming responsibilities (see below) Data protection registration requirements				6. Roll out of EDRM to manage the information lifecycle (including information standards). Task and finish group established to drive forward greater awareness raising and training	IM	Mar-13	Apr-17	G	IM - Information Manager	
					2. Policies: Data Protection, Freedom of Information, Information Security Incidents, Mobile Devices, Code of conduct, Retention schedules, IT security related policies (computer use, email), Information Management Strategy				7. Updated Information Asset Register	IM	Apr-17		G		
					3. Procedures: FOI, Subject Access Request Handling, Records Management, service level operational procedures,				8. Mapping data flows	IM	Apr-17		G		
					4. Tools: Encrypted laptops and USB sticks, secure email and file transfer solutions, asset registers (USB sticks, encrypted laptops) device control				9. Develop implementation plan for new supplier of CFA Business Systems	HoS IM	Jun-16		G		
					5. Training and awareness: Data Protection, information security, information sharing, Freedom of Information and Environmental Information Requests				10. Agree an escalation policy should availability of CFA Business Systems go below SLA levels	HoS-IM	Apr-16		G		
					6. Advice: Information Management advice service (IM, IG, RM, security), Information Management addressed via the Gateway project				11. Implementation of CFA social care Business Systems on new rationalized platform	HoS IM	Mar-18		G		



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24	A lack of Information Management and Data Accuracy and the risk of non compliance with the Data Protection Act			CD CST	7. Information asset catalogue/register - to catalogue all information assets which are managed by CCC 8. Information sharing protocols embedded internally and with partners 9. Audit/QA of accountabilities process 10. e-safety policy 11. Assurance monitoring - The SIRO and Information Management Board will receive a report as part of the Information Risk Management work package highlight any information risks across CCC. Details of any IG Security Incidents will be included in the IG Annual Update report to Senior Management team/ members 12. Mapping Flows of Personal Confidential Data - To adequately protect personal information, organisations need to know how the information is transferred into and out of the organisation, risk assess the transfer methods and consider the sensitivity of the information being transferred.  13. Incident reporting - Damage resulting from potential and actual information security events should be minimised and lessons learnt from them. All information security incidents, suspected or observed, should be reported through the CCC Incident Reporting system and managed in line with the Incident Reporting Procedures and Integrated Risk Management Policy. 14. Intrusion or Perimeter Security including use of next generation hardware firewalls in several tiers, network traffic minotoring by Virgin Media Business, hardware appliances to check in bound mail traffic, spam filters and web content filtering on internet traffic and anti-virus software on the servers  15. Local device protection including anti-virus on individual devices (sourced from a different supplier to the anti-virus software on the servers), Microsoft tools to restrict users ability to modify or install software and all mobile devices are encrypted  16. Record all attempted attacks and have an established relationship with the local and regional cyber crime teams in the Police and have established links and information sharing with the national crime and intelligence agencies 17. Individual Services Business Continuity Plans.  18. LGSS IT Disaster Recovery Plan 19. LGSS IT service resilience measures (backup data centre, network re-routing). 20. Version upgrades to incorporate latest product functionality 21. Training for CFA Business systems prior to use  22. Information sharing agreement 23. Backup systems for mobile working 24. Back up systems for CFA Business Systems	3	3	9								
		1. Failures of Busway bearings or movement of foundations continue and increase	1.Significant and ongoing costs to maintain the Busway or restricted operation of the Busway to the extent that it will no longer be attractive to operators or passengers.		1. Monitoring and inspection regime in place				1. Survey and investigation work. Programme of investigation and surveys agreed with BAM Nuttall to better understand nature, cause and possible solutions to defects are complete. The results are being compiled and our independent experts will be producing a report. Other actions put on hold pending outcomes.	SD S&D ETE	Feb-16	Jun-16	A	Service Director, Strategy & development, ETE.		

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26	increasing manifestation of Busway defects			ED ETE	5. Independent Expert advice has been taken confirming that the defects are defects under the Contract and that a programme of preventative remedial action is required and will be cheaper overall and less disruptive in the long run than a reactive response. 6. Legal Advice has been taken confirming that the defects are defects under the contract and that the Council has a good case for recovering the cost of correction from the Contractor 7. Retention monies held under the contract have been withheld from the Contractor and used to meet defect correction and investigation costs. 8. Funds have been set aside from the Liquidated Damages withheld from the Contractor during construction, which are available to meet legal costs 9. General Purposes Committee have resolved to correct the defects and to commence legal action to recover the costs from the Contractor 10. Initially defects are being managed on a case by case basis until the contractual issues are resolved, minimising impact on the public.	2	5	10							
27	The pension fund has the potential to become materially under-funded	2. Contribution levels do not maintain the level of the fund 3. The longevity of scheme members increases 4. Government changes to pensions regulations 5. Volatility of financial markets 6. Change to tax threshold causing exceedingly high contribution 7. Shrinking workforce	1. Significant increases in revenue contributions to the Fund are necessary placing additional savings requirements on services	CFO	1. Governance arrangements including CCC Constitutional requirements and Pensions Committee including response to Hutton enquiry  2. Investment Panel work plan  3. Triennial valuation 4. Risk agreed across a number of fund managers  5. Fund managers performance reviewed on a regular basis by Pensions Committee 6. Opt in legislation  <b>7. Review investment manager performance quarterly</b>  <b>8. Ongoing monitoring of skills and knowledge of officers and those charged with governance</b>	3	5	15	<b>1. Updated Funding Strategy Statement to be agreed as part of the 2016 triennial valuation process setting out the funding approach for secure, tax rising scheme arrangements such as CCC</b> <b>2. A established approach to employer contributions to continue, recognising the secure nature of CCC and the long term nature of the pension liabilities</b> <b>3. Review strategic asset allocation as part of valuation process</b>	HoP  HoP  HoP	Dec-16  Mar-17  Mar-17			HoP - Head of Pensions	
29	Failure to address inequalities in the county continues	1. Impact of wider economic and social determinants, which may require mitigation through Council services. 2. Failure to target/promote services to disadvantaged or vulnerable populations, or in areas of deprivation, appropriately for local need.	1. Worsening inequalities between geographical areas and/or disadvantaged or vulnerable populations, including health, educational achievement, income.	CE	1. Council's business plan  2. Committee monitoring of indicators for outcomes in areas of deprivation (following full Council motion)  3. Joint Strategic Needs Assessment, Annual Public Health Report, and Joint Health and Wellbeing Strategy (Health inequalities)  4. Implementation of Health Committee Priority 'Health Inequalities' actions and targetting of Public Health programmes (health inequalities)  6. Child Poverty Strategy (income)  7. Targetted services e.g: Travellers Liaison, Traveller Health Team, Chronically excluded adults team etc. 9. Buy with confidence approved trader scheme.	3	4	12	1. Implementation of health inequalities aspects of Joint Health and Wellbeing Strategy  <b>2. Deliver actions in Accelerating Achievement and School Improvement Strategies</b>  <b>3. Develop and implement a combined schools improvement and accelerating achievement strategy for 2016-2018</b>	DoPH  SD L  SD IL	Dec-16  Aug-16  Sep-16		G A G	DoPH - Director of Public Health DoCFA - Director and Children, Families and Adults SD L - Service Director Learning	

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					10. Cambridgeshire Inequalities Charter 11. Wisbech 20:20 programme <b>12. Cambridgeshire 0-19 Education Organisation Plan</b> <b>13. Cambridgeshire Older People Strategy</b>										
30	Failure to deliver Waste savings / opportunities and achieve a balanced budget	Failure to: 1) deliver Household Recycling Service savings, 2) realise savings opportunities from waste contracts 3) manage operational risk of unforeseen contractual events	1.Savings not delivered and potential increased costs leading to significant budget pressures.	ED ETE	1. Strong contract management and close working with legal and procurement to reduce unforeseen costs where possible e.g. management of amount of waste going to landfill. Regular communication, exchange of information and decision-making at the Waste PFI Delivery Board. The Board provides focused management of issues, ensuring contract delivers as required.  2. The Waste PFI is in service delivery phase - the protection that is provided by the contract terms and conditions is in place.  3. Officers working closely with DEFRA, WIDP, Local Partnerships, WOSP and other local authorities  4. The contract documentation apportions some risks to the contractor, some to the authority and others are shared.  5. Clear control of the risk of services not being delivered to cost and quality by levying contractual deductions and controls if the contract fails or issues arise.  6. During the procurement process, the authority appointed a lead to negotiate risk apportionment. The results of the negotiation relating to financial risk are captured in the Payment Mechanism (schedule 26) and Project Agreement that form part of the legally binding contract documentation 7. Waste PFI contractor investigating contract for Refuse Derived Fuel (RDF) option for Compost Like Output (CLO).	3	5	15	<del>3. Continue close working with DEFRA, WIDP, WOSP and Local Partnerships on specific issues identified through initial financial and legal reviews to resolve legacy issues with contract</del>  <del>4. Implementation of revised governance arrangements for waste, and amendments to specific job descriptions and person specs</del> <b>5. Review revised contract management arrangements after 3 months of implementation.</b> <b>6. Deliver further contract management training if July review identifies a requirement.</b>  <b>7. Identify options for savings in collaboration with Amey and carry out trials where appropriate.</b> <b>8. Resolve legacy issues in the round with discussions on savings and opportunities.</b>	A&C  HoH&C  HoH&C  HoH&C  HoH&C  HoH&C	Mar-16  May-16  Jul-16  Sep-16  Aug-16  Aug-16		G  G  G  G  G  G	A&C - Assets and Commissioning	
31	Insufficient availability of affordable Looked After Children (LAC) placements	1. The number of children who are looked after is above the number identified in the LAC strategy action plan 2015-17 2. % LAC placed out of county and more than 20 miles from home as identified in CFA performance dashboard 3. The unit cost of placements for children in care is above targets identified in the LAC strategy action plan 2015 to 2017	1. Client dissatisfaction and increased risk of harm. 2. Reputational damage to the council. 3. Failure to meet statutory requirements. 4. Regulatory criticism. 5. Civil or criminal action against the Council	ED CFA	1. Regular monitoring of numbers, placements and length of time in placement by CFA management team and services to inform service priorities and planning  2. Maintain an effective range of preventative services across all age groups and service user groups  3. Looked After Children Strategy provides agreed outcomes and describes how CCC will support families to stay together and provide cost effective care when children cannot live safely with their families. 4. Community resilience strategy details CCC vision for resilient communities  5. CFA management team assess impacts and risks associated with managing down costs 6. Edge of care services work with families in crisis to enable children and young people to remain in their family unit	3	4	12	1. Family based care - review placements and look at creative options to reunify child with family and reduce cost  2. Reduce the number of external placements/ increase in-house fostering placements  3. Lowering the cost of the most expensive placements  4. Reducing the cost of external placements  5. Develop in county provision for disabled young people 6. Develop a dedicated policy for unaccompanied asylum seeker placements	HoS CD  HoS Corp Parenting a HoS CES  HoS CES  HoS CD  HoS FREDt	Apr-16  Jun-16  Jun-16  Apr-16  Sep-16  Apr-16		G  G  G  G  G  G	Head of Service Children's Disability  Head of Service for Corporate Parenting  Head of Commissioning Enhanced Services  Head of Service First Response and Emergency Duty Team	The LAC action plan will be updated at the LAC programme board at the end of May 2016, so won't be able to get new dates/updates until then so won't be ready in time for papers for A&A but should be able to get info for a verbal update



CORPORATE RISK REGISTER

Version Date: April 2016

Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
32	Insufficient availability of care services at affordable rates	1. Average number of ASC attributable bed-day delays per month is above national average (aged 18+) as identified by CFA performance dashboard 2. Delayed transfers of care from hospital attributable to adult social care as identified by CFA performance dashboard 3. Home care pending list	1. Client dissatisfaction and increased risk of harm and hospital admission 2. Increase in delayed discharges from hospital 3. Reputational damage to the Council	ED CFA	1. Data regularly updated and monitored to inform service priorities and planning 2. Maintain an effective range of preventative services across all age groups and service user groups 3. Community resilience strategy details CCC vision for resilient communities 4. Directorate and CFA Performance Board monitors performance of service provision 5. Coordinate procurement with the CCG to better control costs and ensure sufficient capacity in market 6. Use of the benchmark rate to control costs of care homes 7. Market shaping activity, including building and maintaining good relationships with providers, so we can support them if necessary 8. Capacity Overview Dashboard in place to capture market position 9. Residential and Nursing Care Project has been established as part of the wider Older People's Accommodation Programme looking to increase the number of affordable care homes beds at scale and pace.	5	3	15	1. <del>Develop a business case for Council owned Care Home</del> 2. <del>Delivering first phase of Early Help offer for Adults and OP</del> 3. <del>Retender the block purchase of care</del> 4. Retender the main home care contract	HoS Procurement SD-OP HoS Procurement HoS Procurement	Apr-16 Apr-16 May-16 Jul-16		G G G G	Service Director Older People	

SCORING MATRIX (see Risk Scoring worksheet for descriptors)

VERY HIGH (V)	5	10	15	20	25
HIGH (H)	4	8	12	16	20
MEDIUM (M)	3	6	9	12	15
LOW (L)	2	4	6	8	10
NEGLIGIBLE	1	2	3	4	5
IMPACT LIKELIHOOD	VERY RARE	UNLIKELY	POSSIBLE	LIKELY	VERY LIKELY

Risk Owners

CD CS&T - Sue Grace  
CE - Gillian Beasley  
DoPTT - Christine Reed  
DoLPG - Quentin Baker  
ED ETE - Graham Hughes  
ED CFA - Adrian Loades  
DoSD - Bob Menzies  
CFO - Chris Malyon



## Item 8: Appendix 3

### Definitions and acronyms used in the CFA Risk Register

<b>Risk Management</b>	Management of risk incorporates all the activities required to identify and control the exposure to risk that may have an impact on the achievement of an organisations objectives
<b>Risk Description</b>	Description of the live risk (uncertainty, probability or threat of damage, injury, liability lost or any other negative occurrence that is caused by external or internal vulnerability, and that may be avoided through pre-emptive action) in a way that can be understood with clarity
<b>Trigger</b>	An identified measure or indicator that signals that the risk is likely to occur (a risk symptom or warning sign). A trigger enables the organisation to anticipate a risk before it becomes an issue. Triggers should be regularly monitored for quality assurance and control. Only the key triggers to be listed - a maximum of three triggers per risk
<b>Result</b>	The anticipated effects on the organisation to successfully achieve its objectives/activity should the risk become an issue. It describes a specific impact to the organisation and/or service user
<b>Inherent Risk</b>	The level of the risk occurring out of circumstances or existing in an environment in the absence of any action to control or modify the circumstance
<b>Control</b>	Systems (such as implementation of new policy and/or new standards, or procedural changes within the organisation) that have been implemented to make it less likely the risk will occur, or which reduce its impact, probability or both. Only the key controls to be listed. Controls are not static - they consist of activity and may involve the delivery of a programme of work.
<b>Residual Risk</b>	The level of risk that remains after all effort to alter the risk's impact and probability have been taken into account
<b>Action</b>	A response or action that is being implemented/developed/steps that are being taken to make it less likely that a risk will occur, or which reduce its impact, probability or both, such as the development of new policy. Once implemented actions will form a control. Only the key actions to be listed - a maximum of 8 actions per risk. Actions often form part of a wider programme of work or an improvement plan which contains more actions in the area of the relevant risk than are listed on the risk register.
<b>Councils agreed definition of risk (CCC Risk Management Policy)</b>	Factors, events or circumstances that may prevent or detract from the achievement of the Council's corporate and service plan priorities

<b>ED CFA</b>	Executive Director Children Families and Adults
<b>Ho SDOP</b>	Head of Service Development Older People
<b>HoS</b>	Head of Service
<b>HoS CES</b>	Head of Service Commissioning Enhanced Services
<b>HoS CID</b>	Head of Service Children's Innovation and Development
<b>HoS FREDt</b>	Head of Service First Response and Emergency Duty Team
<b>HoS IM</b>	Head of Service Information Management
<b>HoS Locality and Partnerships ECF&amp;Ci</b>	Head of Service Locality and Partnerships East Cambs, Fenland and Cambridge City
<b>HoS MH</b>	Head of Service Mental Health
<b>HoS SEND Specialist Services</b>	Head of Service Special Educational Needs and Disability Specialist Services
<b>HoS WFD</b>	Head of Service Workforce Development
<b>LMT</b>	Learning Management Team
<b>SD ASC</b>	Service Director Adult Social Care
<b>SD CSC</b>	Service Director Children's Social Care
<b>SD E&amp;P</b>	Service Director Enhanced and Preventative Services
<b>SD Learning</b>	Service Director Learning
<b>SD OPMH</b>	Service Director Older People and Mental Health Services
<b>SD S&amp;C</b>	Service Director Strategy and Commissioning

**FINANCE AND PERFORMANCE REPORT – OUTURN 2015-16**

**To:** Children and Young People Committee

**Meeting Date:** 12 July 2016

**From:** Executive Director: Children, Families and Adults Services  
Chief Finance Officer

**Electoral division(s):** All

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

**Purpose:** To provide the Committee with the 2015-16 Outturn Finance and Performance report for Children's, Families and Adults Services (CFA).

The report is presented to provide the Committee with the opportunity to comment on the financial and performance position as at the end of the 2015-16 financial year.

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

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Tel:	01223 699733

## **1.0 BACKGROUND**

- 1.1 A Finance & Performance Report for the Children, Families and Adults Directorates (CFA) is produced monthly and the most recent available report is presented to the Committee when it meets.
- 1.2 The report is presented to provide the Committee with the opportunity to comment on the financial and performance position of the services for which the Committee has responsibility.
- 1.3 This report is for the whole of the CFA Service, and as such, not all of the budgets contained within it are the responsibility of this Committee. Members are requested to restrict their attention to the budget lines for which this Committee is responsible, which are detailed in Appendix 2.

## **2.0 MAIN ISSUES IN THE 2015-16 OUTTURN CFA FINANCE & PERFORMANCE REPORT**

- 2.1 The Outturn 2015-16 Finance and Performance report (F&PR) is attached at Appendix 2. In March, a year-end underspend of £1,904k was forecast across CFA. At the end of the closedown period the final outturn is an underspend of £1,623K.

### **2.2 Revenue**

Between March and the final outturn position, the main revenue changes within the Children and Young People's services areas were as follows:

- In Children's Social Care, the legal proceedings budget overspend has increased to £212k. This is mainly due to a recent Judicial Review case and three other court cases from other Local Authorities.
- In Learning, the Home to School Transport overspend has reduced from £520k to £384k following the year-end review of outstanding commitments.
- In Strategy and Commissioning the SEN placement budget overspend has increased by £122k, mainly due to 10 new placements in the last quarter of the financial year. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).
- In Strategy and Commissioning the Commissioning Services budget has ended the year £246k overspent. This is due to pressures on the Out of School Tuition budget as a result of the increasing time taken when moving a child with a Statement of Special Educational Needs or Education Health and Care Plan (EHCP) from one school to another. This budget is also funded from the HNB element of the DSG.

### **2.3 Capital**

Since last Committee, the final outturn underspend for 2015-16 increased to £14,106K. This reflects changes in profiled spend across years, including the acceleration and slippage of individual schemes.

## **2.4 Performance**

Of the eighteen CFA service performance indicators at the end of 2015-16 seven are shown as green, four as amber and seven are red.

Of the Children and Young People Performance Indicators, four are green, two are amber and four are red. The four red performance indicators are:

1. The proportion of pupils attending Cambridgeshire Secondary Schools judged good or outstanding by Ofsted;
2. The number of looked after children per 10,000 children;
3. The FSM/Non-FSM attainment gap % achieving level 4+ in reading, writing and maths at Key Stage 2.
4. The FSM/Non-FSM attainment gap % achieving 5+ A\*-C including English and maths at GCSE.

## **2.5 CFA Portfolio**

The major change programmes and projects underway across CFA are detailed in Appendix 8 of the report – none of these was assessed as red at the end of the 2015-16 financial year.

## **3.0 ALIGNMENT WITH CORPORATE PRIORITIES**

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

3.1.1 There are no significant implications for this priority.

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

3.2.1 There are no significant implications for this priority

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

3.3.1 There are no significant implications for this priority

## **4.0 SIGNIFICANT IMPLICATIONS**

### **4.1 Resource Implications**

4.1.1 This report sets out details of the overall financial position of the CFA Service.

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

4.2.1 There are no significant implications within this category.

### **4.3 Equality and Diversity Implications**

4.3.1 There are no significant implications within this category.

### **4.4 Engagement and Consultation Implications**

4.4.1 There are no significant implications within this category.

#### **4.5 Localism and Local Member Involvement**

4.5.1 There are no significant implications within this category.

#### **4.6 Public Health Implications**

4.6.1 There are no significant implications within this category.

<b>Source Documents</b>	<b>Location</b>
As well as presentation of the F&PR to the Committee when it meets, the report is made available online each month.	<a href="http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/147/finance_and_performance_reports">http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/147/finance_and_performance_reports</a>



From: Tom Kelly and Martin Wade  
 Tel.: 01223 703599, 01223 699733  
 Date: 13 May 2016

## **Children, Families & Adults Service**

### **Finance and Performance Report – Closedown 2015/16**

#### **1. SUMMARY**

##### **1.1 Finance**

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

##### **1.2. Performance and Portfolio Indicators – Mar 2016 Data (see sections 4&5)**

<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
Mar Performance (No. of indicators)	7	4	7	18
Mar Portfolio (No. of indicators)	0	2	6	8

#### **2. INCOME AND EXPENDITURE**

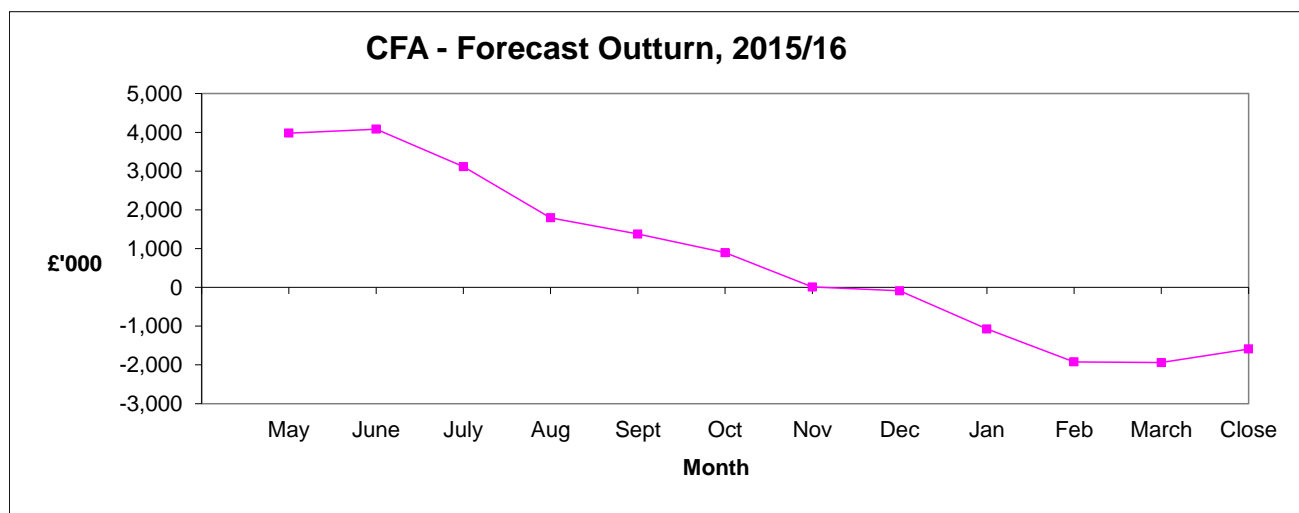
##### **2.1 Overall Position**

<b>Previous Outturn</b>	<b>Directorate</b>	<b>Budget 2015/16</b>	<b>Actual</b>	<b>Outturn Variance</b>	<b>Outturn Variance</b>
<b>£000</b>		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
-2,608	Adult Social Care	89,314	86,768	-2,546	-2.9%
-4,063	Older People & Adult Mental Health	85,221	81,398	-3,823	-4.5%
2,093	Children's Social Care	35,056	37,210	2,154	6.1%
2,936	Strategy & Commissioning	52,423	55,764	3,341	6.4%
-493	Children's Enhanced and Preventative	31,864	31,316	-548	-1.7%
499	Learning	20,450	20,849	398	1.9%
<b>-1,635</b>	<b>Total Expenditure</b>	<b>314,328</b>	<b>313,304</b>	<b>-1,024</b>	<b>-0.3%</b>
-305	Grant Funding	-54,335	-54,934	-599	1.1%
<b>-1,940</b>	<b>CFA Net Expenditure</b>	<b>259,993</b>	<b>258,370</b>	<b>-1,623</b>	<b>-0.6%</b>

To allow for accurate completion of Government & CIPFA statistical returns, we are required to charge certain corporate overheads to direct services. These recharges relate to the net cost of a significant element of Corporate Services, LGSS Managed and LGSS Cambridge Office. The charges are transferred to services at year end with matching budget, therefore there is no impact on services' final outturn variance. For CFA, the 15/16 corporate overheads equate to £14.391m and can be seen in [appendix 4](#)

The service level finance & performance report for 2015/16 can be found in [appendix 1](#)

Further analysis of the outturn position can be found in [appendix 2](#)



## 2.2 Significant Issues

At the end of Closedown 2015/16, CFA is reporting a year end underspend of £1,623k. Significant changes since last month are detailed below:

- i) In Adult Social Care, the service directorate underspend is £62k lower than expected at the end of March. Further unused Care Act funding of £189k has been identified, however this was more than offset by additional commitments in the Disabilities Services, the Learning Disability Partnership and Practice & Safeguarding.
- ii) In Older People & Mental Health, the Fenland Locality and City & South Locality report outturns that were £131k and £120k worse than forecast, respectively. This is the result of additional costs for service user transport in both areas and lower than forecast client income in City & South.
- iii) In Older People & Mental Health, Adult Mental Health underspent by an additional £232k, the result principally of lower than expected costs of staffing the service, which is managed by an NHS partner.
- iv) In Older People & Mental Health, Older People Mental Health spent £202k more by year-end than previously anticipated. Client contribution levels were less than recent forecasts and there was additional care package spending.
- v) In Children's Social Care, the legal proceedings budget overspend has increased to £212k. This is mainly due to a recent Judicial Review case and three other court cases from other Local Authorities.
- vi) In Learning, the Home to School Transport overspend has reduced from £520k to £384k following the year-end review of outstanding commitments.

- vii) In Strategy and Commissioning the SEN placement budget overspend has increased by £122k, mainly due to 10 new placements in the last quarter of the financial year. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant.
- viii) In Strategy and Commissioning the Commissioning Services budget has ended the year £246k overspent. This is due to pressures on the Out of School Tuition budget as a result of the LA fulfilling its duty to provide interim full-time education provision when moving a child with a Statement of Special Educational Needs from one school to another. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant.

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

A full list of additional grant income anticipated and reflected in this report can be found in [appendix 3](#).

## 2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve) (De Minimis reporting limit = £160,000)

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

## 2.5 Key Activity Data

The Actual Weekly Costs for all clients shown in section 2.5.1-2 are calculated based on all clients who have received a service, are receiving a service, or we plan will receive a service. Some clients will have ceased receiving a service in previous months, or during this month, or we will have assumed an end date in the future.

### 2.5.1 Key activity data as at the end of 2015/16 for **Looked After Children** (LAC) is shown below:

Service Type	BUDGET				ACTUAL (Closedown)				VARIANCE		
	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Close 15/16	Yearly Average	Actual Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost
Residential - disability	2	£381k	52	3,663.30	1	2.54	£331k	2,223.00	0.54	-£50k	-1,440.30
Residential - secure accommodation	0	£k	52	0.00	0	0.28	£70k	5,110.00	0.28	£70k	5,110.00
Residential schools	8	£828k	52	1,990.93	10	10.83	£983k	1,709.74	2.83	£155k	-281.19
Residential homes	16	£2,342k	52	2,814.92	26	27.73	£4,157k	3,044.18	11.73	£1,815k	229.26
Independent Fostering	261	£9,813k	52	723.03	225	238.16	£9,639k	792.26	-22.84	-£174k	69.23
Supported Accommodation	15	£1,170k	52	1,500.00	27	23.14	£1,239k	1,146.67	8.14	£69k	-353.33
16+	9	£203k	52	433.58	11	10.29	£261k	357.29	1.29	£58k	-76.29
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£188k	-	-	-£188k	-
<b>TOTAL</b>	<b>311</b>	<b>£14,737k</b>			<b>300</b>	<b>312.97</b>	<b>£16,492k</b>		<b>1.97</b>	<b>£1,755K</b>	
In-house fostering	140	£3,472k	55	185.55	147	143.93	£3,379k	176.19	3.93	-£93k	-9.37
Kinship	26	£733k	55	185.55	50	33.82	£790k	187.29	7.82	£57k	1.74
In-house residential	16	£1,588k	52	1,908.52	15	11.42	£1,588k	2,673.93	-4.58	£k	765.41
Concurrent Adoption	3	£50k	52	350.00	10	9.24	£181k	350.00	6.24	£131k	0.00
Pressure funded within directorate	-	£k	-	-	-	-	-£95k	-	-	-£95k	-
<b>TOTAL</b>	<b>185</b>	<b>£5,843k</b>			<b>212</b>	<b>198.41</b>	<b>£5,843k</b>		<b>13.41</b>	<b>£k</b>	
Adoption	289	£2,550k	52	162.50	355	339.65	£3,121k	168.41	50.65	£571k	5.91
<b>TOTAL</b>	<b>289</b>	<b>£2,550k</b>			<b>355</b>	<b>339.65</b>	<b>£3,121k</b>		<b>50.65</b>	<b>£571k</b>	
<b>OVERALL TOTAL</b>	<b>785</b>	<b>£23,130k</b>			<b>867</b>	<b>851.03</b>	<b>£25,456k</b>		<b>66.03</b>	<b>£2,326k</b>	

## 2.5.2 Key activity data to end of Closedown 15/16 for SEN Placements is shown below:

BUDGET				ACTUAL (Closedown)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Close 15/16	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	92	£5,753k	£62,536	102	100.44	£6,366k	£63,377	10	8.44	£612k	£841
Behaviour, Emotional and Social Difficulty (BESD)	35	£1,438k	£41,089	37	36.27	£1,484k	£40,911	2	1.27	£46k	-£179
Hearing Impairment (HI)	4	£135k	£33,690	3	2.85	£78k	£27,407	-1	-1.15	-£57k	-£6,283
Moderate Learning Difficulty (MLD)	3	£99k	£33,048	3	2.21	£83k	£37,443	0	-0.79	-£16k	£4,395
Multi-Sensory Impairment (MSI)	1	£75k	£75,017	0	0.00	£0k	-	-1	-1.00	-£75k	£0
Physical Disability (PD)	1	£16k	£16,172	1	1.34	£23k	£16,864	0	0.34	£6k	£692
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41,399	0	0.31	£13k	£41,344	-1	-0.69	-£29k	-£55
Speech, Language and Communication Needs (SLCN)	3	£141k	£47,128	3	3.01	£171k	£56,684	0	0.01	£29k	£9,556
Severe Learning Difficulty (SLD)	2	£174k	£87,129	1	1.72	£140k	£81,532	-1	-0.28	-£34k	-£5,596
Specific Learning Difficulty (SPLD)	10	£170k	£16,985	7	7.52	£134k	£17,863	-3	-2.48	-£36k	£877
Visual Impairment (VI)	2	£55k	£27,427	2	2.00	£55k	£27,477	0	0.00	£0k	£49
Recoupment	0	£0k	£0	-	-	£60k	-	-	-	£60k	-
<b>TOTAL</b>	<b>154</b>	<b>£8,099k</b>	<b>£52,590</b>	<b>160</b>	<b>157.67</b>	<b>£8,605k</b>	<b>£54,200</b>	<b>5</b>	<b>3.67</b>	<b>£507k</b>	<b>£1,611</b>

In the following key activity data for Adults and Older People's Services, the information given in each column is as follows:

- Budgeted number of clients: this is the number of full-time equivalent (52 weeks) service users anticipated at budget setting, given budget available
- Budgeted average unit cost: this is the planned unit cost per service user per week, given the budget available
- Actual service users and cost: these figures are derived from a snapshot of the commitment record at the end of the month and reflect current numbers of service users and current average cost

## 2.5.3 Key activity data as at the end of 2015/16 for **Adult Social Care Services** is shown below:

		BUDGET			ACTUAL (Closedown)			VARIANCE
Service Type		Budgeted No. of Clients 2015/16	Budgeted Average Unit Cost (per week)	Annual Budget	Snapshot of No. of Clients at End of Close 15/16	Current Average Unit Cost (per week)	Actual Spend	Net Variance to Budget
Physical Disability Services	Residential	40	£969	£2,015k	42	£1,111	£2,421k	£406k
	Nursing	23	£926	£1,107k	23	£826	£971k	-£136k
	Community	620	£334	£10,758k	654	£336	£10,625k	-£133k
<b>Physical Disability Services Total</b>		<b>683</b>		<b>£13,880k</b>	<b>719</b>		<b>£14,017k</b>	<b>£137k</b>
<b>Income variance</b>								<b>-£142k</b>
<b>Further savings assumed within forecast</b>								<b>£0k</b>
Learning Disability Services	Residential	294	£1,253	£19,161k	312	£1,316	£21,415k	£2,254k
	Nursing	17	£1,437	£1,270k	18	£1,391	£1,306k	£36k
	Community	1,272	£543	£35,907k	1,209	£596	£37,595k	£1,688k
<b>Learning Disability Service Total</b>		<b>1,583</b>		<b>£56,338k</b>	<b>1,539</b>		<b>£60,315k</b>	<b>£3,977k</b>

The Learning Disability Partnership is in the process of loading care packages for automatic payment and commitment recording through the Council's AFM system.

Until this has been fully completed, activity analysis is based on more restricted details about package volume (hours/nights) and length, than is available through AFM. In the table above, the assumption has been made that packages that are currently open last 365 days, as a proxy for full year activity, rather than full reflection of closed and part-year packages

**2.5.4** Key activity data as at the end of Closedown for **Adult Mental Health Services** is shown below:

		BUDGET			ACTUAL (Closedown)			VARIANCE
Service Type		Budgeted No. of Clients 2015/16	Budgeted Average Unit Cost (per week)	Annual Budget	Snapshot of No. of Clients at End of Close 15/16	Current Average Unit Cost (per week)	Actual Spend	Variance
Adult Mental Health	Community based support	67	£76	£265k	116	£103	£501k	£236k
	Home & Community support	196	£87	£886k	218	£74	£683k	-£203k
	Nursing Placement	13	£682	£461k	20	£670	£558k	£97k
	Residential Placement	71	£732	£2,704k	79	£751	£2,490k	-£214k
	Supported Accommodation	137	£81	£579k	152	£84	£559k	-£20k
<b>Adult Mental Health Total</b>		<b>484</b>		<b>£4,895k</b>	<b>585</b>		<b>£4,791k</b>	<b>-£104k</b>

**2.5.5** Key activity data as at the end of 2015/16 for **Older People (OP) Services** is shown below:

OP Total		BUDGET			ACTUAL (Closedown)			Variance From Budget
Service Type		Expected No. of clients 2015/16	Budgeted Average Cost (per week)	Gross Annual Budget	Service Users	Current Average Cost (per week)	Gross Projected spend	Gross Projected spend
Residential		531	£455	£12,593k	540	£434	£13,128k	£535k
Residential Dementia		319	£520	£8,675k	356	£501	£9,044k	£369k
Nursing		319	£613	£10,189k	314	£591	£10,043k	-£146k
Respite		289	£497	£861k	109	£501	£1,057k	£196k
Community based								
~ Direct payments		356	£176	£3,276k	274	£257	£3,535k	£259k
~ Day Care		326	£104	£1,773k	431	£131	£1,795k	£22k
~ Other Care				£5,434k			£5,567k	£134k
~ Homecare arranged		1,807	per hour £16.48	£18,572k	1,713	per hour £16.83	£17,991k	-£581k
<b>Total</b>		<b>3,947</b>		<b>£61,372k</b>	<b>3,737</b>		<b>£62,160k</b>	<b>£788k</b>
<b>Income Variance</b>								<b>-£1,858k</b>

**2.5.6** Key activity data as at the end of 2015/16 for **Older People Mental Health (OPMH)** Services is shown below:

OP Mental Health	BUDGET			ACTUAL (Closedown)			Variance From Budget
Service Type	<i>Budgeted No. of clients 2015/16</i>	<i>Budgeted Average Cost (per week)</i>	<i>Gross Annual Budget</i>	<i>Service Users</i>	<i>Current Average Cost (per week)</i>	<i>Gross Projected spend</i>	<i>Gross Projected spend</i>
Residential	14	£455	£332k	51	£617	£403k	£71k
Residential Dementia	38	£529	£1,097k	28	£487	£1,331k	£234k
Nursing	36	£625	£1,172k	40	£717	£1,173k	£1k
Nursing Dementia	156	£680	£5,534k	154	£667	£5,537k	£3k
Respite	16	£400	£38k	6	£442	£45k	£7k
Community based:							
~ Direct payments	16	£271	£226k	18	£204	£218k	-£8k
~ Other Care			£62k			£48k	-£14k
~ Homecare arranged	92	<i>per hour</i> £16.08	£615k	76	<i>per hour</i> £15.27	£543k	-£72k
<b>Total</b>	<b>368</b>		<b>£9,076k</b>	<b>373</b>		<b>£9,298k</b>	<b>£222k</b>
<b>Income Variance</b>							<b>-£131k</b>

For both Older People's Services and Older People Mental Health:

- Respite care budget is based on clients receiving 6 weeks care per year instead of 52.
- Day Care OP Block places are also used by OPMH clients, therefore there is no day care activity in OPMH

We are continuing to develop the methodology for providing this data; this complicates comparisons with previous months.

Although this activity data shows current expected and actual payments made through direct payments, this in no way precludes increasing numbers of clients from converting arranged provisions into a direct payment.

### **3. BALANCE SHEET**

#### **3.1 Reserves**

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

#### **3.2 Capital Expenditure and Funding**

##### Funding

A £2,333k net increase in funding has occurred in March 2015 as a result of the following;

£3,846k Schools funded capital balances being confirmed.

£77k increase to other contributions for contributions received

£1,590k reduction in S106 funding due to corrections from previous years after detailed reconciliations identified secondary funding applied to a primary scheme.

These funding changes result in a net increase in prudential borrowing of £1,513k

##### 2015/16 Pressures/Slippage

The 2015/16 Capital spend was £92,098m resulting in a £14,106m underspend. The significant changes in the following schemes have been the major contributory factors to this;

- Alconbury 1st Primary; £607k slippage due to poor weather disrupting mobile cranes lifting frame of the school into place.
- Isle of Ely Primary; £1,613k slippage due to delays in establishing infrastructure on the site that impacted on IT installation and fixtures and fittings.
- Westwood Primary expansion; £925k slippage due to start on site slipping from September following receipt of an objection which meant the scheme could not proceed under delegated authority, but required approval by the Development Control Committee.
- Southern Fringe Secondary; £2,445k slippage experienced due to significant delay in construction (£1,609k), this had a knock on effect in procuring fitting and fixtures and ICT equipment (£836k)
- Littleport Secondary & Special; £3,577k slippage. Significant delays to the start on site date, which commenced Feb 2016. The winter start meant progress was slower than hoped with contractor only carrying out ground works, infrastructure and site set up. Work has not commenced on the building.
- Hampton Garden Secondary; £1,730k accelerated spend. Project started on site February 2016 triggering the first payments to Peterborough City Council, Agreement was also reached in March 2016 that a £1,500k contribution will be made for the land the school is sited on
- Condition, Maintenance and Suitability; £1,660k overspend due to Castle and Highfield Special School projects continuing from 2014/15 due to delays on site, (£850k) together with significantly higher than anticipated tender prices for kitchen ventilation works required to meet health and safety standards and projects requiring urgent attention to ensure schools remained operational
- Early Years Provision; £590k slippage due to delays in planning permissions for two schemes which have failed to commence in 2015/16.

- Trinity School £2,640k slippage occurred due to delays in finalising the acquisition of the property from Huntingdonshire Regional College. As a result, work on site could not commence until October 2015
- CFA IT Infrastructure; £2,500k slippage due to reduced project costs of £2,000k resulting from responses from the invitation to submit outline solution process; this along with revised project timescales has resulted in the slippage for 2015/16.

A detailed explanation of the position can be found in [appendix 6](#).

#### 4. **PERFORMANCE**

The detailed Service performance data can be found in [appendix 7](#) along with comments about current concerns.

A new development for this year is inclusion of deprivation indicators. Information on all the indicators is now included in the performance table in appendix 7: % Y12 in Learning, % 16-19 NEET, Take up of Free 2 places, % young people with SEND who are EET, % Adults with a Learning Disability (aged 18-64) in employment and Adult Mental Health Service users in employment, KS2 FSM/non-FSM gap and the GCSE FSM attainment gap.

Seven indicators are currently showing as RED:

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

The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has been adversely affected by a number of the county's largest secondary academies slipping from 'good' to 'requires improvement'. Only 15 out of 32 Secondary schools with Inspection results are judged as good or outstanding, covering 14,550 pupils. This is 49.4% of pupils against the target of 75%.

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

The number of Looked After Children increased to 610 during March 2016. This includes 61 UASC, 10% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. These workstreams cannot impact current commitment but aim to prevent it increasing:

- Alternatives to Care - working with children on the edge of care to enable them to remain at home or out of the care system. This aims to reduce the growth in the LAC population.
- In-house fostering - increasing in-house fostering capacity to reduce the use of Independent Fostering Agency placements, therefore reducing the use of external placements. Since 1st April 2015, the percentage of the LAC population in external placements has reduced by 5.01%.

- **Delayed transfers of Care: BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+)**

In spite of excellent progress earlier in the year we have seen some deterioration in the last few months. The Cambridgeshire health and social care system is experiencing a monthly average of 2,442 bed-day delays, which is 17% above the



current BCF target ceiling of 2,088. In February there were 2,772 bed-day delays, down 96 compared to the previous month.

We are not complacent and continue to work in collaboration with health colleagues to build on this work. However, since Christmas we have seen a rise in the number of admissions to A & E across the county with several of the hospitals reporting Black Alert. There continues to be challenges in the system overall with gaps in service capacity in both domiciliary care and residential home capacity. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community

Between March '15 and February '16 there were 29,477 bed-day delays across the whole of the Cambridgeshire system - representing a 9% decrease on the preceding 12 months.

Across this period NHS bed-day delays have decreased by 9% from 22,575 (Mar 14 - Feb 15) to 20,435 (Mar 15 - Feb 16), while bed-day delays attributed to Adult Social Care have decreased from 7,969 (Mar 14 - Feb 15) to 7,720 (Mar 15 - Feb 16) an improvement of 3%.

- **Delayed transfers of Care: Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+)**

Between April '15 - Feb '16 there were 7,209 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 128 delays per 100,000 of 18+ population. For the same period the national rate was 107 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.

Please note that we receive the official data for DTOC measures from NHS England 6 weeks after the end of the month so reporting is always a month behind. However, we receive more up-to-date data on Social Care delays from the Acute hospitals. The latest update (at 22<sup>nd</sup> April 2016) shows the following delays:

Cambridge University Hospital [51 bed day delays]

There are 7 social care delays

3 patients waiting for residential care. Brokerage team currently sourcing

3 patients waiting for nursing care. Brokerage have contacted providers to assess and discharges planned

1 patient waiting for residential care [12 week dis regard]

Hinchingbrooke Hospital

There are 4 social care delays [25 bed days]

3 patients are awaiting domiciliary care. These are double up packages of care in some hard to reach areas of the county. Staff currently working on sourcing care

1 patient waiting for nursing care. Family declined one home and looking at another

Peterborough hospital [The hospital has been on Black Alert this week]

There are 2 social care delays [5 bed days]

1 patient waiting for domiciliary care – currently being sourced

1 patient waiting for interim provision. Brokerage currently sourcing

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

Performance has increased very slightly during March though still well below target. As well as a requirement for employment status to be recorded, unless a service user

has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams.

- **FSM/Non-FSM attainment gap % achieving L4+ in Reading, Writing & Maths at KS2 and FSM/non-FSM attainment gap % achieving 5+A\*-C at GCSE including Maths and English**

Data for 2015 shows that the gap has remained unchanged at KS2, but increased significantly at KS4. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential. All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

## **5. CFA PORTFOLIO**

The CFA Portfolio performance data can be found in appendix 8 along with comments about current issues.

The programmes and projects highlighted in appendix 8 form part of a wider CFA portfolio which covers all the significant change and service development activity taking place within CFA services. This is monitored on a monthly basis by the CFA Management Team at the CFA Performance Board. The programmes and projects highlighted in appendix 8 are areas that will be discussed by Members through the Democratic process and this update will provide further information on the portfolio.

The programmes and projects within the CFA portfolio have been reviewed to align with the business planning proposals for 2016/17.

## APPENDIX 1 – CFA Service Level Budgetary Control Report

Previous Outturn	Service		Budget 2015/16	Actual 2015/16	Outturn Variance	
£'000			£'000	£'000	£'000	%
Adult Social Care Directorate						
-2,529	1	Strategic Management – ASC	8,861	6,142	-2,718	-31%
-10		Procurement	563	554	-9	-2%
-37		ASC Strategy & Transformation	2,184	2,194	10	0%
-1,197	2	ASC Practice & Safeguarding	2,109	982	-1,127	-53%
-76	3	Local Assistance Scheme	386	306	-81	-21%
<u>Learning Disability Services</u>						
-667	4	LD Head of Services	250	-461	-711	-284%
979	4	LD Young Adults	626	1,464	838	134%
1,282	4	City, South and East Localities	31,287	32,921	1,634	5%
382	4	Hunts & Fenland Localities	21,744	22,111	367	2%
58	4	In House Provider Services	4,539	4,502	-38	-1%
<u>Physical Disability Services</u>						
-167	5	PD Head of Services	947	732	-215	-23%
-140	5	Physical Disabilities	12,585	12,470	-115	-1%
-4	5	Autism and Adult Support	607	727	120	20%
-20	5	Sensory Services	504	494	-10	-2%
-462	6	Carers Services	2,121	1,629	-491	-23%
-2,608	Director of Adult Social Care Directorate Total		89,314	86,768	-2,546	-3%
Older People & Adult Mental Health Directorate						
-1,818	7	Director of Older People & Adult Mental Health Services	8,907	7,150	-1,757	-20%
-893	8	City & South Locality	18,600	17,827	-773	-4%
-409	9	East Cambs Locality	7,269	6,852	-417	-6%
185	10	Fenland Locality	8,169	8,485	317	4%
-282	11	Hunts Locality	12,443	12,245	-198	-2%
-33		Addenbrooke Discharge Planning Team	1,051	1,002	-50	-5%
0		Hinchingbrooke Discharge Planning Team	634	633	-1	0%
-605	12	Reablement, Occupational Therapy & Assistive Technology	7,718	7,091	-627	-8%
8		Integrated Community Equipment Service	802	744	-58	-7%
<u>Mental Health</u>						
-2		Head of Services	4,231	4,216	-15	0%
-104	13	Adult Mental Health	7,132	6,796	-336	-5%
-111	14	Older People Mental Health	8,266	8,358	91	1%
-4,063	Older People & Adult Mental Health Directorate Total		85,221	81,398	-3,823	-4%

Previous Outturn		Service	Budget 2015/16	Actual 2015/16	Outturn Variance	
£'000			£'000	£'000	£'000	%
Children's Social Care Directorate						
400	15	Strategic Management – Children's Social Care	3,138	3,535	398	13%
411	16	Head of Social Work	4,249	4,660	411	10%
150	17	Legal Proceedings	1,530	1,742	212	14%
157	18	Safeguarding & Standards	1,177	1,337	160	14%
420	19	Children's Social Care Access	4,448	4,862	414	9%
85	20	Children Looked After	10,860	10,982	121	1%
470	21	Children in Need	3,933	4,375	443	11%
0		Disabled Services	5,722	5,717	-4	0%
2,093		Children's Social Care Directorate Total	35,056	37,210	2,154	6%
Strategy & Commissioning Directorate						
-365	22	Strategic Management – Strategy & Commissioning	417	38	-379	-91%
-77		Information Management & Information Technology	1,859	1,795	-64	-3%
-52		Strategy, Performance & Partnerships	1,521	1,462	-59	-4%
Commissioning Enhanced Services						
1,712	23	Looked After Children Placements	16,490	18,245	1,755	11%
385	24	Special Educational Needs Placements	8,469	8,976	507	6%
0	25	Commissioning Services	3,665	3,911	246	7%
0		Early Years Specialist Support	1,323	1,250	-72	-5%
625	26	Home to School Transport – Special	7,085	7,702	617	9%
575	27	LAC Transport	671	1,327	655	98%
Executive Director						
0		Executive Director	10,203	10,196	-7	0%
133	28	Central Financing	719	861	142	20%
2,936		Strategy & Commissioning Directorate Total	52,423	55,764	3,341	6%
Children's Enhanced & Preventative Directorate						
-89	29	Strategic Management – Enhanced & Preventative	1,771	1,656	-115	-7%
-60		Children's Centre Strategy	707	656	-51	-7%
0		Support to Parents	3,532	3,550	18	1%
-15		SEND Specialist Services	5,371	5,338	-34	-1%
-24		Safer Communities Partnership	7,132	7,124	-8	0%
Youth Support Services						
-4		Youth Offending Service	2,364	2,358	-6	0%
-146	30	Central Integrated Youth Support Services	1,112	925	-186	-17%
Locality Teams						
-86		East Cambs & Fenland Localities	3,427	3,356	-72	-2%
-41		South Cambs & City Localities	3,915	3,868	-47	-1%
-28		Huntingdonshire Localities	2,532	2,485	-47	-2%
-493		Children's Enhanced & Preventative Directorate Total	31,864	31,316	-548	-2%

Previous Outturn		Service	Budget 2015/16	Actual 2015/16	Outturn Variance	
£'000			£'000	£'000	£'000	%
Learning Directorate						
151	31	Strategic Management - Learning	67	224	156	233%
-55		Early Years Service	1,813	1,758	-55	-3%
-40		Schools Intervention Service	1,710	1,679	-31	-2%
-157	32	Schools Partnership Service	1,324	1,133	-191	-14%
291	33	Children's' Innovation & Development Service	163	535	372	227%
-25		Integrated Workforce Development Service	1,486	1,451	-34	-2%
-26		Catering & Cleaning Services	-350	-368	-18	-5%
-116	34	Teachers' Pensions & Redundancy	3,000	2,887	-114	-4%
Infrastructure						
-48		0-19 Organisation & Planning	1,769	1,685	-85	-5%
0		Early Years Policy, Funding & Operations	149	149	0	0%
4		Education Capital	176	189	13	8%
520	35	Home to School/College Transport – Mainstream	9,143	9,527	384	4%
499	Learning Directorate Total		20,450	20,849	398	2%
-1,635	Total		314,328	313,304	-1,024	0%
Grant Funding						
-305	36	Financing DSG	-23,212	-23,811	-599	-3%
0		Non Baselined Grants	-31,123	-31,123	0	0%
-305	Grant Funding Total		-54,335	-54,934	-599	1%
-1,940	Net Total		259,993	258,370	-1,623	-1%

## APPENDIX 2 – Commentary on Outturn Position

Narrative is given below where there is an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater.

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>1) Strategic Management – ASC</b>	<b>8,861</b>	<b>6,142</b>	<b>-2,718</b>	<b>-31%</b>
<p>In July, the government announced a 4-year delay in implementing the Care Act funding reforms. This meant that the assessment of people funding their own care (self-funders), who would have begun to accrue spending against the care cap from April, did not begin this financial year and technical preparations for care accounts can take place over a longer timeframe. The Council had taken a cautious approach to making spending commitments and confirmation was received in October that none of the additional funding received in 2015/16 for Care Act duties will be clawed back. This careful spending of Care Act funding, combined with the monitoring of other workstreams, resulted in an underspend of £2,794, which is an increase in the underspend of £189k compared to the March 2016 forecast.</p> <p>There has been national recognition that the social care system is under significant strain and the funding instead was used to offset significant demand pressures for existing social care services, particularly in the Learning Disability Partnership (see note 4). Care Act funding is within general funding from government in 2016/17, rather than standalone grants, with a smaller separate contribution continuing through the Better Care Fund. This has been reflected in Business Planning.</p> <p>This underspend has partially been offset by a pressure on the vacancy savings budget.</p>				
<b>2) ASC Practice &amp; Safeguarding</b>	<b>2,109</b>	<b>982</b>	<b>-1,127</b>	<b>-53%</b>
<p>The Mental Capacity Act/Deprivation of Liberty Safeguarding (MCA/DoLS) budget has underspent by £1,127k due to shortage of available assessors and the resulting level of activity to date.</p> <p>There was a delay in being able to secure appropriate staff to manage the increased demand for processing MCA/DOLS cases, as all local authorities seek to respond to changes in case law and recruit from a limited pool of best interest assessors and other suitable practitioners.</p> <p>Although there was moderate recent success in recruiting to posts in the final round of interviews in 2015/16, lead-in times for staff joining meant that the underspend on assessors and related activity remained £1,197k.</p> <p>Since the March 2016 report the underspend for the service as a whole as decreased by £70k to £1,127k as a result of an increase in the cost of the external advocacy contract and lower than expected income from Court of Protection cases, which only becomes apparent at the end of the year.</p>				
<b>3) Local Assistance Scheme</b>	<b>386</b>	<b>306</b>	<b>-81</b>	<b>-21%</b>
<p>The Cambridgeshire Local Assistance Scheme has an overall underspend of £81k against budget, equating to the saving taken within the Business Plan for 2016-17. This is predominantly due to an underspend of £73k on the investments element of the budget as a result of a lack of suitable investment opportunities. The total expenditure in relation to the direct grant provision and the administration fee for this scheme was £279k at year-end.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>4) Learning Disability Services</b>	<b>58,447</b>	<b>60,537</b>	<b>2,091</b>	<b>4%</b>

There is an overspend across the Learning Disability Partnership (LDP) at the end of 2015/16 of £2,625k. Of this, £2,091k relates to the County Council after the pooled budget risk share with the NHS is taken into account. The overspend is principally caused by higher than expected expenditure on care packages for service users. Although still of concern, this is a significant improvement on the £4,800k forecast outturn reported at the start of this financial year.

This overall final position is an increase in the overall overspend of £77k, though there have been larger changes within individual localities as a result of changes in commitments during the last two weeks of the year (including the full-year effect of some changes), and the final level of accruals becoming known.

The overspend was managed to this level due to mitigating actions put in place during the year, including:

- Additional project management capacity and scrutiny around numbers / pace of re-assessments, with a focus on the financial outcome of re-assessments.
- Work within the teams on reviewing areas of funding in packages of care.
- Increased use of in-house day services and respite services, set alongside the principles of choice and control, with self-directed support in mind.
- Close work with Children's colleagues to set realistic expectations and to prepare young people for greater independence in adulthood.
- Robust negotiations with providers where new or increased packages were required. This involved embedding the Transforming Lives principles, and aligning hours of care being delivered by providers around provisions rather than individuals with the aim of giving increased flexibility and capacity of provision.

All of these actions will be carrying-on into 2016/17, alongside a thorough review of care packages, in order to manage this pressure and deliver on savings targets agreed in the Business Plan.

From April 2016 the North and East Teams will use AFM commitment records and work is continuing to move the City and South Teams to the commitment records for a fully automated process that will provide greater accuracy and provide managers with better management information to support their oversight of changes from month to month. Further attention continues to be given to this area to ensure that progress is made.

Work has already been started to reduce the expenditure on staffing in in-house provider services. Vacant posts and relief posts are being recruited to reducing the need to use agency staffing. A number of protocols are being produced to limit the rate overtime hours are paid at as well as the need for senior management authorisation for the use of agency staffing, with use being monitored and reported across the services. Budget surgeries have taken place with budget holders in these services to ensure they are aware of the emerging pressures in their budgets and have plans in place to manage these. These budget surgeries have brought about better understanding of all of the budget areas enabling more accurate forecasting. Many of the cost pressures identified within the in house services have now been offset by doing this.

We are further developing the process for tracking costs for young people with a learning disability as they prepare for adulthood.

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>5) Physical Disabilities incl. Head of Services</b>	<b>14,644</b>	<b>14,423</b>	<b>-220</b>	<b>-2%</b>
<p>The previous reported underspend in Disability Services (Physical Disability, Sensory Loss, HIV and Vulnerable Adult and Autism Services) of £307k has reduced overall by £87k. An underspend in the Physical Disability service and in the Head of Service budget was previously identified due to contract funding no longer being required, expected clawbacks on direct payments paid to people with a physical disability and management of demand; final figures for clawbacks and expected income have increased the underspend in these areas.</p> <p>This has been offset during closedown by around £120k of additional costs being incurred in the Autism and Adult Support service as a result of transfers of two clients from the Learning Disability Partnership, resulting in an overall reduction in underspend in the Disabilities Service as a whole.</p>				
<b>6) Carers Service</b>	<b>2,121</b>	<b>1,629</b>	<b>-491</b>	<b>-23%</b>
<p>Allocations to individual carers have been below expected levels, and as such, the year-end underspend is £491k. Revised arrangements for carers support were implemented this year, following the Care Act, and took longer than expected for the additional anticipated demand to reach budgeted levels. Whilst activity increased towards the end of the year, resulting in a reduced underspend forecast in March, the final year-end expenditure was slightly lower than forecast resulting in the underspend increasing by £29k during Closedown.</p>				



Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>7) Director of Older People and Mental Health Services</b>	<b>8,907</b>	<b>7,150</b>	<b>-1,757</b>	<b>-20%</b>
<p>The year-end position for the Director of Older People and Mental Health Services was an underspend of £1.757m, an adverse change of £61k from the position reported in March. This is due to an increase in the expected level of expenditure on delayed transfers of care reimbursement. This is with a view to all reimbursement ending in 2016/17 in line with a planned saving.</p> <p>Previously reported underspends under this heading are principally the result of:</p> <ul style="list-style-type: none"> <li>• Services to respond to new responsibilities for social care needs for prisoners are still being established with the underspend this year being £289k.</li> <li>• Release of an accrual made in last year's accounts for a £290k potential dispute on costs of nursing care. This was resolved without making use of the provision.</li> <li>• Reductions realised on housing related support totalling £390k; this has been shown as a permanent saving in Business Planning</li> <li>• Deferred payment income was £205k above the expectation set at the start of the year.</li> <li>• A one-off underspend of £182k on a centrally held seasonal cost of care budget which was not utilised, reflecting the favourable overall Older People's cost of care forecast, managed through the locality teams</li> <li>• £349k underspend on vacancy savings, reflecting difficulties experienced in recruiting to posts across the directorate (and the first year in which Reablement staff have been employed directly).</li> <li>• An under-recovery on funded Nursing Care of £150k for 2015/16</li> <li>• An underspend of £11k on the Addenbrookes' discharge to assess budget used to reduce hospital delays</li> <li>• A £10k underspend on the Brokerage team budget which represents a vacant post that has been permanently deleted in business planning</li> </ul> <p>Client debt levels outstanding for more than twelve months have increased compared to a year-ago. This triggers an increase in the Council's bad debt provision. However this charge is offset by other transactions from previous years where income and expenditure has been incurred in arrears.</p>				
<b>8) City &amp; South Locality</b>	<b>18,600</b>	<b>17,827</b>	<b>-773</b>	<b>-4%</b>
<p>The outturn position for City and South Locality was an underspend of £773k, an adverse change of £120k from the position reported in March. This is due in part to a late swing on transport costs (£53k) where sporadic processing of invoices has led to commitment difficulties. The remainder of the change (£67k) is due to a net increase in cost of care, attributable to a reduction in income received by year-end compared to the previous forecast.</p> <p>Staffing vacancies persisted throughout the year despite several attempts to recruit to all levels in this team. Capacity was supported with Agency workers however the time taken to induct them has impacted on performance and spending patterns. The waiting list in March was 140 people, some of whom will be waiting for long term placements and care packages and some of whom will need court of protection applications submitting. This means that the year-end underspend does not reflect the true position of eligible needs that currently need supporting in the City and South Locality.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>9) East Cambs Locality</b>	<b>7,269</b>	<b>6,852</b>	<b>-417</b>	<b>-6%</b>
<p>There was a small £8k favourable change in the East Cambs Locality outturn position compared to March. Previously reported underspend on net cost of care held to year end.</p> <p>Work continues in the new year to review packages and identify potential savings.</p>				
<b>10) Fenland Locality</b>	<b>8,169</b>	<b>8,485</b>	<b>317</b>	<b>4%</b>
<p>The outturn position has increased by £131k to a £317k overspend as a result of the following:</p> <ul style="list-style-type: none"> <li>• £109k increase due to day centre transport. There was inaccurate level of commitment previously forecast due to sporadic processing of invoices and the need to fund additional routes not provided by the Council's transport fleet. The total transport project is seeking to address some of these issues.</li> <li>• £15k – Staffing overspend due to extended agency worker arrangements. Agency workers are being used to increase the review capacity of the team in order to achieve savings targets after incurring large unforeseen pressures.</li> </ul> <p>Savings have been difficult to make on individual packages of care, and the following underlying pressures still apply:</p> <ul style="list-style-type: none"> <li>• £140k under budgeting for clients with a learning disability who transferred service at 65, prior to the change in procedure.</li> <li>• £102k pressure due to the above transport issue.</li> <li>• £30k pressure on staffing</li> <li>• £45k unmade savings.</li> </ul>				
<b>11) Hunts Locality</b>	<b>12,443</b>	<b>12,245</b>	<b>-198</b>	<b>-2%</b>
<p>The outturn position for Hunts Locality reduced by £84k to £198k underspent. The adverse change since the March report was due to estimated legal costs for a deferred payment (£40k), new costs for clients reaching the asset threshold for Council funding (£18k) together with a number of other year-end accruals and adjustments (£26k).</p> <p>Previously reported underspends which were achieved through reductions of cost of care following reviews and increases in Continuing Healthcare funding awarded still applied.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>12) Reablement, Occupational Therapy &amp; Assistive</b>	<b>7,718</b>	<b>7,091</b>	<b>-627</b>	<b>-8%</b>
<p>Reablement, Occupational Therapy and Assistive Technology underspent by £627k, which was an increase of £22k from the March forecast position. The increase was due to a number of small underspends on non-staffing budgets across the service.</p> <p>Previously reported underspends still applicable at year-end include the following:</p> <ul style="list-style-type: none"> <li>• release of a £118k accrual made in last year's accounts for potential accommodation and administrative costs. Negotiations have progressed and this provision was not required.</li> <li>• a one-off delay in salary costs of £72k. Some salary costs such as enhancements and extra hours are paid a month in arrears. Payments for these in April 2015 were made by the NHS as they related to March 2015 and were therefore prior to the Reablement service being transferred to County Council management. Only 11 months of costs were incurred by CCC this year.</li> <li>• £220k reduced support (non-staff) costs of the Reablement Service following its move into the Council of which £174k are expected to be ongoing and have been built into the Business Planning process</li> <li>• £55k identified across the Reablement Teams due to enhancements and extra hour's payments being lower than expected for the winter period.</li> <li>• £85k underspend on Assistive Technology and Environmental Controls split across both staffing and equipment</li> </ul> <p>And the following, anticipated on an ongoing basis, through the Business Plan</p> <ul style="list-style-type: none"> <li>• reduction in the overheads related to Occupational Therapy, as this service moved to a new NHS provider this year (£45k).</li> </ul>				
<b>13) Adult Mental Health</b>	<b>7,132</b>	<b>6,796</b>	<b>-336</b>	<b>-5%</b>
<p>The outturn position for Adult Mental Health had a favourable change of £232k compared to the position reported in March.</p> <p>The increased underspend was due to:</p> <ul style="list-style-type: none"> <li>• £108k underspend on staffing following a significant reduction compared to the expected level of recharge from CPFT for use of bank staff to cover CCC vacancies;</li> <li>• a further reduction of £60k in the cost of care packages compared to the March snapshot; and</li> <li>• an increase in the Section 75 agreement underspend from £64k to £117k. The Section 75 funds CPFT staff employed to provide mental health services on behalf of CCC and their associated overheads.</li> </ul>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>14) Older People Mental Health</b>	<b>8,266</b>	<b>8,358</b>	<b>91</b>	<b>1%</b>
<p>The outturn position for Older People Mental Health was an overspend of £91k, an adverse change of £202k compared to the figures reported in March. This was due to £99k increase in the costs of care packages, primarily relating to residential care, and actual levels of client contributions at year end being reduced compared to the figure included in the March forecast.</p> <p>The year-end overspend on cost of care has resulted in an increase in commitment levels moving in to 2016/17. This is expected to be addressed as part of the work to achieve savings allocated in the Business Plan.</p>				
<b>15) Strategic Management - Children's Social Care</b>	<b>3,138</b>	<b>3,535</b>	<b>398</b>	<b>13%</b>
<p>The Children's Social Care (CSC) Director budget is showing an outturn overspend of £398k.</p> <p>CSC Strategic Management had a vacancy savings target of £656k and although the directorate actively managed the staff budgets and use of agency staff, savings were not achieved to meet the target in full. This is due to service need; posts are required to be filled as quickly as possible, with essential posts within the Unit model covered by agency staff in a planned way until new staff have taken up post.</p> <p>We continue to make concerted efforts to minimise the dependency on agency and continue to look at other ways to manage work within the Units despite high levels of demand. The recruitment and retention strategy for social work staff should decrease the reliance on agency staffing.</p> <p>Recruitment in Wisbech and East Cambs remains problematic which may be due in part to that area bordering a number of other Local Authorities. This area holds the highest amount of vacancies and is therefore more reliant on agency social workers to cover vacancies.</p> <p><u>Actions being taken:</u></p> <p>Workforce management continues to be reviewed weekly/fortnightly at CSC Heads of Service and CSC Management Teams respectively. We have monitoring procedures in place to manage the use of agency staff going forward and are focusing on the recruitment of Consultant Social Workers and Social Workers, but good quality agency staff continues to be needed in order to manage the work in the interim. The approval of the approach to recruitment and retention recently agreed by relevant Committees will support the work to reduce the use of agency staff.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>16) Head of Social Work</b>	<b>4,249</b>	<b>4,660</b>	<b>411</b>	<b>10%</b>
<p>The Head of Social Work budget is showing an outturn over spend of £411k.</p> <p>The adoption allowances budget has overspent by £580k due to an increase in the number of adoption/special guardianship orders. The increase in Adoption / Special Guardianship / Child Arrangement orders are however a reflection of the good practice in making permanency plans for children outside of the looked after system. The over spend is mostly attributable to demographic pressures and previously no demography has been allocated to reflect the rise in numbers.</p> <p>The overspend has been mitigated by an underspend of £169k in the Clinicians budget which has arisen due to recruitment difficulties. Initially there were three unsuccessful recruitment campaigns that resulted in continuing vacancies as there were no applicants, or applicants that we were not able to appoint. Between September 2015 and the end of January 2016 we were further delayed in the recruitment process by CPFT human resources delays and on CPFT's part in relation to the partnership agreement between CPFT and CCC. These issues are now resolved and recruitment has since commenced.</p> <p><u>Actions being taken:</u> The adoption pressure is now being managed as part of the 2016/17 Business Planning process. We are implementing a review of all adoption allowances and updating our policy in order to better manage our costs.</p>				
<b>17) Legal Proceedings</b>	<b>1,530</b>	<b>1,742</b>	<b>212</b>	<b>14%</b>
<p>The legal proceedings budget has finished the year with an overspend of £212k.</p> <p>This is mainly due to a recent Judicial Review case (costs c£80k) and three other court cases from other Local Authorities (£60k). Aside from these exceptional cases there is an outturn overspend of £72k on other legal cases.</p>				
<b>18) Safeguarding &amp; Standards</b>	<b>1,177</b>	<b>1,337</b>	<b>160</b>	<b>14%</b>
<p>The Safeguarding and Standards budget has overspent by £160k.</p> <p>In Head of Safeguarding and Standards there was a £99k pressure due to the use of seconded and agency staff to cover the increased number of initial and review child protection conferences and initial and review Looked After Children Reviews. The numbers of looked after children and children with a child protection plan is significantly higher than the last five years.</p> <p>There was a further pressure of £61k in Complaints through an increase in Stage 2 and Stage 3 complaints and the associated costs in dealing with these cases.</p> <p><u>Actions being taken:</u> Review is underway to manage the Complaints pressure from within CSC going forward into 2016/17.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>19) Children's Social Care Access</b>	<b>4,448</b>	<b>4,862</b>	<b>414</b>	<b>9%</b>
<p>The Access budget has overspent by £414k due to the use of agency staffing in both Children's Social Care Access and First Response services.</p> <p>Please see Strategic Management Children's Social Care (note 15) above.</p>				
<b>20) Children Looked After</b>	<b>10,860</b>	<b>10,982</b>	<b>121</b>	<b>1%</b>
<p>The Children Looked After budget has ended the year with an overspend of £121k.</p> <p>Historically the Home Office grant allowance for unaccompanied asylum seeking children (UASC) does not cover expenditure and a small, now reducing, reserve has been utilised to manage any deficit. In previous years the cohort of UASC that CCC have been supporting has been relatively small but in 2015/16 we have seen an additional 55 UASC cases up to February 2016 which has seen expenditure exceed the grant beyond the limit of the reserve. The overspend is based on expectation of grant to be approved in 2015/16 but final confirmation will not be received until June 2016 and is dependent on necessary documentation being provided</p> <p><u>Actions being taken:</u> Controls are being put in place to proactively manage expenditure in this area in 2016/17 with accommodation costs being the main focus.</p>				
<b>21) Children In Need</b>	<b>3,933</b>	<b>4,375</b>	<b>443</b>	<b>11%</b>
<p>The Children in Need budget has overspent by £443k due to the use of agency staffing in the Children in Need Service.</p> <p>Please see Strategic Management Children's Social Care (note 15) above.</p>				
<b>22) Strategic Management – S&amp;C</b>	<b>417</b>	<b>38</b>	<b>-379</b>	<b>-91%</b>
<p>The overall underspend is £379k. Within the additional savings identified at the September GPC meeting there was an expectation for the following;</p> <ul style="list-style-type: none"> <li>• reduction of £227k in earmarked Building Schools of the Future reserve to reflect anticipated demand levels</li> <li>• saving on SEND delivery grant funding of £25k</li> <li>• saving of £14k on the High Needs Block (HNB) – this is subsumed within the Dedicated Schools Grant (DSG)</li> </ul> <p>The remaining £113k is the result of £25k underspend on Strategy &amp; Commissioning central legal budgets and £88k over-recovery of vacancy savings.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>23) Looked After Children Placements</b>	<b>16,490</b>	<b>18,245</b>	<b>1,755</b>	<b>11%</b>

Overall Looked After Children (LAC) numbers at the end of March 2016, including placements with in-house foster carers, residential homes and kinship, are 610, 75 more than 1 April 2015 and 11 more than the end of February 2016. This includes 61 unaccompanied asylum seeking children (UASC).

External placement numbers (including 16+ and supported accommodation) at the end of March are 300, 1 fewer than in February.

External Placements Client Group	Budgeted Packages	29 Feb 2016 Packages	31 Mar 2016 Packages	Variance from Budget
Residential Disability – Children	2	1	1	-1
Child Homes – Secure Accommodation	0	0	0	-
Child Homes – Educational	8	10	10	+2
Child Homes – General	16	27	26	+10
Supported Accommodation	15	26	27	+12
Supported living 16+	9	11	11	+2
Fostering & Adoption	261	226	225	-36
<b>TOTAL</b>	<b>311</b>	<b>301</b>	<b>300</b>	<b>-11</b>

As can be seen in the Key Activity Data and the figures above, the budgeted external placements included a target composition change from residential placements to fostering. Although the total number of external placements is not too dissimilar to the budgeted number, there are 15.38 more residential placements and 22.84 fewer fostering placements than budgeted. As residential placements are on average three times more expensive per week, this unfavourable composition is the driver of the year end overspend of £1.755m. This overspend is net of the staffing underspends within in-house fostering (£57K) and Alternatives to Care (£69K), and the use of CFA reserves allocated for Alternatives to Care (£44K).

The overspend is partially explained by a £1.8m pressure carried forward from 2014/15, as the LAC population grew at an unprecedented rate towards the end of the financial year; £1.8m is the full year impact of this growth.

Actions taken to manage the rising LAC numbers and the resulting financial pressure, all of which will continue throughout 2016/17, include:

- A weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.
- A weekly LAC monitoring meeting chaired by the Strategic Director of CFA has been established which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions.

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%

#### Looked after Children Placements, continued:

- A monthly LAC Commissioning Board reviews the financial pressures and achievement of savings. This Board also reviews the top 50 cost placements, linking with the Section 20 panel and finding innovative, cost-effective solutions. The Board is responsible for monitoring against activity targets and identifying solutions if targets are missed.
- A cross council LAC Strategy has been developed and was agreed by CYP Committee in January. Alongside this is an action plan with savings allocated to activities to ensure that future savings will be achieved.

The savings target for LAC Placements in 2015/16 was £2m. Within the LAC Strategy there are a number of work streams which have achieved savings in 2015/16, including:

- Review of high cost residential placements - developing in county provision including long breaks and challenging new residential placements.
- Commissioning savings - seeking discounts and savings through tendering.
- Creative care - using resources more creatively to identify better solutions for young people. One case has been completed, and savings achieved are currently being reviewed.

There are also work streams which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. These work streams cannot impact current commitment but aim to prevent it increasing:

- Alternatives to Care - working with children on the edge of care to enable them to remain at home or out of the care system. This aims to reduce the growth in the LAC (non-UASC) population.
- In-house fostering - increasing in-house fostering capacity to reduce the use of Independent Fostering Agency placements, therefore reducing the use of external placements. Since 1st April 2015, the percentage of the LAC population in external placements has reduced by 5.01%.

<b>24) SEN Placements</b>	<b>8,469</b>	<b>8,976</b>	<b>507</b>	<b>6%</b>
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OFSTED Category	1 Apr 2015	29 Feb 2016	31 Mar 2016	Variance from 1 Apr 2015
Autistic Spectrum Disorder (ASD)	98	102	102	+4
Behaviour, Emotional and Social Difficulty (BEDS)	38	37	38	-
Hearing Impairment (HI)	3	3	3	-
Moderate Learning Difficulty (MLD)	1	2	3	+2
Multi-Sensory Impairment (MSI)	0	0	0	-
Physical Disability (PD)	1	1	1	-
Profound and Multiple Learning Difficulty (PMLD)	2	0	0	-2
Speech, Language and Communication Needs (SLCN)	3	3	3	-
Severe Learning Difficulty (SLD)	3	1	1	-2
Specific Learning Difficulty (SPLD)	9	7	7	-2
Visual Impairment (VI)	2	2	2	-
<b>Total</b>	<b>160</b>	<b>158</b>	<b>160</b>	<b>-</b>



Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%

#### SEN Placements, continued:

The Special Educational Needs (SEN) Placements budget has come in £507k over budget. This includes secured additional income from Health, following development of a tool to assess the percentage level of contributions to placement costs. The increase of £122k to the previously reported overspend mainly relates to 10 new placements in the last quarter of the financial year. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant. Included in the above numbers are 20 children educated under a block contract.

The budget continues to be under significant pressure due to numbers: whilst maintained Statement numbers are decreasing the level of need escalated in early years with this age group requiring additional capacity in all of our Special Schools in 2015/16. This additional need in early years meant schools are at capacity, placing greater pressure to look outside of Cambridgeshire.

#### Going forward into 2016/17 we will continue to:-

- Actions in the Placements Strategy are aimed at returning children to within County borders and reducing Education Placement costs.
- Offer a shared care service enabling parents to continue to keep children at home has recently come on line.
- Additional classes (and places) commissioned and funded at all of our area special schools to meet the rise in demand for early years. Funded from the HNB.
- Previous discussions for 3 new special schools to accommodate the rising demand over the next 10 years needs to be revisited as there is a pressure on capital funding. One school is underway and alternatives to building more special schools are being investigated, such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with FE to provide appropriate post 16 courses.
- Establish ASC specialist cabin provision for the primary sector.
- Review SEBD provision and look to commission additional specialist provision.
- Business case presented to health commissioners to improve the input of school nursing in area special schools to support increasingly complex medical/health needs. Deliver SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education.
- Reviewing the opportunity for developing residential provision attached to an existing special school in-county. The remit will be extended to include New Communities and newly built special schools.

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>25) Commissioning Services</b>	<b>3,665</b>	<b>3,911</b>	<b>246</b>	<b>7%</b>
<p>The Out of School Tuition budget is overspent by £358k.</p> <p>We have a number of children with a Statement of Special Educational Needs out of school in receipt of alternative education (tuition) packages. When moving a child with a Statement of Special Educational Needs from one school to another the LA has to adhere to the placement consultation process (with specified timescales) outlined in the DfE SEN Code of Practice. Due to the need for the timescales to be followed, and an increasing number of negative responses being received, the process of moving a child with a Statement from one school to another took much longer. Until the process is complete the LA has a duty to provide interim full-time education provision, which is now a mandatory 25 hours per week.</p> <p>It is important to note that a large number of our special schools started the academic year full. This created an additional pressure on this budget as there were an increased number of children requiring interim education provision whilst the search for a new school placement was underway.</p> <p>The educational equipment budget is underspent by £16k, the special equipment budget is underspent by £84k and the Access &amp; Inclusion budget is underspent by £12k, so bringing the Commissioning Services overspend down to £246k.</p>				
<b>26) Home to School Transport – Special</b>	<b>7,085</b>	<b>7,702</b>	<b>617</b>	<b>9%</b>
<p>The outturn position for Home to School Transport – Special is an overspend of £617k.</p> <p>This excludes a pressure on LAC Transport which is detailed below. There was a residual pressure of £1.2m from 14/15 but this has in part been mitigated by delivered savings:</p> <ul style="list-style-type: none"> <li>• A reduction in the amount paid to parents approved to use their own transport to get their children to school to from 45p to 40p per mile effective from 1 September 2015</li> <li>• Reviews to reduce the number of single occupancy journeys undertaken and routes rationalised.</li> <li>• Changes to the SEN post-16 transport policy, introducing contributions from parents / carers to transport costs.</li> <li>• Worked with Health professionals to agree an alternative to using ambulances for Home to School Transport.</li> </ul> <p>To manage the pressure going forward in 2016/17, the following options are being worked on:</p> <ul style="list-style-type: none"> <li>• Cost-benefit analysis on path improvement at Meadowgate School has begun which, if beneficial, will enable the removal of transport. This will be implemented in 2016/17.</li> <li>• Retendering of 500 routes. The tender process is due to begin in the summer 2016 and contracts awarded for the start January 2017.</li> <li>• Introducing termly reviews of transport with Casework Officers and schools. This is ongoing to ensure current transport arrangements are appropriate and to review all single occupancy routes.</li> <li>• Including transport reviews at both the first and second statutory reviews. This is ongoing, reviewing the permanence of social care placements and therefore the appropriateness of a young person's educational centre.</li> <li>• Introducing the use of Personal Travel Budgets.</li> </ul>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>27) LAC Transport</b>	<b>671</b>	<b>1,327</b>	<b>655</b>	<b>98%</b>
<p>The outturn position for LAC Transport is an overspend of £655k.</p> <p>The pressure is a result of an increasing LAC population and a policy to, where possible, keep a young person in the same educational setting when they are taken into care or their care placement moves, providing stability.</p> <p>To manage the pressure going forward into 2016/17, the following activity is taking place:</p> <ul style="list-style-type: none"> <li>• Conducting a recruitment campaign to increase the number of volunteer drivers within Cambridgeshire and therefore reduce the average cost per mile for LAC Transport.</li> <li>• Reviewing all LAC routes for possibility to combine with existing Mainstream and SEN transport routes.</li> <li>• Improved procurement and a target reduction in the number of short notice journeys.</li> <li>• Additional challenge provided by the Statutory Assessment &amp; Resources Team (StART) for all transport requests.</li> </ul>				
<b>28) Central Financing</b>	<b>719</b>	<b>861</b>	<b>142</b>	<b>20%</b>
<p>The overspend is primarily made up from a new commitment of £133k following Children and Young People Committee's resolution that the Local Authority should financially support Bottisham Multi-Academy Trust's sponsorship of the Netherhall School.</p>				
<b>29) Strategic Management – E&amp;P Services</b>	<b>1,771</b>	<b>1,656</b>	<b>-115</b>	<b>-7%</b>
<p>The Enhanced &amp; Preventative Service Strategic Management budget has under spent by £115K. This is the result of a favourable increase in the amount of vacancy savings achieved in quarter 4 of 2015/16. There was an overall increase in the number of vacancies in the final part of the year, including Locality Manager posts which have been backfilled. This level of over recovery is expected to be a one off non-recurrent position when compared to the trend for under recovery against target in recent years. The vacancy savings target remains a challenging target, following the Early Help Review.</p>				
<b>30) Central Integrated Youth Support Services</b>	<b>1,112</b>	<b>925</b>	<b>-186</b>	<b>-17%</b>
<p>An under spend of £186k has occurred across the Central Youth Support Services. A one-off under spend of £114k occurred against the Young Carers budget. New expectations around the level of support provided to young people who take on caring roles for adults has led to a review and enhancement of the service in line with the expectations of the Care Act and a new contract was awarded during 2015/16. Due to a period of transition between the current service contract and the transfer to a new enhanced offer, not all of the additional 'pressures' funding awarded in the 2015/16 Business Plan for this work was required in 2015/16. This is a non-recurrent position and the additional funding will be applied in full from 2016/17 through the revised contract.</p> <p>A £20k under spend has arisen by allocating costs to an external grant received for an innovation project. A £10k under spend occurred due to a reduction in the number of small grant payments to the voluntary and community sector and a £20k under spend occurred against the budget supporting teenage pregnancy coordination. A £5k under spend occurred against the legal budget and staff training budgets and £17k of additional income has been generated by the Attendance and Behaviour Service.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>31) Strategic Management – Learning</b>	<b>67</b>	<b>224</b>	<b>156</b>	<b>233%</b>
<p>There is a pressure of £156k on Strategic Management – Learning.</p> <p>A pressure of £106k exists on the Directorate's vacancy savings target. The directorate was significantly restructured in 14/15, leading to a reduced headcount and a greater traded income target. This has meant there are fewer posts from which to take savings. Furthermore when an income-generating post falls vacant, the salary saving is used in part to offset the reduced income. The vacancy savings target was not reduced to reflect this new position and consequently a pressure has emerged. However this pressure has reduced from £200k to £106k since the last quarter as a result of increased income in the Directorate meaning that the vacancy saving held to cover the income could be released.</p> <p>There is an underspend of £8k reported against funding earmarked for the independent chair of the School-led School Improvement board. This is due to the delay in appointment, which will now not be until the Spring term. There is further underspend of £8k against lines in the Director budget.</p> <p>There is a pressure of £58k on Business Support as a result of savings budgeted for not being realised. This will be addressed in full in 2016/17 through a business support restructure. It was hoped in-year vacancies would realise this saving but that has not been the case.</p>				
<b>32) Schools Partnership Service</b>	<b>1,324</b>	<b>1,133</b>	<b>-191</b>	<b>-14%</b>
<p>The Education Support for Looked After Children Team (ESLAC) is reporting an underspend on its Local Authority budget of £191k. This is mainly because it has had to allocate less of this budget to individual tuition than it had anticipated.</p>				
<b>33) Children's Innovation &amp; Development Service</b>	<b>163</b>	<b>535</b>	<b>372</b>	<b>227%</b>
<p>The overall pressure on CID is £372k.</p> <p>There is a pressure of £285k reported on the Head of Service's income target of £314k from sponsorship from external organisations. Whilst significant sums have been / are being secured from sponsors that will fund a wide range of activities for children and young people, the income to the LA, e.g. for administration has been less than had been modelled. This target should be secured in 16/17 but will need reviewing for 17/18 onwards as the external environment has changed significantly since the original target was set.</p> <p>The Service Development team is reporting an underspend of £50k. This is a combination of a vacant post and a staff member of maternity leave, plus a small underspend on the expenditure of the Adventure Playground in Wisbech. This team has been reviewed and the saving made permanent for 2016/17.</p> <p>The Education Wellbeing Team are reporting a combined overspend of £22k. This is due to staffing changes and missed income targets. The team has significantly reviewed its operations for 2016/17 in order to meet its future targets.</p> <p>The Outdoor Centres – Stibbington, Burwell House and Grafham Water Centre – under-recovered by a combined total of £88k. The centres have reviewed their operations. Stibbington has consulted on staffing reductions and Burwell House has had some capital investment in its domestic facilities that should result in an increase in income.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>Children's Innovation &amp; Development Service, continued:</b>				
<p>The ICT Service under-recovered by a total of £14k, mostly due to some disputed internal invoices not resolved before the internal invoice deadline.</p> <p>Professional Centre Services (PCS) under-recovered by £13k. This was due to the continuation of the loss making Wisbech base. Plans are underway to reduce this for 16/17.</p>				
<b>34) Redundancy &amp; Teachers Pensions</b>	<b>3,000</b>	<b>2,887</b>	<b>-114</b>	<b>-4%</b>
<p>The Teachers' Pension and Redundancy budget is underspent by £114k.</p> <p>This budget is used to fund historic pension commitments, and redundancies of staff in maintained schools where staffing changes have had to be made due to reasons beyond the school's control.</p> <p>£16k of this relates to an in-year renegotiation of the EPM contract by the Director of Learning.</p> <p>This year the pension fund has seen a greater membership turnover than expected and so the required charges have been lower than in previous years. This has resulted in an underspend of £98k.</p>				

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>35) Home to School / College Transport – Mainstream</b>	<b>9,143</b>	<b>9,527</b>	<b>384</b>	<b>4%</b>

The outturn position for Home to School/College Transport – Mainstream is a £384k.overspend.

This includes £150k cross CFA transport saving which had been expected to be achieved this financial year by further aligning activity and exploring opportunities for greater joint working across Home to School Mainstream, SEND and Adult Learning Disabilities (ALD) transport. Work is taking place to review the procurement of school and day care routes together, which is expected to deliver savings in 2016/17 conditional on changes to ALD and Older People's transport.

The outturn position for Home to School Mainstream transport is an overspend of £234k, this includes in-year savings achieved as a result of the implementation of a reduction in the amount paid to parents approved to use their own transport to get their children to school from 45p to 40p per mile and the withdrawal of free transport between Horningsea and Fen Ditton Primary School and between Stapleford/Great & Little Shelford and Sawston Village College for those children living within the statutory walking distances following decisions by the Service Appeal Committee that these routes are available for a child to use to walk to school accompanied by an adult as necessary.

The position also takes account of the following, all of which came into effect on 1 September 2015:

- Changes to the post-16 transport policy including the introduction of a subsidised rate for new students living in low-income households who would previously have been entitled to free transport
- Implementation of an £10 per term increase in the cost of purchasing a spare seat on a contact service and for post-16 students who do not meet low income criteria
- Award of contracts following re-tendering

In addition, the amount of funding anticipated to be required to meet the cost of new transport arrangements as a result of families moving into and within Cambridgeshire in cases where the local schools are full has been reassessed to take account of a reduction in the number of in-year admission requests lodged since the start of the spring term.

However, the main influencing factor in the significant adjustment in the outturn results from a comprehensive review of the commitment record to identify and remove routes and transport arrangements which are no longer required.

Following approval of the Business Plan, those post-16 students who are commencing a new course of study from 1 September 2016 under the Council's low-income criteria will be responsible for meeting all of their transport costs. This change to the Council's post-16 transport policy will further reduce demands on this budget.

Increased levels of income are anticipated as a result of increasing the cost of purchasing a spare seat on one of the Council's contract services from £160 to £200 per term from September. In addition, those students who qualify for assistance will be required to pay an extra £10 per term.

The following options are being worked on to further reduce demand and costs in future years:

- funding late in-catchment applications on a discretionary basis;
- a bike purchase scheme as an alternative to providing a bus pass or taxi ;
- incentives for volunteering / parent car pool schemes;
- cost-benefit analysis for limited direct provision, e.g. Council-run minibuses for a small number of high cost routes

Service	Budget 2015/16	Actual	Outturn Variance	
	£'000	£'000	£'000	%
<b>36) Financing DSG</b>	<b>-23,212</b>	<b>-23,811</b>	<b>-599</b>	<b>-3%</b>

Within CFA, spend of £23.2m is funded by the ring fenced Dedicated Schools Grant. This year the Education Placements budget overspent by £507k and the Commissioning Services budget overspent by £249k, however these in part were offset with underspends with Early Years Specialist Support (-£72k), 0-19 Place Planning & Organisation Service (-£45k), SEND Specialist Services (-£29k) and E&P Locality teams (-£7k).

Vacancy savings are taken across CFA as a result of posts vacant whilst they are being recruited to, and some of these vacant posts are also DSG funded. The DSG pressure of £599k for this financial year has been met in full by DSG related vacancy savings.

## APPENDIX 3 – Grant Income Analysis

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

<b>Grant</b>	<b>Awarding Body</b>	<b>Expected Amount £'000</b>
<b>Grants as per Business Plan</b>		
Public Health	Department of Health	6,823
Better Care Fund	Cambs & P'Boro CCG	15,457
Adult Social Care New Burdens	DCLG	3,193
Social Care in Prisons Grant	DCLG	339
Delayed Transfer of Care	Department of Health	170
Unaccompanied Asylum Seekers	Home Office	832
Youth Offending Good Practice Grant	Youth Justice Board	584
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Non-material grants (+/- £160k)	Various	193
Troubled Families	DCLG	2,105
Children's Social Care Innovation Grant (MST innovation grant)	DfE	519
Music Education HUB	Arts Council	781
<b>Total Non Baselined Grants 2015/16</b>		<b>31,123</b>

Financing DSG	Education Funding Agency	23,212
<b>Total Grant Funding 2015/16</b>		<b>54,371</b>

The non baselined grants are spread across the CFA directorates as follows:

<b>Directorate</b>	<b>Grant Total £'000</b>
Adult Social Care	3,418
Older People	16,116
Children's Social Care	899
Strategy & Commissioning	111
Enhanced & Preventative Services	9,682
Learning	897
<b>TOTAL</b>	<b>31,123</b>



## APPENDIX 4 – Virements and Budget Reconciliation

	Effective Period	£'000	Notes
<b>Budget as per Business Plan</b>		<b>244,270</b>	
Commissioning Services	May	37	SEND Preparation for Employment Grant
Early Years Service	May	26	Supporting Disadvantaged Children in Early Years Grant
Reablement, Occupational Therapy & Assistive Technology	June & Sept	-64	With the TUPE of 270 staff from the NHS to the County Council on 1 April, a contribution has been made by CFA to LGSS for payroll, payables and other professional services to support this new workforce. These services were previously provided by Serco through the now ended NHS contract.
Across CFA	June	-262	Centralisation of the budget for mobile telephone/device costs.
Mental Health – Head of Services	July	-7	The Mental Health service has agreed with a care provider to convert some existing accommodation, at Fern Court in Huntingdonshire, to ensure high needs services can continue to be provided at this location. Facilities Management will manage an ongoing rental contribution from the Council to the provider.
Children Looked After	July, Dec & Mar	108	Allocation of 2015/16 Staying Put Implementation Grant
Across ASC and OP&MH	Sept, Oct & Feb	1,037	Allocation of 15/16 Independent Living Fund (ILF) following transfer of function from central government
Across CFA	Feb	454	Annual Insurance Charges 2015/16
Across CFA	Close	3	Building Maintenance Funding 2015/16
Executive Director	Close	9,762	Corporate Overheads
Strategic Management - ASC	Close	4,628	
<b>Current Budget 2015/16</b>		<b>259,993</b>	

## APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2015  £'000	2015/16		Year End Balance 2015/16  £'000	Notes
		Movements in 2015/16  £'000	Balance at Close 15/16  £'000		
<b><u>General Reserve</u></b>					
CFA carry-forward	0	1,623	1,623	1,623	Underspend of £1,623k applied against reserves.
<b>Subtotal</b>	<b>0</b>	<b>1,623</b>	<b>1,623</b>	<b>1,623</b>	
<b><u>Equipment Reserves</u></b>					
ICT Equipment Replacement Reserve	566	38	604	604	Ed ICT plan to replace major infrastructure and need to build up reserve to do so.
IT for Looked After Children	178	0	178	178	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
<b>subtotal</b>	<b>744</b>	<b>38</b>	<b>782</b>	<b>782</b>	
<b><u>Other Earmarked Funds</u></b>					
<b>Adult Social Care</b>					
Capacity for Reviews	336	-47	289	289	Resources to support reviews to achieve savings from reviews of packages for LD and PD service users. Funding requested from transformation fund going forward.
Capacity in Procurement and Contracts	250	-25	225	225	Increase in capacity for contract rationalisation and review etc. Staff in post and expected to be used further in 16/17
In-house Care Home	15	-16	-1	-1	External consultancy advice received on potential options considered during the year
AFM Implementation	10	0	10	10	Cost of short term staff / cover to support transferring all commitment records to AFM were funded from existing budgets without recourse to this fund during 2016-17.
MASH & Adult Safeguarding	7	0	7	7	After departure of project manager, development of the MASH & safeguarding changes linked to the Care Act, were supported without use of this reserve
<b>Older People &amp; Mental Health</b>					
Resilient Together	399	-78	321	321	Programme of community mental health resilience work (spend over 3 years)
Reviews of Packages in Older People and Mental Health Services	300	-300	0	0	Invest in additional capacity to undertake package reviews on a much larger scale than previously possible - on the assumption that by applying our latest thinking and the transforming lives approach to each case we will reduce the cost of packages

Fund Description	Balance at 31 March 2015	2015/16		Year End Balance 2015/16	Notes
		Movements in 2015/16	Balance at Close 15/16		
		£'000	£'000		
Continuing Health Care	130	-12	118	118	The County Council could decide to employ its own staff to undertake CHC assessments - ensuring they are completed in a transparent way with a view to ensuring that those who are eligible for CHC receive it. This would allow us to address the issues whereby clients with continuing health needs are currently being funded in full by social care services. CHC Manager in post..
Social Work Recruitment	120	-12	108	108	Social Work recruitment support advisors working with managers on a fixed term basis to address workforce gaps.
Home Care Development	90	-28	62	62	Managerial post to take forward proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work
Falls Prevention	80	-36	44	44	To upscale the falls prevention programme - contract with Forever Active continues into 2016/17
Dementia Coordinator	50	-15	35	35	Dementia Coordinator role to be filled and funding required in 2016/17
Live in Care	20	29	49	49	Trialling the Adult Placement Scheme within OP&MH - scheme to start in 2016/17
Children Social Care					
Alternatives to Care / Family Crisis Support Service	500	-104	396	396	New service which is able to offer a rapid response to situations where young people are identified as at risk of becoming looked after either in an emergency or as a result of a specific crisis. The intention would be to offer a direct and intensive intervention which would explicitly focus on keeping families together, brokering family and kinship solutions and finding alternatives to young people becoming looked after.
Repeat Removals	100	-33	67	67	Establishing a dedicated team or pathway to provide on-going work with mothers who have children taken into care - to ensure that the remaining personal or family needs or issues are resolved before the mother becomes pregnant again. This project will span 15/16 and 16/17.
Brokering Family Solutions / Family Group Conferences	100	-100	0	0	Part fund the FGC Service or alternative arrangements within CSC from reserves, providing it with sufficient resource to allow it to ensure we can attempt to broker family solutions for all cases where there is potentially escalating cost to CCC and a chance/plan for reunification - i.e. All risk of LAC, PLO, court work and all relevant CP cases

Fund Description	Balance at 31 March 2015	2015/16		Year End Balance 2015/16	Notes
		Movements in 2015/16	Balance at Close 15/16		
	£'000	£'000	£'000	£'000	
IRO & CP Chairperson	80	-52	28	28	2 x Fixed Term Posts across 2015/16 and 2016/17. Increase in Independent Reviewing Officers (IRO) capacity to provide effective assessment which will safeguard the YP as per statutory guidance under the Care Planning Regulations Children Act 1989 – (Remaining balance will support for 1 post for 6 month period in 2016/17)
Fostering Marketing Manager	50	-50	0	0	Provide resource to support the programme of work to drive the recruitment of in-house foster carers and hit recruitment target of a 36 net increase in available carers
Adaptions to Respite Carer homes	29	-15	14	14	Committed for adaptations to respite carer homes.
Strategy & Commissioning					
Building Schools for the Future	477	-336	141	141	Funding allocated to cover full programme and associated risks. £108k ICT risk, Costs associated with transition from Dell contract expected in 2016/17
Flexible Shared Care	415	-415	0	0	Provision opened May 2014.
START Team	164	-154	10	10	Funding capacity pressures as a result of EHCPs.
Home to School Equalisation	165	87	253	253	Reserve to even out the number of school days per year.
Time Credits	157	-74	83	83	Funding for 2 year Time Credits programme from 2015/16 to 2016/17 for the development of connected and supportive communities.
Disabled Facilities	200	-73	127	127	Funding for grants for disabled children for adaptations to family homes.
Commissioning Services – Children’s Placements	84	-51	33	33	Funding to increase capacity. Two additional Resource Officers are in post. To be used flexibly between 2015/16 to 2016/17.
IT Infrastructure Costs	57	-57	0	0	Roll Out for Corporate iPads
Enhanced & Preventative					
Multi-Systemic Therapy Standard	364	-182	182	182	2-year investment in the MST service (£182k in 2015/16 & 2016/17) to support a transition period whilst the service moves to an external model, offering services to CCC and other organisations on a traded basis.
Family Intervention Project Expansion	366	-366	0	-0	To increase capacity in Family Intervention Project. Additional FIP workers and Deputy Managers are in post. Funding used in 2015/16.
Information Advice and Guidance	320	-240	80	80	Proposal to delay the saving from the IAG teams by 1 year by funding from reserves. However E&P are currently developing a traded offer with schools, and any income received by trading in 2015/16 may reduce the call on this reserve. Of £80K remaining, £20K is required to fund posts in to 16/17 prior to redundancy in May 2016 and £60K is to be reallocated
MST Child Abuse & Neglect	307	-229	78	78	To continue funding the MST CAN project (previously DoH funded).

Fund Description	Balance at 31 March 2015	2015/16		Year End Balance 2015/16	Notes
		Movements in 2015/16	Balance at Close 15/16		
	£'000	£'000	£'000	£'000	
YOT Remand	223	27	250	250	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
All age Lead Professional	40	0	40	40	Trialling an all age locality lead professional - Appoint 5 and see how they get and how the idea works
Learning					
Trinity School	105	-50	55	55	New pressures emerging in Learning driven by requirement to resource the Post Ofsted Action Plan for Trinity Special School, which has been placed in Special Measures by Ofsted.
Art Collection Restoration Fund / Cambridgeshire Culture	140	-53	87	87	Fund to support cultural activities within the county and the maintenance and development of the Art Collection.
Discretionary support for LAC education	134	48	182	182	LAC Pupil Premium grant from Department for Education to provide further discretionary support for Looked After Children.
Schools Partnership - NtG CREDS	72	-72	0	0	Funding used in 2015/16
ESLAC support for children on edge of care	50	0	50	50	Earmarked for CIN post starting 2016/17
Capacity to attract private and independent sponsorship of programmes for children	50	-50	0	0	A number of private sector organisations have begun to discuss how they might invest in Cambridgeshire's children and young people. This funding has been used to cover the initial work required to support this initiative.
School advisor savings	35	0	35	35	Short term commissioning capacity (35k) in Learning to allow £90k school advisor savings to be made by not recruiting to vacant posts. Unlikely to be required in year due to other vacancy savings offsetting
Capacity to establish a self-sustaining and self-improving school system - leadership	13	-13	0	0	Tender for a skilled education sector leader/professional with an in-depth knowledge of school improvement (£13k) to support the move towards a self-sustaining and improving school system
CCS Equipment reserve and groomfields debt	0	119	119	119	CCS Reserve to make additional investment in branding, marketing, serveries and dining areas to increase sales and maintain contracts. Also includes bad debt provision following closure of Groomfields Grounds Maintenance Service.
Cross Service					
SW recruitment and retention	674	-363	311	311	Actual cost of re-grading social work staff mid-year. Funded from April 2016 onwards through Business Planning.
Other Reserves (<£50k)	255	-49	206	206	Small scale reserves usually associated with academic years.
Subtotal	7,533	-3,436	4,097	4,097	
TOTAL REVENUE RESERVE	8,277	-1,775	6,502	6,502	

Fund Description	Balance at 31 March 2015	2015/16		Year End Balance 2015/16	Notes
		Movements in 2015/16	Balance at Close 15/16		
	£'000	£'000	£'000	£'000	
<b><u>Capital Reserves</u></b>					
Building Schools for the Future	280	0	61	61	Building Schools for Future - c/fwd to be used to spent on ICT capital programme as per Business Planning 16/17
Basic Need	2,774	-2,774	0	-0	Targeted basic need and standard basic grants spent in 2015/16
Capital Maintenance	0	0	0	0	The Capital Maintenance allocation received in 2015/16 will be spent in full.
Other Children Capital Reserves	635	-525	110	110	Contributions spent to fund 2015/16 capital expenditure. £10k Universal Infant Free School Meal Grant c/f and the Public Health Grant re Alcohol recovery hub £100k rolled forward to 2016/17.
Other Adult Capital Reserves	2,583	-326	2,257	2,257	Adult Social Care Grant to fund 2015/16 capital programme spend.
<b>TOTAL CAPITAL RESERVE</b>	<b>6,272</b>	<b>-3,624</b>	<b>2,428</b>	<b>2,428</b>	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

## APPENDIX 6 – Capital Expenditure and Funding

### 6.1 Capital Expenditure

2015/16					TOTAL SCHEME	
Original 2015/16 Budget as per BP	Scheme	Revised Budget for 2015/16	Actual Spend (Close)	Forecast Variance - Outturn (Close)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000
	<b>Schools</b>					
27,500	Primary Schools - New Communities	15,657	15,006	-649	95,765	3,400
32,611	Primary Schools - Demographic Pressures	40,124	36,044	-4,078	125,820	18,179
1,810	Primary Schools – Adaptations	1,882	1,997	115	6,541	0
16,000	Secondary Schools - New Communities	16,906	14,411	-2,494	114,596	-4,150
9,936	Secondary Schools - Demographic Pressures	8,747	7,649	-1,098	113,380	-12,070
0	Final Payments	0	51	51	0	0
250	Building Schools for the Future	363	219	-144	9,118	0
1,126	Devolved Formula Capital	2,248	1,398	-850	17,425	0
0	School Funded Capital (Fund 05/18)	3,846	3,846	0	0	0
0	Universal Infant Free School Meals	164	154	-10	0	0
3,400	Condition, Maintenance and Suitability	3,521	5,181	1,660	47,578	1,450
300	Site Acquisition and Development	300	68	-232	1,870	0
500	Temporary Accommodation	500	1,435	935	8,748	0
0	Youth Service	134	7	-127	0	0
4,307	Children Support Services	4,607	1,073	-3,535	10,636	0
4,614	Adult Social Care	4,706	3,555	-1,151	12,952	0
2,500	CFA Wide	2,500	0	-2,500	5,000	-2,000
<b>104,854</b>	<b>Total CFA Capital Spending</b>	<b>106,204</b>	<b>92,095</b>	<b>-14,106</b>	<b>569,429</b>	<b>4,809</b>

#### Primary School - New Communities £649k slippage.

The Shade, Soham has experienced £31k accelerated spend for initial design and feasibility works. The accelerated spend have been offset by North West Cambridge (NIAB site);(-£97k) slippage due to limited design work being completed and Alconbury 1st Primary( £607k) where poor weather disrupted mobile cranes lifting frame into place. Trumpington Meadows slippage on final accounts being settled (£39k)

#### Primary School – Demographic Pressures £4,078k slippage and cost variation.

Changes to project costs

These total £5,754k. This figure is made up as follows;

£5,760k relates to four new schemes in the business plan for 2015/16. These being, Hardwick Primary Second Campus £2,360k, Fourfields Primary £1,500k, Grove Primary £1,000k and Huntingdon Primary £900k

£1,486k relates to the 2015/16 impact of the increased costs of existing schemes. These being, Little Paxton £100k, Fordham Primary £500k, Burwell Primary £486k and Orchard Park Primary £400k

The remaining -£13,000k is due to reduced costs of existing schemes in future years, which is currently showing as a total scheme variance and will be managed through the 2016/17 business planning process.

#### Slippage and Acceleration

A number of schemes experienced cost movements since the Business Plan was approved. The following schemes have experienced accelerated spend where work has progressed more quickly than had been anticipated in the programme:

Little Paxton (£36k), Loves Farm (£162k), Cottenham Primary (£129k) and Grove Primary (£68k, Eastfield/Westfield, St Ives, (£31k) and Huntingdon Primary School (£60k), Orchards Primary, Wisbech £89k), Cavalry Primary (£31k), Swavesey Primary (£127k)

Slippage has occurred in respect of the following schemes;

Fordham (£174k) where original phasing not achieved as a result of the decision to undertake a review of possible alternative options to meet in-catchment need; start on site commenced March 2016;

Fulbourn (£115k) due to overall scheme revision phase 2 works have been identified as a separate scheme in the 2016/17 Business Plan;

Orchard Park, Cambridge (£406k) the scheme is currently on hold

Fourfields, Yaxley (£32k) slippage from original programme occurred and the start on site is now anticipated in April 2016.

Burwell Primary (£430k) programme slipped by one month to February 2016 following a slight revision to enabling works timetable.

Isle of Ely Primary (£1,613k) due to delays in establishing infrastructure required to further develop the site.

Westwood Primary expansion (£930k) start on site slipped from September following receipt of an objection which meant the scheme could not proceed under delegated authority, but required approval by the Development Control Committee in October.

Hemingford Grey (£65k) final accounts agreed resulting in 2015/16 slippage and an overall project reduction

Brampton Primary (£85k) final accounts agreed resulting in 2015/16 slippage and an overall project reduction

Fawcett Primary (£324k) rephrasing of the access road within the scheme timescales.

School final account settled for less than expected due to contingencies not being used. (£50k).

#### **Secondary Schools – New communities’ £2,494k slippage**

Southern Fringe Secondary scheme has experienced slippage (£2,445k) due to significant delay in construction (£1,609k), this had a knock on effect in procuring fitting and fixtures and ICT equipment (£836k). Northstowe secondary is also reporting slippage (£23k) as design work has not progressed as quickly as expected and is at early option/feasibility stage. Cambridge City Additional Capacity (£26k) part of the project is on hold while planning permissions are being sought.

#### **Secondary Schools - Demographic Pressures £1,098k slippage**

Three schemes experienced significant accelerated expenditure since the 2015/16 business plan was approved. Cambourne Secondary expansion (£419k) in 2015/16 due to design work being progressed ahead of original plan. The scheme has been rephased in the 2016/17 Business Plan. Swavesey Village College (£312k) overspent in 2015/16 due to increased project cost to create additional capacity for Northstowe pupils ahead of the new Northstowe secondary school opening. Hampton Garden Secondary (£1,730k). The project started onsite February 2016 triggering the first payments to Peterborough City Council. In March it was agreed that a £1,500k contribution will be made for the land the school is sited on.



This has been offset by Littleport secondary & special slippage (£3,577k) due to delays to the start on site. Work commenced in February 2016.

**Building Schools for Future; £144k slippage**

£144k slippage as costs anticipated in 2105/16 to transfer ICT arrangements from Dell in September 2016 have slipped into 2016/17.

**Devolved Formula Capital £850k slippage**

Devolved Formula Capital (DFC) has encountered slippage of £850k. The slippage reflects DFC being a three year rolling funding stream and historical trend of school rolling forward balances.

**Condition, Maintenance and Suitability £1,660k overspend**

Condition, Maintenance and Suitability; £1,660k overspend due to Castle and Highfield Special School projects continuing from 2014/15 due to delays on site, (£850k) together with significantly higher than anticipated tender prices for kitchen ventilation works required to meet health and safety standards and projects requiring urgent attention to ensure school remained operational

**Site Acquisition and Development £232k slippage**

Planned purchase of land in Wisbech to provide future site for additional capacity did not materialise resulting in the slippage.

**Temporary Accommodation £935k overspend**

It had been anticipated at Business Planning that the current stock of mobiles would prove sufficient to meet September 2015 demand. Unfortunately, it has proved necessary to purchase additional mobiles due to rising rolls at primary schools around the county.

**Children Support Services £3,535k slippage**

Trinity School (£2,640k) experienced significant slippage had occurred due to delays in finalising the acquisition of the property from Huntingdonshire Regional College. As a result, work on site could not commence until October 2015. Further slippage (£50k) occurred in August 2015 after a review to reduce the overall project cost in line with the available budget. Early Years Provision experienced slippage (£590k) due to delays in planning permissions for two schemes which have failed to commence in 2015/16.

Small slippage (£39k) on Children's minor works which has not been required in 2015/16

**Adults Strategic Investment £718k slippage**

The slippage on Strategic investment has arisen as a result of re-phasing expenditure that has been reflected in the 2016/17 business plan.

**Adults Enhanced Frontline £433k slippage**

The slippage is due to the prioritising of work required to enhance in-house provider services and related delivery of social care, predominantly for clients with needs from learning disabilities, mental health or old age. A further review of investment is required and expenditure has been re-phased during the 2016/17 business plan.

**CFA IT Infrastructure £2,500k slippage and cost revision**

The Management Information System project has reduced project costs of £2,000k as a result of responses from the invitation to submit outline solution process; this along with revised project timescales has resulted in the slippage for 2015/16. Revision to project cost has been reflected in the 2016/17 business plan.

## 6.2 Capital Funding

2015/16				
Original 2015/16 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2015/16 £'000	Actual Spend – Outturn (Close) £'000	Funding Variance - Outturn (Close) £'000
4,949	Basic Need	6,448	6,448	0
6,294	Capital maintenance	5,053	5,053	0
1,126	Devolved Formula Capital	2,248	1,398	-850
0	Universal Infant Free School meals	164	154	-10
4,614	Adult specific Grants	4,706	3,555	-1,151
25,557	S106 contributions	7,760	7,760	0
0	BSF -PFS only	280	219	-61
0	Capitalised Revenue Funding	0	0	0
700	Other Capital Contributions	4,508	4,508	0
34,262	Prudential Borrowing	44,839	32,806	-12,033
27,352	Prudential Borrowing (Repayable)	30,197	30,197	0
<b>104,853</b>	<b>Total Funding</b>	<b>106,203</b>	<b>92,098</b>	<b>-14,105</b>

The overall net impact of the movements within the capital plan is an expected £14.1m underspend in 2015/16.

£1,151k is Adult Social Care grant, £61k Building Schools for future grant and £10k Universal Infant free school means grant which are all to be carried forward into future years, along with £850k of Devolved Formula Capital which represents the School DFC programme, a rolling three-year programme; and accounts for 14/15 and 15/16 rolled forward funds.






Prudential borrowing has underspent by £12,033k and will be required in 2016/17; provision for this has been made within the 2016/17 business plan.


## 6.2 Key Funding Changes 2015/16




Previously reported key funding changes that are still applicable are detailed in the table below.


<b>Funding</b>	<b>Amount (£m)</b>	<b>Reason for Change</b>
Additional / Reduction in Funding (Capital Maintenance)	-1.2	Condition, Suitability and Maintenance funding reduction – as reported in May 15.
Additional / Reduction in Funding (Prudential Borrowing)	+1.2	Prudential Borrowing required to offset the shortfall in funding from the DfE RE: Condition, Suitability and Maintenance (note above) – as in May 15 and approved by the GPC on 28th July 2015.
Revised Phasing (Section 106)	-5.8	Rephasing (mainly North West Cambridge (NIAB) Primary) – as reported in May 15 and approved by the GPC on 28th July 2015.
Revised Phasing (Prudential Borrowing)	-7.1	Rephasing (various schemes) – as in May 15 and approved by the GPC on 28th July 2015.
Additional / Reduction in Funding (Prudential Borrowing)	+3.2	New Schemes (various) – as reported in May 15 and approved by the GPC on 28th July 2015.
Additional / Reduction in Funding (Prudential Borrowing)	+1.5	Increase in costs (various schemes) – as reported in May 15 and approved by the GPC on 28th July 2015.
Revised Phasing (Section 106)	-10.4	Delayed S106 developer contributions – as reported in Sep 15.
Revised Phasing (Prudential Borrowing)	10.4	Prudential Borrowing required to bridge the funding gap caused by the expected delay in S106 developer contributions – approved by the GPC on 22nd December 2015.
Revised Phasing (Other Contributions)	-0.7	Isle of Ely Primary – capital contributions of £0.7m have been delayed. A tariff agreement set up with the landowner to cover the infrastructure funded by CCC has been delayed. - as reported in Mar 16 and to be approved by the GPC May 2016..
Revised Phasing (Prudential Borrowing)	0.7	Delayed capital contribution in relation to the Isle of Ely Primary scheme - as reported in Mar 16 and to be approved by the GPC May 2016.






## APPENDIX 7 – Performance at end of March 2016

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
% year 12 in learning	Enhanced & Preventative	95.6%	96.5%	95.2%	Mar 16		A	Our performance in learning tends to drop at this point in the year as young people drop out before completing their programmes in learning. As many will not return until September it is unlikely that we will meet this target until later in the year.
% Clients with SEND who are NEET	Enhanced & Preventative	10.0%	9.5%	10.1%	Q4 (Jan to Mar 2016)		A	Whilst we are not on target our performance is much better than this time last year when NEET was 12.4%. We continue to prioritise this group for follow up and support.
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	78.0%	75.0%	78.6%	Mar-16		G	155 Primary schools are judged as good or outstanding by Ofsted covering 36748 pupils. Two maintained primary school's remain in an Ofsted category and have specific actions plans in place to support their improvement.
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	49.4%	75.0%	49.4%	Mar-16		R	The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has been adversely affected by a number of the county's largest secondary academies slipping from 'good' to 'requires improvement'. Only 15 out of 32 Secondary schools with Inspection results are judged as good or outstanding, covering 14,550 pupils. This is 49.4% of pupils against the target of 75%.
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	92.9%	75.0%	92.9%	Mar-16		G	8 out of 9 Special schools are judged as Good or outstanding covering 903 (92.9%) pupils.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
No. of income deprived 2 year olds receiving free childcare		1308	1400	1425	Autumn Term 2015		G	The DfE Target set is 80% of eligible two-year olds. The latest information from the DfE suggests there are 1786 eligible two-year olds, on income grounds, which equates to a target of approx 1400 children. .
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	88.3%	85.0%	91.0%	Mar-16		G	This indicator is subject to a new calculation method for 2015/16. Performance remains above the provisional target and is improving gradually. Performance is above the national average for 14/15 and will be monitored closely.
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	54.9%	57.0%	55.0%	Mar-16		A	<p>The service continues to be the main route for people leaving hospital with simple, as opposed to complex care needs. However, we are experiencing a significant challenge around capacity in that a number of staff have recently retired and we are currently undertaking a recruitment campaign to increase staffing numbers.</p> <p>In addition, people are leaving hospital with higher care needs and often require double up packages of care which again impacts our capacity. We are addressing this issue directly by providing additional support in the form of the Double Up Team who work with staff to reduce long term care needs and also release reablement capacity.</p>
<b>BCF</b> 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health		646	565	2014-15		G	This provisional score is calculated using 2nd cut submission data from the SALT return. This new method is different to previous years and as such a direct comparison could be misleading. This indicator is measured annually

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
The number of looked after children per 10,000 children	Childrens Social Care	45.6	32.8 - 38.5	46.4	Mar-16		<b>R</b>	<p>The number of Looked After Children increased to 610 during March 2016. This includes 61 UASC, 10% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. These workstreams cannot impact current commitment but aim to prevent it increasing:</p> <ul style="list-style-type: none"> <li>• Alternatives to Care - working with children on the edge of care to enable them to remain at home or out of the care system. This aims to reduce the growth in the LAC population.</li> <li>• In-house fostering - increasing in-house fostering capacity to reduce the use of Independent Fostering Agency placements, therefore reducing the use of external placements. Since 1st April 2015, the percentage of the LAC population in external placements has reduced by 5.01%.</li> </ul>
% children whose referral to social care occurred within 12 months of a previous referral	Childrens Social Care	19.6%	25.0%	19.1%	Mar-16		<b>G</b>	Performance in re-referrals to children's social care has shown a slight improvement in March and remains within target
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	Older People & Mental Health	459	406	469	Feb-16		<b>A</b>	<p>New measures are under development to report on Family CAFs and to better reflect the changes involved in the implementation of Think Family working from April 2016 onwards. Performance shows consistent improvement in the number of CAFs closed where outcomes were achieved. In the longer term, the move to Family CAF will improve our understanding of families and will allow us to incorporate support for the "whole family" in partnership with parents, carers and services, ultimately improving family engagement with the CAF process.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) – YTD	Older People & Mental Health	459	406	469	Feb-16		R	<p>In spite of excellent progress earlier in the year we have seen some deterioration in the last few months. The Cambridgeshire health and social care system is experiencing a monthly average of 2,442 bed-day delays, which is 17% above the current BCF target ceiling of 2,088. In February there were 2,772 bed-day delays, down 96 compared to the previous month.</p> <p>We are not complacent and continue to work in collaboration with health colleagues to build on this work. However, since Christmas we have seen a rise in the number of admissions to A &amp; E across the county with several of the hospitals reporting Black Alert. There continues to be challenges in the system overall with gaps in service capacity in both domiciliary care and residential home capacity. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community</p> <p>Between March '15 and February '16 there were 29,477 bed-day delays across the whole of the Cambridgeshire system - representing a 9% decrease on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have decreased by 9% from 22,575 (Mar 14 - Feb 15) to 20,435 (Mar 15 - Feb 16), while bed-day delays attributed to Adult Social Care have decreased from 7,969 (Mar 14 - Feb 15) to 7,720 (Mar 15 - Feb 16) an improvement of 3%.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Older People & Mental Health	117	94	123	Feb-16		R	Between April '15 - Feb '16 there were 7,209 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 128 delays per 100,000 of 18+ population. For the same period the national rate was 107 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.
1F - Adults in contact with secondary mental health services in employment	Older People & Mental Health	13.5%	12.5%	13.7%	Mar-16		G	We have now been assured by CPFT that these figures are reliable following our concerns relating to discrepancies between locally and nationally reported data by CPFT.
1E - Proportion of adults with learning disabilities in paid employment	Adult Social Care	2.2%	7.5%	2.3%	Mar-16		R	Performance is very low. Due to a change in calculation method performance at this indicator has fallen. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependant on the review/assessment performance of LD teams.
FSM/Non-FSM attainment gap % achieving L4+ in Reading, Writing & Maths at KS2	Learning	28	21	28	2015		R	Data for 2015 suggests that the gap has remained unchanged at KS2 but increased significantly at KS4. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential
FSM/Non-FSM attainment gap % achieving 5+ A*-C including English & Maths at GCSE	Learning	31.3	26	37.8	2015		R	All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.



## APPENDIX 8 – CFA Portfolio at end of March 2016

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Transforming Lives/Care Act Programme:</b> Claire Bruin	A programme of six projects is in place to implement these changes. The Transforming Lives project is focusing on the implementation of the new way of working. . A quality assurance process is in development and will be applied to ensure the principles of Transforming Lives are being adhered to in practice.  No key issues.	GREEN
<b>Learning Disability Spend:</b> Claire Bruin	The focus of this project is to address the current overspends and a project plan is in place. This plan is being monitored by the Learning Disability Senior Management Team who consider the impact of the changes on the budget. Work is also underway to consider any policy changes that need to be in place to support the delivery of savings from April 2016.  Key issue: Monitoring the project plan to ensure that the changes being implemented are resulting in savings. Focus is on undertaking reviews to make savings, establishing systems to ensure accurate forecasting and providing support to Team Managers to manage their budgets	AMBER
<b>Building Community Resilience Programme:</b> Sarah Ferguson	This programme will respond to the Council's shifting focus from meeting the needs of individuals to supporting communities and families. The strategy has been approved by the General Purposes Committee. Focus is now on developing and delivering the action plans.  No key issues.	GREEN
<b>Older People Service Development Programme:</b> Charlotte Black	This programme was established to create the infrastructure for the new Older People and Mental Health Directorate. The projects within the programme are now complete including the transfer of 500 staff from Cambridgeshire Community Services. The programme is in the closedown phase.	GREEN
<b>CFA Strategy for 2016-20:</b> Adrian Loades	Delivering a strategy for the next five years that will respond to the savings that need to be made. Significant work has taken place to translate principles in the strategy into a five year Business Plan for CFA Services. The Business Plan was agreed by Council in February. Delivery plans are now in place including monitoring the impact of delivery of the CFA Strategy over the coming months and years – aligned to delivery of the resulting savings. This project is in the closedown phase.	GREEN

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Accelerating Achievement:</b> Keith Grimwade / Meredith Teasdale / Sarah Ferguson	<p>Delivering the strategy aimed at groups of children and young people who are vulnerable to underachievement.</p> <p>Key issue: Letter received from Ofsted in March 2016 expressing concern about the quality of education and the outcomes for disadvantaged pupils in Cambridgeshire schools. The School Improvement Strategy is being refreshed and one of its key priorities is 'Accelerating the achievement of vulnerable groups'. The local authority action plan to support this priority will be refreshed in the light of this summer's results.</p>	<b>AMBER</b>
<b>LAC Placements Strategy:</b> Meredith Teasdale	<p>The revised final version of the strategy and action plan was presented to the CYP Committee in March 2016.</p> <p>This strategy needs to deliver significant savings targets but there are no major delivery issues to report.</p>	<b>GREEN</b>
<b>Early Help:</b> Sarah Ferguson	<p>This project delivered the implementation of a revised Early Help offer in Cambridgeshire. The new structures were in place on 1 April 2016 and the project is now being closed down.</p> <p>No key issues.</p>	<b>GREEN</b>

**Children & Young People Committee**  
**Revenue Budgets**

**Children's Social Care Directorate**

Strategic Management – Children's  
Social Care  
Head of Social Work  
Legal Proceedings  
Safeguarding & Standards  
Children's Social Care Access  
Children Looked After  
Children in Need  
Disabled Services

**Strategy & Commissioning**  
**Directorate**

Commissioning Enhanced Services  
Looked After Children Placements  
Special Educational Needs  
Placements  
Commissioning Services  
Early Years Specialist Support  
Home to School Transport – Special

Executive Director  
Executive Director  
Central Financing  
Teachers' Pensions & Redundancy

**Children's Enhanced & Preventative**  
**Directorate**

Strategic Management – Enhanced  
& Preventative  
Children's Centre Strategy  
Support to Parents  
SEND Specialist Services

Youth Support Services  
Youth Offending Service  
Central Integrated Youth Support  
Services

Locality Teams  
East Cambs & Fenland Localities  
South Cambs & City Localities  
Huntingdonshire Localities

**Learning Directorate**

Strategic Management - Learning  
Early Years Service  
Schools Intervention Service  
Schools Partnership Service  
Childrens' Innovation &  
Development Service  
Integrated Workforce Development  
Service  
Catering, Cleaning & Grounds  
Service

Infrastructure

0-19 Organisation & Planning  
Early Years Policy, Funding &  
Operations  
Education Capital  
Home to School/College Transport –  
Mainstream

**CFA Cross – Service Budgets****Strategy & Commissioning  
Directorate**

Strategic Management – Strategy &  
Commissioning  
Information Management &  
Information Technology  
Strategy, Performance & Partnerships

**Grant Funding**

Financing DSG  
Non Baselined Grants

**Grant Funding Total**

**FINANCE AND PERFORMANCE REPORT – MAY 2016**

**To:** Children and Young People Committee

**Meeting Date:** 12 July 2016

**From:** Executive Director: Children, Families and Adults Services  
Chief Finance Officer

**Electoral division(s):** All

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

**Purpose:** To provide the Committee with the May 2016 Finance and Performance report for Children's, Families and Adults Services (CFA).

The report is presented to provide the Committee with the opportunity to comment on the financial and performance position as at the end of May 2016.

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

<b><i>Officer contact:</i></b>	
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## **1.0 BACKGROUND**

- 1.1 A Finance & Performance Report for the Children, Families and Adults Directorates (CFA) is produced monthly and the most recent available report is presented to the Committee when it meets.
- 1.2 The report is presented to provide the Committee with the opportunity to comment on the financial and performance position of the services for which the Committee has responsibility.
- 1.3 This report is for the whole of the CFA Service, and as such, not all of the budgets contained within it are the responsibility of this Committee. Members are requested to restrict their attention to the budget lines for which this Committee is responsible, which are detailed in Appendix 2.

## **2.0 MAIN ISSUES IN THE MAY 2016 CFA FINANCE & PERFORMANCE REPORT**

- 2.1 The May 2016 Finance and Performance report is attached at Appendix 1. This is the first available report for the 2016/17 financial year and at the end of May, CFA forecast an overspend of £1,304k.

### **2.2 Revenue**

The main revenues pressures within CYP Committee areas are as follows:

- In Children's Social Care, an overall overspend of £1,201k is forecast across Strategic Management, Safeguarding and Standards and Children's Social Care Units due to the continued pressure of the cost of agency staff required to both fill vacancies and to recruit above establishment given the considerable demand pressures the service is facing. Options for addressing this overspend are being reviewed.
- In Strategy and Commissioning, the Looked After Children (LAC) Placements forecast overspend of £750k is due to LAC numbers having increased above the level anticipated by the start of this financial year, and a further increase in numbers since the 1st April.

- 2.3 At its last meeting, the committee noted proposed virements between services and endorsed earmarked CFA reserve funding. The General Purposes Committee (GPC) will be asked to approve these intentions in July, but the report is presented on the basis that this will be authorised; further details are at Appendix 4 and Appendix 5 of the main report respectively.

### **2.4 Capital**

The following changes in funding have occurred since the Business Plan was published:

- Devolved Formula Capital reduction in the government grant of £38k
- School Conditions Allocation government grant funding increased by £68k
- Community Capacity government grant reduction of £1,294k. Notification received that this grant has now ceased.
- Disabled Facilities Grant from government increased by £1,556k. This is distributed to district councils through the Better Care Fund.
- Adjustment to carry forward funding increased by £5,482k due to additional slippage.

## 2.5 **Performance**

There are now twenty-one CFA service performance indicators and four are shown as green, eleven as amber and six are red.

Of the Children and Young People Performance Indicators, one is are green, eight are amber and four are red. The four red performance indicators are:

1. The proportion of pupils attending Cambridgeshire Secondary Schools judged good or outstanding by Ofsted;
2. The number of looked after children per 10,000 children;
3. The Free School Meals ( FSM)/Non-FSM attainment gap % achieving level 4+ in reading, writing and maths at Key Stage 2.
4. The FSM/Non-FSM attainment gap % achieving 5+ A\*-C including English and maths at GCSE.

## 2.6 **CFA Portfolio**

The major change programmes and projects underway across CFA are detailed in Appendix 8 of the report – none of these is currently assessed as red.

## 3.0 **ALIGNMENT WITH CORPORATE PRIORITIES**

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

3.1.1 There are no significant implications for this priority.

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

3.2.1 There are no significant implications for this priority

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

3.3.1 There are no significant implications for this priority

## 4.0 **SIGNIFICANT IMPLICATIONS**

### 4.1 **Resource Implications**

4.1.1 This report sets out details of the overall financial position of the CFA Service.

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

4.2.1 There are no significant implications within this category.

### 4.3 **Equality and Diversity Implications**

4.3.1 There are no significant implications within this category.

### 4.4 **Engagement and Consultation Implications**

4.4.1 There are no significant implications within this category.

### 4.5 **Localism and Local Member Involvement**

4.5.1 There are no significant implications within this category.

## 4.6 Public Health Implications

4.6.1 There are no significant implications within this category.

Source Documents	Location
As well as presentation of the F&PR to the Committee when it meets, the report is made available online each month.	<a href="http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/147/finance_and_performance_reports">http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/147/finance_and_performance_reports</a>



From: Tom Kelly and Martin Wade  
 Tel.: 01223 703599, 01223 699733  
 Date: 9 June 2016

## **Children, Families & Adults Service**

### **Finance and Performance Report – May 2016**

#### **1. SUMMARY**

##### **1.1 Finance**

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

##### **1.2. Performance and Portfolio Indicators – Apr 2016 Data (see sections 4&5)**

<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
Apr Performance (No. of indicators)	6	11	4	21
Apr Portfolio (No. of indicators)	0	3	4	7

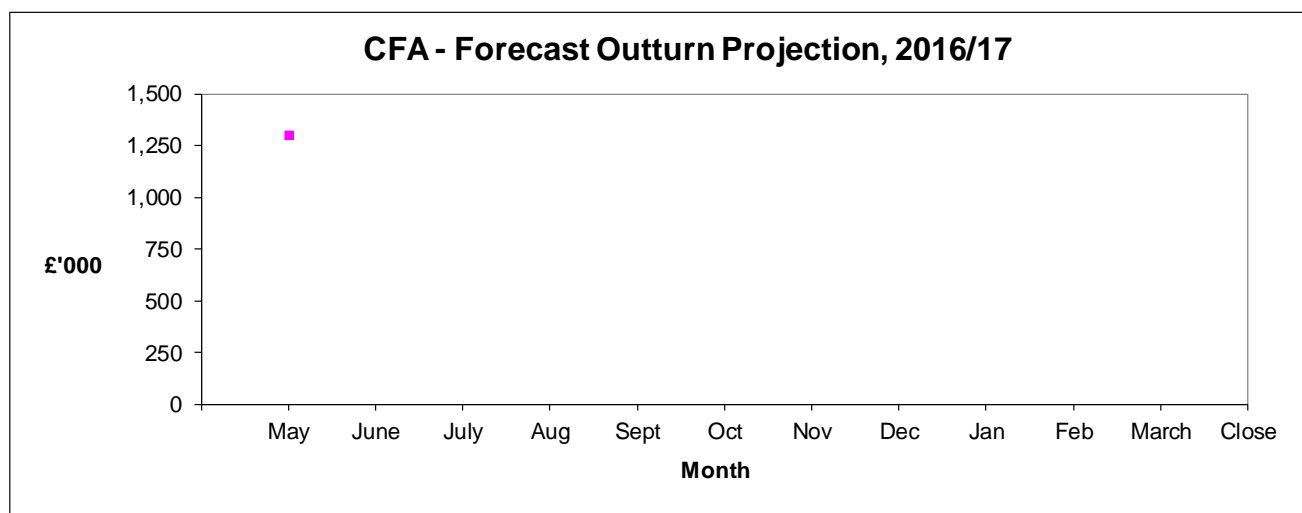
#### **2. INCOME AND EXPENDITURE**

##### **2.1 Overall Position**

<b>Forecast Variance - Outturn (Apr) £000</b>	<b>Directorate</b>	<b>Current Budget for 2016/17 £000</b>	<b>Current Variance £000</b>	<b>Current Variance %</b>	<b>Forecast Variance - Outturn (May) £000</b>	<b>Forecast Variance - Outturn (May) %</b>
-	Adult Social Care	80,293	87	0.6%	317	0.4%
-	Older People & Adult Mental Health	83,804	-227	-1.6%	-801	-1.0%
-	Children's Social Care	38,162	251	4.1%	1,201	3.1%
-	Strategy & Commissioning	40,880	-283	-4.3%	587	1.4%
-	Children's Enhanced and Preventative	30,510	-73	-2.1%	0	0.0%
-	Learning	19,670	-289	-20.1%	0	0.0%
-	<b>Total Expenditure</b>	<b>293,320</b>	<b>-534</b>	<b>-1.1%</b>	<b>1,304</b>	<b>0.4%</b>
-	Grant Funding	-50,957	0	0.0%	0	0.0%
-	<b>Total</b>	<b>242,362</b>	<b>-534</b>	<b>-1.3%</b>	<b>1,304</b>	<b>0.5%</b>

The service level finance & performance report for May 2016 can be found in [appendix 1](#).

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



## 2.2 Significant Issues

A number of suggested budget transfers between different areas of the CFA directorate were shared with Service Committees in May. These transfers reflect changes in budgetary position which have emerged since the Business Plan was agreed, and are detailed further in [Appendix 4](#). Although these transfers cannot be officially implemented until they are approved by the General Purposes Committee in July, this report is presented on the basis approval will be forthcoming.

At the end of May 2016, CFA is forecasting a year end overspend of £1,304k. Significant issues are detailed below:

- In Adult Social Care, Learning Disability locality teams are forecasting an overspend. The service is working towards a savings target exceeding £5m in 2016/17. Likely delivery against savings plans is being closely monitored and is suggesting a deficit. After mitigating actions are allowed for, we expect a pressure against savings targets of £393k.
- In Older People and Mental Health, a forecast underspend totaling £801k is forecast. Negotiations on price changes at the start of the year have progressed in the context of the implementation of the National Living Wage. We now expect this will cost £401k less than budgeted across the directorate, the result of attempts to restrict price increases for the highest cost providers who are better placed to absorb wage changes from within their existing fee levels.
- In Older People & Mental Health, the level of spending across Older People's Services has declined since the Autumn with care volumes being replaced at lower levels as clients change. An underspend of £400k has been allowed for in forecasting to reflect this trend and improved opening position in 2016/17.
- In Children's Social Care, an overall overspend of £1,201k is forecast across Strategic Management, Safeguarding and Standards and Children's Social Care Units due to the continued pressure of the cost of agency staff required to

both fill vacancies and to recruit above establishment given the considerable demand pressures the service is facing. Options for addressing this overspend are being reviewed.

- In Strategy and Commissioning, the Local Assistance Scheme forecast underspend of £163k is due to the allocation of contingency funding in Business Planning to this area, which is not currently required.
- In Strategy and Commissioning, the LAC Placements forecast overspend of £750k is due to LAC numbers having increased above the level anticipated by the start of this financial year, and a further increase in numbers since the 1<sup>st</sup> April.

## 2.3 Additional Income and Grant Budgeted this Period

(De Minimis reporting limit = £160,000)

A full list of additional grant income anticipated and reflected in this report can be found in [appendix 3](#).

## 2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve) (De Minimis reporting limit = £160,000)

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

## 2.5 Key Activity Data

The Actual Weekly Costs for all clients shown in section 2.5.1-2 are calculated based on all clients who have received a service, are receiving a service, or we plan will receive a service. Some clients will have ceased receiving a service in previous months, or during this month, or we will have assumed an end date in the future.

### 2.5.1 Key activity data to the end of May for Looked After Children (LAC) is shown below:

	BUDGET				ACTUAL (May)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements May 16/17	Yearly Average	Actual Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost
Residential - disability	3	£306k	52	1,960.18	2	2.99	£429k	2,743.20	-0.01	£123k	783.02
Residential - secure accommodation	0	£k	52	0.00	0	0.00	£k	0.00	0	£k	0.00
Residential schools	8	£675k	52	1,622.80	9	6.44	£519k	1,621.10	-1.56	-£156k	-1.70
Residential homes	23	£3,138k	52	2,623.52	24	23.25	£3,139k	2,705.87	0.25	£1k	82.35
Independent Fostering	180	£7,173k	52	766.31	227	221.74	£8,844k	780.23	41.74	£1,671k	13.92
Supported Accommodation	19	£1,135k	52	1,149.07	28	21.81	£1,433k	1,281.05	2.81	£298k	131.98
16+	6	£85k	52	272.60	14	10.10	£115k	222.81	4.1	£30k	-49.79
Growth/Replacement	-	£k	-	-	-	-	£k	-	-	£k	-
Pressure funded within directorate	-	£k	-	-	-	-	-£1,218k	-	-	-£1,218k	-
<b>TOTAL</b>	<b>239</b>	<b>£12,512k</b>			<b>304</b>	<b>286.33</b>	<b>£13,262k</b>		<b>47.33</b>	<b>£750k</b>	
In-house fostering	187	£3,674k	55	357.74	163	164.99	£3,227k	337.78	-21.73	-£447k	-19.96
Kinship	35	£375k	55	193.23	48	43.07	£500k	189.56	7.78	£125k	-3.67
In-house residential	14	£1,586k	52	2,259.72	12	11.80	£1,586k	2,585.27	-1.7	£k	325.55
Concurrent Adoption	6	£100k	52	349.86	8	8.22	£150k	350.00	2.72	£50k	0.14
Growth/Replacement	0	£k	-	0.00	0	0.00	£270k	0.00	-	£270k	-
<b>TOTAL</b>	<b>241</b>	<b>£5,735k</b>			<b>231</b>	<b>228.08</b>	<b>£5,734k</b>		<b>-12.93</b>	<b>-£1k</b>	
Adoption	325	£3,000k	52	177.52	359	353.71	£3,163k	0.00	28.71	£163k	-177.52
Savings Requirement	0	£k	0	0.00	0	0.00	-£163k	0.00	0	-£163k	0.00
<b>TOTAL</b>	<b>325</b>	<b>£3,000k</b>			<b>359</b>	<b>353.71</b>	<b>£3,000k</b>		<b>28.71</b>	<b>£k</b>	
<b>OVERALL TOTAL</b>	<b>805</b>	<b>£21,247k</b>			<b>894</b>	<b>868.12</b>	<b>£21,995k</b>		<b>63.11</b>	<b>£749k</b>	

Note: Adoption includes Special Guardianship and Residency Orders. Any unutilised growth/replacement in-house will be used to support growth externally.

## 2.5.2 Key activity data to the end of May for SEN Placements is shown below:

BUDGET				ACTUAL (May 16)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements Close 16/17	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	92	£5,831k	£63,377	105	91.29	£5,898k	£64,610	13	-0.71	£68k	£1,234
Hearing Impairment (HI)	4	£110k	£27k	3	2.34	£48k	£20,656	-1	-1.66	-£61k	-£6,751
Moderate Learning Difficulty (MLD)	3	£112k	£37k	3	2.34	£99k	£42,423	0	-0.66	-£13k	£4,980
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	-£75k	£0
Physical Disability (PD)	1	£17k	£17k	1	1.00	£16k	£15,945	0	0.00	-£1k	-£919
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	-£41k	£0
Social Emotional and Mental Health (SEMH)	35	£1,432k	£41k	41	32.39	£1,362k	£42,055	6	-2.61	-£70k	£1,144
Speech, Language and Communication Needs (SLCN)	3	£170k	£57k	3	1.68	£87k	£52,066	0	-1.32	-£83k	-£4,618
Severe Learning Difficulty (SLD)	2	£163k	£82k	1	1.00	£90k	£90,237	-1	-1.00	-£73k	£8,705
Specific Learning Difficulty (SPLD)	10	£179k	£18k	7	5.68	£112k	£19,743	-3	-4.32	-£66k	£1,880
Visual Impairment (VI)	2	£55k	£27k	2	1.34	£43k	£32,126	0	-0.66	-£12k	£4,650
Recoupment	-	-	-	-	-	£428k	-	-	-	£428k	-
<b>TOTAL</b>	<b>154</b>	<b>£8,185k</b>	<b>£53,148</b>	<b>166</b>	<b>139.06</b>	<b>£8,185k</b>	<b>£55,781</b>	<b>12</b>	<b>-14.94</b>	<b>£k</b>	<b>£2,633</b>

In the following key activity data for Adults and Older People's Services, the information given in each column is as follows:

- Budgeted number of clients: this is the number of full-time equivalent (52 weeks) service users anticipated at budget setting, given budget available
- Budgeted average unit cost: this is the planned unit cost per service user per week, given the budget available
- Actual service users and cost: these figures are derived from a snapshot of the commitment record at the end of the month and reflect current numbers of service users and current average cost

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

## 2.5.3 Key activity data to the end of May for Adult Social Care Services is shown below:

		BUDGET			ACTUAL (May 16)		Forecast	
Service Type		Budgeted No. of Service-Users 2016/17	Budgeted Average Unit Cost (per week) £	Annual Budget £000	No. of Service Users at End of May 16	Current Average Unit Cost (per week) £	Forecast Actual £000	Forecast Variance £000
Adult Disability Services	Residential	42	1,006	£2,197k	41	903	£1,918k	-£279k
	Nursing	25	738	£959k	21	766	£837k	-£122k
	Community	687	306	£10,936k	651	276	£11,711k	£775k
<b>Total expenditure</b>		<b>754</b>		<b>£14,092k</b>	<b>713</b>		<b>£14,466k</b>	<b>£374k</b>
<b>Income</b>				<b>-£1,941k</b>			<b>-£1,760k</b>	<b>£181k</b>
<b>Further savings assumed within forecast</b>								<b>-£650k</b>
<b>Net Total</b>				<b>£12,151k</b>			<b>£12,706k</b>	<b>-£95k</b>
Learning Disability Services	Residential	275	1,364	£19,505k	275	1,295	£21,040k	£1,535k
	Nursing	16	1,962	£1,632k	16	1,673	£1,760k	£128k
	Community	1,297	611	£41,182k	1,297	631	£44,425k	£3,243k
<b>Learning Disability Service Total</b>		<b>1,588</b>		<b>£62,319k</b>	<b>1,588</b>		<b>£67,225k</b>	<b>£4,906k</b>
<b>Income</b>				<b>-£2,348k</b>			<b>-£2,348k</b>	<b>£0k</b>
<b>Further savings assumed within forecast</b>								<b>-£4,494k</b>

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

		BUDGET			ACTUAL (May)		FORECAST	
Service Type		<i>Budgeted No. of Clients 2016/17</i>	<i>Budgeted Average Unit Cost (per week)</i>	<i>Annual Budget</i>	<i>Snapshot of No. of Clients at End of May 16</i>	<i>Current Average Unit Cost (per week)</i>	<i>Forecast Actual</i>	<i>Forecast Variance</i>
Adult Mental Health	Community based support	19	£145	£143k	19	£92	£143k	£0K
	Home & Community support	204	£96	£1,023k	194	£87	£985k	-£38k
	Nursing Placement	19	£507	£502k	15	£884	£491k	-£11k
	Residential Placement	64	£748	£2,495k	57	£810	£2,322k	-£173k
	Supported Accommodation	130	£99	£671k	129	£102	£690k	£19k
	Direct Payments	21	£198	£217k	21	£208	£216k	-£1k
	Anticipated Further Demand						£372k	£372k
	Income			-£499k			-£359k	£140k
<b>Adult Mental Health Total</b>		<b>457</b>		<b>£4,552k</b>	<b>435</b>		<b>£4,860k</b>	<b>£308k</b>
<b>Further savings assumed within forecast</b>								<b>-£378k</b>

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

OP Total		BUDGET			ACTUAL (May 16)		Forecast	
Service Type		<i>Expected No. of Service Users 2016/17</i>	<i>Budgeted Average Cost (per week) £</i>	<i>Gross Annual Budget £000</i>	<i>Current Service Users</i>	<i>Current Average Cost (per week) £</i>	<i>Forecast Actual £000</i>	<i>Forecast Variance £000</i>
Residential		530	456	12,610	402	450	12,688	78
Residential Dementia		368	527	10,111	361	521	10,174	63
Nursing		306	585	9,340	296	617	9,640	300
Nursing Dementia		20	639	666	20	685	688	22
Respite				932			898	-34
Community based								
~ Direct payments		277	210	3,028	262	257	2,991	-37
~ Day Care				1,577			1,459	-118
~ Other Care				5,951			5,956	5
~ Homecare arranged		1,745	<i>per hour</i> £15.97	15,257	1,666	<i>per hour</i> £16.84	15,169	-88
~ Homecare Block				3,161			3,161	0
<b>Total Expenditure</b>		<b>3,246</b>		<b>62,633</b>	<b>3,007</b>		<b>62,824</b>	<b>191</b>
Residential Income				-8,613			-8,317	296
Community Income				-8,308			-8,005	303
<b>Total Income</b>				<b>-16,921</b>			<b>-16,322</b>	<b>599</b>
<b>Further Savings Assumed Within Forecast</b>								<b>-1,465</b>

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

OPMH Total	BUDGET			ACTUAL (May 16)		Forecast	
Service Type	<i>Expected No. of Service Users 2016/17</i>	<i>Budgeted Average Cost (per week) £</i>	<i>Gross Annual Budget £000</i>	<i>Current Service Users</i>	<i>Current Average Cost (per week) £</i>	<i>Forecast Actual £000</i>	<i>Forecast Variance £000</i>
Residential	33	585	1,007	32	610	1,122	115
Residential Dementia	27	467	658	28	505	702	44
Nursing	32	695	1,159	30	723	1,203	44
Nursing Dementia	140	658	4,802	134	684	4,987	185
Respite			34			10	-24
Community based							
~ Direct payments	17	200	177	16	189	160	-17
~ Day Care			5			5	0
~ Other Care			80			47	-33
~ Homecare arranged	69	<i>per hour</i> £17.34	534	60	<i>per hour</i> £17.84	453	-81
Total Expenditure	318		8,456	300		8,689	233
Residential Income			-998			-1,025	-27
Community Income			-292			-320	-28
Total Income			-1,290			-1,345	-55
Further Savings Assumed Within Forecast							-234

For both Older People's Services and Older People Mental Health:

- Respite care budget is based on clients receiving 6 weeks care per year instead of 52.
- Day Care OP Block places are also used by OPMH clients, therefore there is no day care activity in OPMH

Although this activity data shows current expected and actual payments made through direct payments, this in no way precludes increasing numbers of clients from converting arranged provisions into a direct payment.

### **3. BALANCE SHEET**

#### **3.1 Reserves**

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

## 3.2 Capital Expenditure and Funding

### Funding

The following changes in funding have occurred since the Business Plan was published:

- Devolved Formula Capital reduction in the government grant of £38k
- School Conditions Allocation government grant funding increased by £68k
- Community Capacity government grant reduction of £1,294k. Notification received that this grant has now ceased.
- Disabled Facilities Grant from government increased by £1,556k. This is distributed to district councils through the Better Care Fund.
- Adjustment to carry forward funding increased by £5,482k due to additional slippage.

### 2016/17 Revised Capital Programme

The Capital Plan for 2016/17 has reduced by £4,235K since the Business Plan was published, resulting in a revised budget of £92,921m. This is the figure against which progress will be monitored on a monthly basis. The revised budget includes a capital variation adjustment of £10,282k reduction in overall programme budget. This has been recommended by the capital programme board and represents a margin for slippage due to the historical performance of the capital programme. The following explains other significant movement and categorises schemes into rephrased projects and cost changes.

### Rephased schemes

- Burwell Primary; £1,232k slippage. Project start on site has been deferred due to the need to replace the original contractor in response to poor performance.
- Little Paxton; £700k slippage due to start on site being delayed.
- Fulbourn Primary; £130k accelerated spend due to the need to complete this project by July 2018.
- Sawtry Infants; £1,000k slippage as only remodelling work is now required to enable the project to be completed in 2016/17.
- Hatton Park, Longstanton; £650k accelerated spend following decision to decant whole school to occupy the vacant Pathfinder Primary School in Northstowe. This will enable the project to be completed by November 2017 rather than summer 2018.
- St Ives Additional Places; £99k slippage. Project on hold awaiting strategic decision on the possibility of a school merger.
- Wintringham Park, St Neots; £250k slippage following Huntingdonshire District Council's decision to refuse planning permission for the development the school is intended to serve.
- The Shade, Soham; £1,451k accelerated spend as the additional places to be created are required for September 2017. The original completion date was summer 2018.
- Melbourn Primary; £150k accelerated spend as the additional places to be created are now required a year earlier than anticipated. Scheme scope more detailed and includes replacement of two temporary classroom structures.
- Hampton Gardens; £770k accelerated spend due to expected ICT costs needing to be met in 2016/17.
- Cambridge City Additional Places; £339k slippage. An element of the project continues to be on hold pending the conclusion of a comprehensive review of current and forecast demand. Rephrasing reflects expectation that additional places will be required for September 2019.

- Orchard Park; £291k slippage. No project commissioned to date as it is dependent upon the outcome of a review of current and forecast need for early years places in Cambridge City.
- Morley Memorial; £119k accelerated spend. Rephasing to cover likely project design costs in 2016/17.
- Adult Social Care – Strategic Investments; £487k slippage. Reflects revised spending plans in response to grant cut.

#### Cost Changes

- Huntingdon Primary Phase 2; £205k increase. Final cost of scheme estimated.
- Northstowe 1<sup>st</sup> Primary; £300k reduction. Project due to complete July 2016. Reduction reflects contingencies not required.
- Fulbourn Primary; £130k increase. Further planning has indicated cost of project will be higher than originally anticipated. There is also a further £1,000k increase relating to future years costs.
- The Shade, Soham; £1,200k increase due to a change in the specification for the accommodation.
- Melbourn Primary; £150k increase. Increased project scope includes replacement of two temporary classroom structures. There is also a further £1,900k increase relating to future years costs.
- Adult Social Care; £160k increase costs on Equipment Spend previously headed as Better Care Fund moved from Strategic Investments. £1,566k additional Disabled Facilities grant expenditure to reflect increased grant settlement.
- Adult Social Care; £530k cost reduction in Strategic Investment and Enhanced Frontline to reflect anticipated 2016/17 spend priorities.

#### Overall Capital programme

- Changes to the overall project cost of the capital plan total £6,419k. There have been no new schemes added since the Business Plan was published. Future year changes in scheme costs relating to existing schemes will be managed through the 2017/18 Business Plan process.

A detailed explanation of the position can be found in appendix 6.



#### 4. **PERFORMANCE**

The detailed Service performance data can be found in [appendix 7](#) along with comments about current concerns.

The performance measures included in this report are the new set of Key Performance Indicators (KPIs) for 2016/17 agreed by Committees in January. A new development for last year was the inclusion of deprivation indicators. These continue to be included in the new set of KPIs for 2016/17 and are shown in italics at the bottom of appendix 7.

Six indicators are currently showing as RED:

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

The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has been adversely affected by a number of the county's largest secondary academies slipping from 'good' to 'requires improvement'. Only 15 out of 20 Secondary schools with Inspection results are judged as good or outstanding, covering 14,676 pupils. This is 46.2% of pupils against the target of 75%.

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

The number of Looked After Children increased to 615 during April 2016. This includes 62 UASC, 10% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. These workstreams cannot impact current commitment but aim to prevent it increasing:

- Alternatives to Care - working with children on the edge of care to enable them to remain at home or out of the care system. This aims to reduce the growth in the LAC population.
- In-house fostering - increasing in-house fostering capacity to reduce the use of Independent Fostering Agency placements, therefore reducing the use of external placements.

- **Delayed transfers of Care: BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+)**

Performance has improved during March following the recent worsening trend. Cambridgeshire is one of only a few authorities in England to have reduced their delays. The Cambridgeshire health and social care system is experiencing a monthly average of 2,436 bed-day delays, which is 17% above the current BCF target ceiling of 2,088. In February there were 2,369 bed-day delays, down 403 compared to the previous month.

We are not complacent and continue to work in collaboration with health colleagues to build on this work. However, since Christmas we have seen a rise in the number of admissions to A & E across the county with several of the hospitals reporting Black Alert. There continues to be challenges in the system overall with gaps in service capacity in both domiciliary care and residential home capacity. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community

Between April '15 and March '16 there were 29,229 bed-day delays across the whole of the Cambridgeshire system - representing a 12% decrease on the preceding 12 months.

Across this period NHS bed-day delays have decreased by 13% from 23,420 (Apr 14 - Mar 15) to 20,365 (Apr 15 - Mar 16), while bed-day delays attributed to Adult Social Care have remained at a similar level with 7,706 in Apr 14 - Mar 15 and 7,709 in Apr 15 - Mar 16 a change of less than 1%.

Please note that we receive the official data for DTOC measures from NHS England 6 weeks after the end of the month so reporting is always a month behind. However, we receive more up-to-date data on Social Care delays from the Acute hospitals. At 27/05/2016 there were no social care delays at Hinchingbrooke, At Addenbrookes, 3 social care delays were contributing 15 bed-day delays and at Peterborough 1 social care delay contributing 4 bed days.

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

Performance has improved again during April though it remains below target. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams. A Deep Dive on this indicator during May identified several recommendations, including promoting better recording that will be taken forward in an effort to improve performance in the future.

- **FSM/Non-FSM attainment gap % achieving L4+ in Reading, Writing & Maths at KS2 and FSM/non-FSM attainment gap % achieving 5+A\*-C at GCSE including Maths and English**

Data for 2015 shows that the gap has remained unchanged at KS2, but increased significantly at KS4. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential. All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

## **5. CFA PORTFOLIO**

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

The programmes and projects highlighted in appendix 8 form part of a wider CFA portfolio which covers all the significant change and service development activity taking place within CFA services. This is monitored on a bi-monthly basis by the CFA Management Team at the CFA Performance Board. The programmes and projects highlighted in appendix 8 are areas that will be discussed by Members through the Democratic process and this update will provide further information on the portfolio.

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

## APPENDIX 1 – CFA Service Level Budgetary Control Report

Forecast Variance Outturn (Apr) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of May £'000	Actual to end of May £'000	Current Variance £'000   %		Forecast Variance Outturn (May) £'000   %	
Adult Social Care Directorate								
-	Strategic Management – ASC	699	214	231	17	8%	0	0%
-	Procurement	506	101	94	-8	-8%	0	0%
-	ASC Strategy & Transformation	2,166	439	411	-27	-6%	0	0%
-	ASC Practice & Safeguarding	1,290	-72	-104	-32	44%	0	0%
Learning Disability Services								
-	LD Head of Services	1,920	-793	-872	-80	10%	0	0%
-	LD Young Adults	2,065	418	334	-84	-20%	0	0%
- 1	City, South and East Localities	29,445	5,701	6,000	299	5%	255	1%
- 1	Hunts & Fenland Localities	19,706	4,802	4,934	132	3%	138	1%
-	In House Provider Services	5,500	1,000	1,017	17	2%	19	0%
Physical Disability Services								
-	PD Head of Services	1,222	295	259	-36	-12%	0	0%
-	Physical Disabilities	12,327	2,187	2,167	-20	-1%	-95	-1%
-	Autism and Adult Support	827	61	18	-42	-70%	0	0%
-	Sensory Services	519	116	83	-33	-29%	0	0%
-	Carers Services	2,101	351	334	-17	-5%	0	0%
-	Director of Adult Social Care Directorate Total	80,293	14,820	14,907	87	1%	317	0%
Older People & Adult Mental Health Directorate								
-	Strategic Management - OP&MH	3,473	284	339	55	19%	0	0%
-	Central Commissioning	11,727	2,140	2,102	-38	-2%	0	0%
- 2	OP - City & South Locality	12,663	3,013	2,943	-70	-2%	-235	-2%
- 2	OP - East Cambs Locality	6,197	1,135	1,134	-2	0%	-100	-2%
- 2	OP - Fenland Locality	8,330	1,233	1,184	-49	-4%	-141	-2%
- 2	OP - Hunts Locality	10,957	1,956	1,973	16	1%	-199	-2%
-	Discharge Planning Teams	2,064	341	289	-52	-15%	0	0%
-	Shorter Term Support and Maximising Independence	8,257	908	815	-93	-10%	0	0%
-	Integrated Community Equipment Service	779	353	380	27	8%	0	0%
Mental Health								
-	Mental Health Central	693	110	155	45	41%	0	0%
- 3	Adult Mental Health Localities	6,626	532	417	-115	-22%	-70	-1%
- 3	Older People Mental Health	7,911	1,490	1,529	39	3%	-56	-1%
-	Voluntary Organisations	4,125	774	784	10	1%	0	0%
-	Older People & Adult Mental Health Directorate Total	83,804	14,271	14,044	-227	-2%	-801	-1%

Forecast Variance Outturn (Apr) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of May £'000	Actual to end of May £'000	Current Variance		Forecast Variance Outturn (May)	
					£'000	%	£'000	%
Children's Social Care Directorate								
- 4	Strategic Management - Children's Social Care	5,570	598	811	212	35%	475	9%
-	Adoption Allowances	3,076	520	621	101	19%	0	0%
-	Legal Proceedings	1,540	128	-83	-211	-165%	0	0%
- 5	Safeguarding & Standards	1,487	159	165	6	4%	112	8%
- 6	CSC Units Hunts and Fenland	3,897	682	647	-34	-5%	235	6%
-	Children Looked After	12,304	1,933	2,196	263	14%	0	0%
- 7	CSC Units East & South Cambs and Cambridge	3,680	729	581	-148	-20%	379	10%
-	Disabled Services	6,609	1,352	1,415	62	5%	0	0%
-	Children's Social Care Directorate Total	38,162	6,101	6,352	251	4%	1,201	3%
Strategy & Commissioning Directorate								
-	Strategic Management – Strategy & Commissioning	338	36	62	26	73%	0	0%
-	Information Management & Information Technology	1,828	707	711	4	1%	0	0%
-	Strategy, Performance & Partnerships	1,558	257	272	15	6%	0	0%
- 8	Local Assistance Scheme	484	146	157	11	7%	-163	-34%
Commissioning Enhanced Services								
- 9	Looked After Children Placements	14,265	1,005	1,041	36	4%	750	5%
-	Special Educational Needs Placements	8,563	2,981	2,931	-50	-2%	0	0%
-	Commissioning Services	3,504	519	467	-52	-10%	0	0%
-	Early Years Specialist Support	1,323	223	-36	-259	-116%	0	0%
-	Home to School Transport – Special	7,973	549	537	-12	-2%	0	0%
-	LAC Transport	1,107	121	121	-0	0%	0	0%
Executive Director								
-	Executive Director	454	76	73	-3	-4%	0	0%
-	Central Financing	-516	0	0	0	0%	0	0%
-	Strategy & Commissioning Directorate Total	40,880	6,620	6,336	-283	-4%	587	1%
Children's Enhanced & Preventative Directorate								
-	Strategic Management – Enhanced & Preventative	711	256	257	1	0%	0	0%
-	Children's Centre Strategy	520	56	54	-2	-3%	0	0%
-	Support to Parents	3,701	1,175	1,150	-25	-2%	0	0%
-	SEND Specialist Services	5,400	859	854	-6	-1%	0	0%
-	Safer Communities Partnership	6,963	187	161	-26	-14%	0	0%
Youth Support Services								
-	Youth Offending Service	3,032	181	180	-1	0%	0	0%
-	Central Integrated Youth Support Services	534	-1	2	3	-278%	0	0%
Locality Teams								
-	East Cambs & Fenland Localities	3,412	288	285	-2	-1%	0	0%
-	South Cambs & City Localities	3,783	283	276	-6	-2%	0	0%
-	Huntingdonshire Localities	2,455	166	157	-9	-5%	0	0%
-	Children's Enhanced & Preventative Directorate Total	30,510	3,449	3,376	-73	-2%	0	0%

Forecast Variance Outturn (Apr) £'000	Service	Current Budget for 2016/17 £'000	Expected to end of May £'000	Actual to end of May £'000	Current Variance		Forecast Variance Outturn (May)	
					£'000	%	£'000	%
	<b>Learning Directorate</b>							
-	Strategic Management - Learning	769	243	206	-38	-16%	0	0%
-	Early Years Service	1,321	249	242	-8	-3%	0	0%
-	Schools Intervention Service	1,188	112	141	29	25%	0	0%
-	Schools Partnership Service	746	299	296	-3	-1%	0	0%
-	Children's' Innovation & Development Service	87	-1,059	-1,073	-14	1%	0	0%
-	Integrated Workforce Development Service	1,225	119	145	26	22%	0	0%
-	Catering & Cleaning Services	-400	-202	-224	-22	11%	0	0%
-	Teachers' Pensions & Redundancy	2,936	792	568	-224	-28%	0	0%
	<u>Infrastructure</u>							
-	0-19 Organisation & Planning	1,812	171	134	-37	-21%	0	0%
-	Early Years Policy, Funding & Operations	89	13	9	-5	-35%	0	0%
-	Education Capital	172	113	118	5	4%	0	0%
-	Home to School/College Transport – Mainstream	9,726	587	589	2	0%	0	0%
-	<b>Learning Directorate Total</b>	<b>19,670</b>	<b>1,438</b>	<b>1,150</b>	<b>-289</b>	<b>-20%</b>	<b>0</b>	<b>0%</b>
-	<b>Total</b>	<b>293,320</b>	<b>46,699</b>	<b>46,166</b>	<b>-534</b>	<b>-1%</b>	<b>1,304</b>	<b>0%</b>
	<b>Grant Funding</b>							
-	Financing DSG	-23,318	-3,886	-3,886	0	0%	0	0%
-	Non Baselined Grants	-27,639	-2,077	-2,077	0	0%	0	0%
-	<b>Grant Funding Total</b>	<b>-50,957</b>	<b>-5,963</b>	<b>-5,963</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
-	<b>Net Total</b>	<b>242,362</b>	<b>40,736</b>	<b>40,203</b>	<b>-534</b>	<b>-1%</b>	<b>1,304</b>	<b>1%</b>

## APPENDIX 2 – Commentary on Forecast Outturn Position

Narrative is given below where there is an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater.

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>1) Learning Disability – All Localities</b>	<b>49,151</b>	<b>431</b>	<b>4%</b>	<b>393</b>	<b>1%</b>
<p>The LDP as a whole is forecast to be overspent by £412k at year-end. It is expected that there will be a £1,200k shortfall in the delivery of savings from reassessing LD clients as a result of lead-in times for assessments, including recruitment for extra capacity and the number of visits assessments are taking to complete ensuring that all relevant aspects of legislation are included. Experience so far is suggesting that average cost-reduction per client is lower than expected. This would reduce total savings from reassessments from £4,400k to £3,000k (a £200k virement is anticipated, see Appendix 4). Reassessments are scheduled for all clients, and it is expected the reviews and changes to policies will still deliver significant savings.</p> <p>Partially offsetting this pressure, the LDP is expecting to exceed its target for savings on price increases negotiated at the beginning of the year by £806k. This has been achieved by ensuring that higher cost providers in the independent sector absorb as much of the impact of the living wage increases as possible. The LDP savings plan anticipates further negotiations with care providers throughout the remainder of the year to secure reductions in the price and volume of care purchased, and it is anticipated that this prospect will be challenging in this context.</p>					
<b>2) Older People – All Localities</b>	<b>38,148</b>	<b>-104</b>	<b>-1%</b>	<b>-675</b>	<b>-2%</b>
<p>Many care providers are facing significant cost pressures from April 2016 as a result of the introduction of the national living wage. Older People's Services had budgeted £1,840k for this pressure. Negotiations on price levels have progressed at the beginning of the year, and an underspend against the original allocation of £275k is now expected across the Older People's locality teams. This has been achieved by ensuring that higher cost providers in the independent sector absorb as much of the impact of the living wage increases as possible.</p> <p>Negotiations are not complete with all providers, and there is the possibility of further variance backdated to April 2016.</p> <p>Additionally, the level of spending across Older People's Services has declined since the Autumn with care volumes lower at this point than previously anticipated. An underspend of £400k has been allowed for in forecasting to reflect this trend – part of the "best case" scenario target for this budget.</p>					
<b>3) Mental Health– Adults &amp; OP</b>	<b>14,538</b>	<b>-76</b>	<b>-4%</b>	<b>-126</b>	<b>-1%</b>
<p>Mental Health had budgeted £0.46m for price increases due to the introduction of the national living wage. Negotiations on price levels have progressed at the beginning of the year and an underspend against the original allocation of £126k is now predicted across mental health support. This has been achieved by ensuring that higher cost providers in the independent sector absorb as much of the impact of the living wage increases as possible. Negotiations are not complete with all providers, and there is the possibility of further variance backdated to April.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>4) Strategic Management - Children's Social Care</b>	<b>5,570</b>	<b>212</b>	<b>35%</b>	<b>475</b>	<b>9%</b>
<p>The Children's Social Care (CSC) Director budget is forecasting an over spend of £475k.</p> <p>The First Response Emergency Duty Team is forecasting a £179k overspend due to use of agency staffing. Due to service need, posts are required to be filled as quickly as possible, with essential posts covered by agency staff in a planned way until new staff have taken up post. Without the use of agency staff to back fill vacant posts, the service would not be able to complete their statutory function and the delay to children and families would be significant, jeopardising the ability to offer children/young people a proportionate response to significant risk of harm they may be suffering. Agency cover is only used where circumstances dictate and no other options are available.</p> <p>A further £296k of planned agency budget savings are not able to be met due to the continued need for use of agency staff across Children's Social Care due to increasing caseloads.</p> <p><u>Actions being taken:</u></p> <p>The Children's Social Care directorate continue to make concerted efforts to minimise the dependency on agency despite high levels of demand. The implementation of the recruitment and retention strategy for social work staff is designed to decrease the reliance on agency staffing. However, it does remain a challenge to attract appropriately experienced social workers to this front line practice.</p>					
<b>5) Safeguarding &amp; Standards</b>	<b>1,487</b>	<b>6</b>	<b>4%</b>	<b>112</b>	<b>8%</b>
<p>The Safeguarding and Standards (SAS) budget is forecasting an over spend of £112k.</p> <p>This is due to the use of agency staff to cover the increased number of initial and review child protection (CP) conferences and initial and review Looked After Children (LAC) Reviews. The SAS team currently operates with a staff group that was predicated for CP numbers of 192-230 (in 2013) and LAC numbers of 480 (in 2013). These numbers have risen steadily and then recently more sharply to 457 CP and 627 LAC, and show no immediate sign of decreasing. Independent Reviewing Officer caseloads are defined by statutory legislation so extra staff are required to manage that obligation.</p> <p><u>Actions being taken:</u></p> <p>The service has already analysed, and is now implementing, new procedures on better use of staff time to free up capacity. Despite this workloads remain stretched and the service is exploring other avenues to secure resource to better manage the current caseloads.</p>					

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>6) CSC Units Hunts and Fenland</b>	<b>3,897</b>	<b>-34</b>	<b>-5%</b>	<b>235</b>	<b>6%</b>
<p>The CSC Units Hunts and Fenland budget is forecasting an over spend of £235k due to the use of agency staffing.</p> <p>A policy decision was taken to ensure safeguarding responsibilities are fulfilled by ensuring that posts are filled as quickly as possible, with essential posts within the Unit model covered by agency staff in a planned way until new staff have taken up post. If vacant posts are not filled there is a risk of not being able to carry out our statutory duties; the unit becomes under increased pressure and unlikely to meet statutory requirements, and there is then a potential that children could be left at risk.</p> <p>The unit model is very vulnerable when posts are left vacant and whilst this can be managed for a very short period of time (staff on leave/period of absence) vacancies will require agency staff to backfill.</p> <p><u>Actions being taken:</u></p> <p>The service continues to make concerted efforts to minimise the dependency on agency despite high levels of demand. The implementation of the recruitment and retention strategy for social work staff should decrease the reliance on agency staffing. However, one option under consideration is to recruit peripatetic social workers over establishment. This would be more cost effective than using agency staff. The establishment budget would have to be re-balanced to meet this cost. Further work is also underway to review the Unit Model design and how best to manage the Child's journey.</p>					
<b>7) CSC Units East &amp; South Cambs and Cambridge</b>	<b>3,680</b>	<b>-148</b>	<b>-20%</b>	<b>379</b>	<b>10%</b>
<p>The CSC Units East &amp; South Cambs and Cambridge budget is forecasting an over spend of £379k due to the use of agency staffing.</p> <p>See CSC Hunts and Fenland (note 6) for narrative.</p>					
<b>8) Local Assistance Scheme</b>	<b>484</b>	<b>11</b>	<b>7%</b>	<b>-163</b>	<b>-34%</b>
<p>A contingency budget of £163k was allocated to the Local Assistance Scheme during 2016/17 Business Planning, following a decision by GPC in Spring 2015.</p> <p>The contingency budget was not utilised in 2015/16, and it became clear after the budget was set that it was unlikely to be necessary in 2016/17. In May 2016, Adults Committee considered spending plans for the scheme at the "core funding" level of £321k.</p> <p>This means the contingency budget of £163k is not required, based on current spending plans.</p>					



Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>9) Looked After Children Placements</b>	<b>14,265</b>	<b>36</b>	<b>4%</b>	<b>750</b>	<b>5%</b>

The LAC Placements budget has received additional funding of £950k in 2016/17 from Older People's Service (subject to GPC approval), which has been incorporated into the reported figures this month. This decision was made due to a £1.3m pressure carried forward from 2015/16, which was due to an increase in LAC numbers throughout the year, and reflects a higher demand as at 1<sup>st</sup> April 2016 than was anticipated when the budget was set. There therefore remains a £350k pressure. In addition, LAC numbers have continued to increase above predicted numbers, thereby increasing the forecast overspend by £400k, to a total of £750k.

Overall Looked After Children (LAC) numbers at the end of May 2016, including placements with in-house foster carers, residential homes and kinship, are 632, 17 more than April 2016. This includes 64 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of May are 304.

External Placements Client Group	Budgeted Packages	30 Apr 2016 Packages	31 May 2016 Packages	Variance from Budget
Residential Disability – Children	3	-	2	-1
Child Homes – Secure Accommodation	0	-	0	-
Child Homes – Educational	8	-	9	+1
Child Homes – General	23	-	24	+1
Supported Accommodation	19	-	28	+9
Supported living 16+	6	-	14	+8
Fostering & Adoption	180	-	227	+47
<b>TOTAL</b>	<b>239</b>	<b>-</b>	<b>304</b>	<b>+90</b>

In 2016/17 the budgeted number of external placements has reduced to 239, a reduction of 72 from 2015/16. This reduction mainly focuses on a reduction to the Independent Fostering placements. As can be seen in the Key Activity Data and the figures above, the number of Independent Fostering placements is much higher than budgeted, which is putting a significant strain on this budget.

Actions being taken to address the forecast overspend include:

- A weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs.  
A weekly LAC monitoring meeting chaired by the Executive Director of CFA, which looks at reducing numbers of children coming into care and identifying further actions that will ensure further and future reductions. It also challenges progress made and promotes new initiatives.

Service	Current Budget for 2016/17	Current Variance		Forecast Variance Outturn	
	£'000	£'000	%	£'000	%
<b>Looked after Children Placements, continued:</b>  At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.					

### APPENDIX 3 – Grant Income Analysis

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

<b>Grant</b>	<b>Awarding Body</b>	<b>Expected Amount £'000</b>
<b>Grants as per Business Plan</b>		
Public Health	Department of Health	6,422
Better Care Fund	Cambs & P'Boro CCG	15,457
Social Care in Prisons Grant	DCLG	317
Unaccompanied Asylum Seekers	Home Office	840
Youth Offending Good Practice Grant	Youth Justice Board	528
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Non-material grants (+/- £160k)	Various	140
Troubled Families	DCLG	2,369
Children's Social Care Innovation Grant (MST innovation grant)	DfE	456
MST Standard & CAN	DoH	201
Music Education HUB	Arts Council	782
<b>Total Non Baselined Grants 2016/17</b>		<b>27,639</b>

Financing DSG	Education Funding Agency	23,318
<b>Total Grant Funding 2016/17</b>		<b>50,957</b>

The non baselined grants are spread across the CFA directorates as follows:

<b>Directorate</b>	<b>Grant Total £'000</b>
Adult Social Care	136
Older People	15,774
Children's Social Care	911
Strategy & Commissioning	111
Enhanced & Preventative Services	9,857
Learning	850
<b>TOTAL</b>	<b>27,639</b>

## APPENDIX 4 – Virements and Budget Reconciliation

### Virements within the Children's, Families and Adults pending GPC approval

At the May Adults and Children's & Young People Service Committees were advised that budget transfers were suggested within CFA. There are some areas where we can identify a recurrent or structural underspend which has been confirmed since the Business Plan for 2016/17 was developed. Consideration has been given to transferring this budget away from the underspent service area to alleviate pressures arising in other areas. In this way we can ensure we move resources to where they are needed. This review of year-end variances forms part of the "finance and budget" theme within the Corporate Transformation Programme

The General Purposes Committee will be asked to give their approval to these budget transfers in July. This F&PR has been produced on the basis that this authorisation will be forthcoming, and budgets and forecasts are shown after the impact of these transfers is allowed for.

Area	Budget increase £'000	Budget decrease £'000	Reasoning
Older People's Services		-£950	Care spending and client contribution levels are significantly ahead of the target as at April 2016, due to forecast improvements in the final quarter of 2015/16
Looked After Children Placements	£950		Starting position in April 2016 reflects higher demand than anticipated when the budget was set
ASC Practice & Safeguarding: Mental Capacity Act – Deprivation of Liberty Safeguards		-£200	Commitments following budget build suggest there is surplus budget in 2016-17, ahead of planned timing of reduction.
Learning Disability Partnership	£200		Anticipated pressure against delivery of care plan savings level, which cannot be met through alternative measures within the LDP
Home to School Transport Mainstream		-£310	Starting position in April 2016 reflects lower demand than anticipated when the budget was set
Children's Social Care, SENDIAS and Youth Offending	£310		New services pressures confirmed after the Business Plan was set.
<b>Subtotal</b>	<b>£1,460k</b>	<b>-£1,460k</b>	

### Virements between CFA and other service blocks –

	Effective Period	£'000	Notes
<b>Budget as per Business Plan</b>		<b>242,563</b>	
Strategic Management - Children's Social Care	May	-77	Contact Centre Funding
Shorter Term Support and Maximising Independence	May	-10	Accommodation costs have been agreed with the NHS for buildings which are shared. The net additional contribution from CFA is £10k. This amount has been transferred to LGSS Property who handle the NHS recharge.
Shorter Term Support and Maximising Independence	May	-113	Budget has been transferred to LGSS for professional services support to Reablement teams. This amount was recharged in 2015/16 and is now transferred permanently.
<b>Current Budget 2016/17</b>		<b>242,362</b>	

## APPENDIX 5 – Reserve Schedule

May Service Committees endorsed the following proposals for CFA Earmarked Reserves (further detail is provided in the Committee reports). The General Purposes Committee will be asked to approve these in July. At that point when these reserves are confirmed, monitoring of spending and forecast balances will resume:

Proposal Title	Proposed Opening Balance 2016/17 £'000
<b>Adult Social Care</b>	
Capacity in ASC procurement & contracts	£225
Specialist Assistive technology input to the LDP	£186
Autism & Adult Support Workers (trial)	£60
Direct Payments - Centralised support (trial)	£174
Care Plan Reviews & associated impact - Learning Disability	£346
Care Plan Reviews & associated impact - Disabilities	£109
<b>Older People &amp; Mental Health</b>	
Continuing Healthcare project	£118
Homecare Development	£62
Falls prevention	£44
Dementia Co-ordinator	£35
Shared Lives (Older People)	£49
Mindful / Resilient Together	£321
Increasing client contributions and the frequency of Financial Re-assessments	£120
Brokerage function - extending to domiciliary care	£50
Specialist Capacity: home care transformation / and extending affordable care home capacity	£70
Care Plan Reviews & associated impact - Older People	£452
<b>Children's Social Care</b>	
IT for Looked After Children (LAC)	£178
Independent Reviewing Officers (IRO) and Care Planning (CP) Chairperson	£28
Adaptations to respite carer homes	£14
Child Sexual Exploitation (CSE) Service	£250
<b>Strategy &amp; Commissioning</b>	
Building Schools for the Future (BSF)	£141
Statutory Assessment and Resources Team (START)	£10
Home to School Transport Equalisation reserve	£253
Time Credits	£74
Reduce the cost of home to school transport	£60
Prevent children and young people becoming Looked After	£57
Disabled Facilities	£127
Commissioning Services – Children's Placements	£13

Proposal Title	Proposed Opening Balance 2016/17 £'000
<b>Enhanced &amp; Preventative Services</b>	
Information Advice and Guidance	£20
Changing the cycle (SPACE/repeat referrals)	£67
Multi-Systemic Therapy (MST) Standard	£182
MST Child Abuse & Neglect	£78
Youth Offending Team (YOT) Remand (Equalisation Reserve)	£250
All Age Lead Professional	£40
Maximise resources through joint commissioning with partners	£14
<b>Learning</b>	
Independent Domestic Violence Advisors	£24
Equipment Replacement Reserve	£604
Cambridgeshire Culture/Art Collection	£87
Discretionary support for LAC education	£182
Reduce the risk of deterioration in school inspection outcomes	£60
ESLAC Support for children on edge of care	£50
CCS (Cambridgeshire Catering and Cleaning Services)	£119
<b>Cross-CFA schemes</b>	
Develop 'traded' services	£57
Improve the recruitment and retention of Social Workers (these bids are cross-cutting for adults, older people and children and young people)	£188
Reduce the cost of placements for Looked After Children	£184
<b>SUBTOTAL REVENUE RESERVES 2016/17</b>	<b>£5,832</b>

Fund Description	Balance at 31 March 2016	2016/17		Forecast Balance at 31 March 2017	Notes
		Movements in 2016/17	Balance at 31 May 16		
	£'000	£'000	£'000	£'000	
<b><u>Capital Reserves</u></b>					
Building Schools for the Future	61	219	280	100	Building Schools for Future - c/fwd to be used to spent on ICT capital programme as per Business Planning 2015/16
Basic Need	0	6,448	6,448	-0	Further receipts anticipated in respect of the targeted basic need and standard basic need. All expected to be spent by Mar 2016
Capital Maintenance	0	5,053	5,053	0	The Capital Maintenance allocation received in 2015/16 will be spent in full.
Other Children Capital Reserves	110	820	930	130	Comprises the Universal Infant Free School Meal Grant c/f and the Public Health Grant re Alcohol recovery hub & contributions from schools. Anticipate spending by year end.
Other Adult Capital Reserves	2,257	3,555	5,812	2,133	Receipts for Community Capacity grant and spend on planned programme.
<b>TOTAL CAPITAL RESERVE</b>	<b>2,428</b>	<b>16,096</b>	<b>18,524</b>	<b>2,364</b>	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

## APPENDIX 6 – Capital Expenditure and Funding

### 6.1 Capital Expenditure

2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per BP £'000	Scheme	Revised Budget for 2016/17 £'000	Actual Spend (May) £'000	Forecast Spend - Outturn (May) £'000	Forecast Variance - Outturn (May) £'000	Total Scheme Revised Budget £'000	Total Scheme Forecast Variance £'000
	<b>Schools</b>						
41,711	Basic Need - Primary	42,782	1,133	42,782	0	214,944	5,310
39,689	Basic Need - Secondary	41,162	3,960	41,162	0	213,851	0
321	Basic Need - Early Years	613	-68	613	0	2,203	0
770	Adaptations	654	38	654	0	6,541	0
2,935	Specialist Provision	3,225	591	3,225	0	5,060	0
3,250	Condition & Maintenance	3,250	474	3,250	0	25,750	0
204	Building Schools for the Future	348	2	348	0	9,118	0
1,114	Schools Managed Capital	1,926	0	1,926	0	9,798	-190
0	Universal Infant Free School Meals	10	0	10	0	0	0
300	Site Acquisition and Development	300	40	300	0	650	0
1,500	Temporary Accommodation	1,500	190	1,500	0	14,000	0
0	Youth Service	127	0	127	0	0	0
295	Children Support Services	295	0	295	0	2,530	0
3,717	Adult Social Care	5,311	0	5,311	0	25,777	1,299
1,350	CFA IT Infrastructure	1,700	0	1,700	0	3,000	0
0	CFA Capital Variation	-10,282	0	-10,282	0	0	0
<b>97,156</b>	<b>Total CFA Capital Spending</b>	<b>92,921</b>	<b>6,359</b>	<b>92,921</b>	<b>0</b>	<b>533,222</b>	<b>6,419</b>

#### Basic Need - Primary £5,310k increased total scheme cost

A total scheme variance of £5,310k has occurred due to changes since the Business Plan was approved in response to changes to development timescales and school capacity. The following have schemes have had cost increases;

- Fulbourn Primary (£1,000k) further planning has indicated cost of project will be higher than originally anticipated
- Melbourn Primary (£2,050k) increased scope includes replacement of two temporary classroom structures.
- Hatton Park Primary ( £10k) increased cost to reflect removal costs required as part of the project
- The Shade, Soham (£1,200k) due to a change in the specification for the accommodation
- Wyton Primary (£2,250k) due to scheme being delivered in two phases and increased costs associated with the delay in phasing. Phase 1 - replacement of existing 1 form entry primary school; phase 2 - new 2 form entry primary school.

#### Schools Managed Capital

Devolved Formula Capital (DFC) is a three year rolling balance and includes £850k carry forward from 2015/16. The total scheme variance relates to the reduction in 2016/17 grant being reflected in planned spend over a 5 year period.

## Adults Social Care

Notification was given in January 2016 that the Community Capacity Grant would cease, and the Disabled Facilities Grant allocation increase. As a result, the Adult Social Care Total Scheme costs have increased by £1,299k to reflect the planned increase expenditure.



### 6.2 Capital Funding





2016/17				
Original 2016/17 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2016/17 £'000	Forecast Spend – Outturn (May) £'000	Forecast Funding Variance - Outturn (May) £'000
3,781	Basic Need	3,781	3,781	0
4,643	Capital maintenance	4,708	4,708	0
1,114	Devolved Formula Capital	1,926	1,926	0
0	Universal Infant Free School meals	10	10	0
3,717	Adult specific Grants	5,311	5,311	0
24,625	S106 contributions	22,612	22,612	0
0	BSF -PFS only	61	61	0
0	Capitalised Revenue Funding	0	0	0
700	Other Capital Contributions	700	700	0
54,416	Prudential Borrowing	49,652	49,652	0
4,160	Prudential Borrowing (Repayable)	4,160	4,160	0
<b>97,156</b>	<b>Total Funding</b>	<b>92,921</b>	<b>92,921</b>	<b>0</b>




The overall impact of the movements since the Business Plan was approved is a net reduction of funding required of £4,235k. The capital variation represents a reduction in S106 of £2,013 and a reduction in borrowing of £8,199k. Other funding changes include grant carry forward of £921k for Universal Infant Free School Meals (UIFSM) (£10k), Building Schools for the Future (£61k) and Devolved Formula Capital (£850k). Together with the Adult Social Care grant increase of £1.566k and additional borrowing requirement of £4,869k carried forward from 2015/16.






## APPENDIX 7 – Performance at end of April 2016

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
No / % of families who have not required statutory services within six months of having a Think Family involvement	Enhanced & Preventative							New measure 2016/17. Target will be set and indicator reported on when 6 months data is available
% year 12 in learning	Enhanced & Preventative	95.2%	96.5%	95.0%	Apr 16		A	Our performance in learning tends to drop at this point in the year as young people drop out before completing their programmes in learning. As many will not return until September it is unlikely that we will meet this target until later in the year.
% 16-19 year olds not in Education, Employment or training (NEET)	Enhanced & Preventative	3.5%	3.3%	3.4%	Apr 16		A	NEET has risen slightly this month mainly due to the number of young people dropping out from learning. Locality teams will pick them up quickly and offer support to encourage them to return to learning as soon as possible, however this may not be until September.
The proportion pupils attending Cambridgeshire Nursery schools judged good or outstanding by Ofsted	Learning	100.0%	100.0%	100.0%	Apr-16		G	
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Learning	78.0%	82.0%	80.5%	Apr-16		A	155 Primary schools are judged as good or outstanding by Ofsted covering 38342 pupils. 80.5% is our best performance ever.




Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Learning	49.4%	75.0%	46.2%	Apr-16		<b>R</b>	The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has been adversely affected by a number of the county's largest secondary academies slipping from 'good' to 'requires improvement'. Only 15 out Secondary schools with Inspection results are judged as good or outstanding, covering 14,676 pupils. This is 46.2% of pupils against the target of 75%. (Source:Watchsted)
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Learning	92.9%	100.0%	94.8%	Apr-16		<b>A</b>	8 out of 9 Special schools are judged as Good or outstanding covering 920 (92.9%) pupils.
% children whose referral to social care occurred within 12 months of a previous referral	Childrens Social Care	19.1%	20.0%	22.0%	Apr-16		<b>A</b>	Performance in re-referrals to children's social care has shown a slight increase in April
Number of children with a Child Protection Plan per 10,000 population under 18	Childrens Social Care	33.4	30.0	34.9	Apr-16		<b>A</b>	The number of children with a Child Protection Plan has increased to 454 during April.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
The number of looked after children per 10,000 children	Childrens Social Care	46.4	40.0	47.3	Apr-16		R	<p>The number of Looked After Children increased to 615 during April 2016. This includes 62 UASC, 10% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. These workstreams cannot impact current commitment but aim to prevent it increasing:</p> <ul style="list-style-type: none"> <li>• Alternatives to Care - working with children on the edge of care to enable them to remain at home or out of the care system. This aims to reduce the growth in the LAC population.</li> <li>• In-house fostering - increasing in-house fostering capacity to reduce the use of Independent Fostering Agency placements, therefore reducing the use of external placements.</li> </ul>
1C PART 1a - Proportion of eligible service users receiving self-directed support	Adult Social Care / Older People & Mental Health	91.0%	93.0%	93.5%	Apr-16		G	<p>This indicator is subject to a new calculation method for 2015/16. Performance remains above the provisional target and is improving gradually. Performance is above the national average for 14/15 and will be monitored closely.</p>
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Older People & Mental Health	55.0%	57.0%	55.2%	Apr-16		A	<p>The service continues to be the main route for people leaving hospital with simple, as opposed to complex care needs. However, we are experiencing a significant challenge around capacity in that a number of staff have recently retired and we are currently undertaking a recruitment campaign to increase staffing numbers.</p> <p>In addition, people are leaving hospital with higher care needs and often require double up packages of care which again impacts our capacity. We are addressing this issue directly by providing additional support in the form of the Double Up Team who work with staff to reduce long term care needs and also release re-ablement capacity.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
RV1 - Proportion of planned reviews completed within the period that were completed on or before their due date. (YTD)	Adult Social Care / Older People & Mental Health	49.5%	50.1%	54.1%	Apr-16		G	Performance at this indicator has been improving; this is partly due to ongoing data cleansing relating to the categorisation of planned/unplanned reviews. A focus on completing reviews early where there is the potential to free up capacity/make savings also be contributing to this increased performance.
<b>BCF</b> 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Older People & Mental Health	547	565	588	2015-16		A	Provisional statutory return data shows an increase in the rate of admissions for adults aged 65+ compared to the previous year. Population figures are subject to change with the release of 2015 estimates in late Summer which are likely to cause a small decrease in the rate.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	Older People & Mental Health	475	429	474	Mar-16		R	<p>Performance has improved during March following the recent worsening trend. The Cambridgeshire health and social care system is experiencing a monthly average of 2,436 bed-day delays, which is 17% above the current BCF target ceiling of 2,088. In February there were 2,369 bed-day delays, down 403 compared to the previous month.</p> <p>We are not complacent and continue to work in collaboration with health colleagues to build on this work. However, since Christmas we have seen a rise in the number of admissions to A &amp; E across the county with several of the hospitals reporting Black Alert. There continues to be challenges in the system overall with gaps in service capacity in both domiciliary care and residential home capacity. However, we are looking at all avenues to ensure that flow is maintained from hospital into the community</p> <p>Between April '15 and March '16 there were 29,229 bed-day delays across the whole of the Cambridgeshire system - representing a 12% decrease on the preceding 12 months.</p> <p>Across this period NHS bed-day delays have decreased by 13% from 23,420 (Apr 14 - Mar 15) to 20,365 (Apr 15 - Mar 16), while bed-day delays attributed to Adult Social Care have remained at a similar level with 7,706 in Apr 14 - Mar 15 and 7,709 in Apr 15 - Mar 16 a change of less than 1%.</p>

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Older People & Mental Health	128	114	125	Mar-16	↓	A	Between April '15 - Mar '16 there were 7,709 bed-day delays recorded attributable to ASC in Cambridgeshire. This translates into a rate of 125 delays per 100,000 of 18+ population. For the same period the national rate was 109 delays per 100,000. During this period we invested considerable amounts of staff and management time to improve processes, identify clear performance targets as well as being clear about roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.
% Clients with SEND who are NEET	Enhanced & Preventative	10.0%	9.0%	10.1%	Q4 (Jan to Mar 2016)	↑	A	Whilst we are not on target our performance is much better than this time last year when NEET was 12.4%. We continue to prioritise this group for follow up and support.
1F - Adults in contact with secondary mental health services in employment	Older People & Mental Health	13.5%	12.5%	13.7%	Mar-16	↑	G	We have now been assured by CPFT that these figures are reliable following our concerns relating to discrepancies between locally and nationally reported data by CPFT.
1E - Proportion of adults with learning disabilities in paid employment	Adult Social Care	2.3%	6.0%	2.5%	Apr-16	↑	R	Performance has improved again during April though it remains below target. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams. A Deep Dive on this indicator during May identified several recommendations, including promoting better recording, which will be taken forward in an effort to improve performance in the future.

Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (from previous period)	RAG Status	Comments
Proportion of income deprived 2 year olds receiving free childcare		1	1	1	Spring Term 2016		A	There were 1758 children identified by the DWP as eligible for the Spring Term. 1393 took up a place which equates to 79.2%
FSM/Non-FSM attainment gap % achieving L4+ in Reading, Writing & Maths at KS2	Learning	28	21	28	2015		R	Data for 2015 suggests that the gap has remained unchanged at KS2 but increased significantly at KS4. The Accelerating Achievement Strategy is aimed at these groups of children and young people who are vulnerable to underachievement so that all children and young people achieve their potential
FSM/Non-FSM attainment gap % achieving 5+ A*-C including English & Maths at GCSE	Learning	31.3	26	37.8	2015		R	All services for children and families will work together with schools and parents to do all they can to eradicate the achievement gap between vulnerable groups of children and young people and their peers.

## APPENDIX 8 – CFA Portfolio at end of April 2016

Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Transforming Lives/Care Act Programme:</b> Claire Gibbs	<p>A programme of six projects is in place to implement these changes. The Transforming Lives project is focusing on the implementation of the new way of working. Physical and Learning Disability Services have started to implement this new way of working and a new project has been set up to manage Contact Centre changes required to facilitate the Older People's service roll-out. A quality assurance process is in development and will be applied to ensure the principles of Transforming Lives are being adhered to in practice.</p> <p>No key issues.</p>	GREEN
<b>Learning Disability Spend:</b> Claire Bruin	<p>The focus of this project was to address the overspend in 2015/16 and ensure accurate financial forecasting and a project plan was put in place. This work was used to inform the implementation plans that are underway to deliver savings in 2016/17.</p> <p>Key issue: The work being implemented in 2016/17 to deliver savings is being overseen through an LDP and PD Finance Meeting, chaired by the Service Director. The programme of work does not require project management input at this point and CFA MT will discuss whether or not it should continue to be included in the project portfolio. Progress of work to deliver savings will continue to be reported through the tracker and the financial commentary of this report.</p>	AMBER
<b>Building Community Resilience Programme:</b> Sarah Ferguson	<p>This programme will respond to the council's focus on strengthening our support to communities and families. The strategy has been approved by the General Purposes Committee. Focus is now on developing and delivering the action plans</p> <p>No key issues.</p>	GREEN
<b>CFA Strategy for 2016-20:</b> James Wilson	<p>Delivering a strategy for the next five years that will respond to the savings that need to be made. Significant work has taken place to translate principles in the strategy into a five year Business Plan for CFA Services. The Business Plan was agreed by Council in February. Delivery plans are now being finalised, including monitoring the impact of delivery of the CFA Strategy over the coming months and years – aligned to delivery of the resulting savings.</p> <p>No key issues.</p>	GREEN



Programme/Project and Lead Director	Brief description and any key issues	RAG
<b>Accelerating Achievement:</b> Keith Grimwade/Tammy Liu	<p>Although the achievement of almost all vulnerable groups of children and young people is improving, it is not doing so fast enough and the gap between vulnerable groups and other children and young people is unacceptably wide. The 2014-16 strategy is being revised and will be incorporated into the overall School Improvement Strategy. This revision, and the development of an accompanying 2016-18 action plan, are on track and nearing completion, together with new monitoring arrangements.</p> <p>No key issues.</p>	<b>AMBER</b>
<b>LAC Placements Strategy:</b> Faye Betts	<p>Whilst LAC numbers continue to rise, the composition of these placements is being positively impacted with the majority being met in-house. The In-House Fostering service continues to increase the number of filled beds (currently 170).</p> <p>The LAC Action Plan will be reviewed at an extended meeting in June to confirm future commissioning priorities and review achievement of savings.</p> <p>No key issues.</p>	<b>AMBER</b>
<b>Early Help:</b> Sarah Ferguson	<p>Delivering the implementation of a revised Early Help offer in Cambridgeshire. The consultation for the second phase of the Early Help review was launched in December 2015 and the response was published in February 2016. Recruitment &amp; selection has been completed.</p> <p>No key issues.</p>	<b>GREEN</b>



**Children & Young People Committee**  
**Revenue Budgets**

**Children's Social Care Directorate**

Strategic Management – Children's  
Social Care  
Head of Social Work  
Legal Proceedings  
Safeguarding & Standards  
Children's Social Care Access  
Children Looked After  
Children in Need  
Disabled Services

**Strategy & Commissioning**  
**Directorate**

Commissioning Enhanced Services  
Looked After Children Placements  
Special Educational Needs  
Placements  
Commissioning Services  
Early Years Specialist Support  
Home to School Transport – Special

Executive Director  
Executive Director  
Central Financing  
Teachers' Pensions & Redundancy

**Children's Enhanced & Preventative**  
**Directorate**

Strategic Management – Enhanced  
& Preventative  
Children's Centre Strategy  
Support to Parents  
SEND Specialist Services

Youth Support Services  
Youth Offending Service  
Central Integrated Youth Support  
Services

Locality Teams  
East Cambs & Fenland Localities  
South Cambs & City Localities  
Huntingdonshire Localities

**Learning Directorate**

Strategic Management - Learning  
Early Years Service  
Schools Intervention Service  
Schools Partnership Service  
Childrens' Innovation &  
Development Service  
Integrated Workforce Development  
Service  
Catering, Cleaning & Grounds  
Service

**Infrastructure**

0-19 Organisation & Planning  
Early Years Policy, Funding &  
Operations  
Education Capital  
Home to School/College Transport –  
Mainstream

**CFA Cross – Service Budgets****Strategy & Commissioning  
Directorate**

Strategic Management – Strategy &  
Commissioning  
Information Management &  
Information Technology  
Strategy, Performance & Partnerships

**Grant Funding**

Financing DSG  
Non Baselined Grants

**Grant Funding Total**

**CHILDREN AND YOUNG COMMITTEE PEOPLE AGENDA PLAN AND  
APPOINTMENTS TO INTERNAL ADVISORY GROUPS AND OUTSIDE BODIES**

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

*Meeting Date:* **12 July 2016**

*From:* **Democratic Services**

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

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

*Purpose:* **To review the agenda plan for the Children and Young People Committee;**

**To consider appointing Councillor Simon Bywater as the Committee's second representative on the Cambridgeshire Fostering Panel; and**

**To invite reports from Councillors on the outside bodies on which they represent the Committee.**

*Recommendation:* **It is recommended that the Children and Young People Committee:-**

- 1. Notes the agenda plan set out at Appendix A.**
- 2. Appoints Councillor Bywater as its second representative on the Cambridgeshire Fostering Panel, subject to him successfully completing the application process for that organisation.**
- 3. Receives any reports from representatives on outside bodies.**

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## **1. ALIGNMENT WITH CORPORATE PRIORITIES**

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

There are no significant implications for this priority.

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

There are no significant implications for this priority.

### **1.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

## **2. SIGNIFICANT IMPLICATIONS**

6.1 There are no significant implications within these categories:

- Resource Implications
- Statutory, Risk and Legal Implications
- Equality and Diversity Implications
- Engagement and Consultation Implications
- Localism and Local Member Involvement
- Public Health Implications

<b>Source Documents</b>	<b>Location</b>
None	<i>N/A</i>

# CHILDREN AND YOUNG PEOPLE POLICY AND SERVICE COMMITTEE AGENDA PLAN

Published: 1 July 2016

**Agenda Item 11: Appendix A**

## **Notes**

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

+ indicates items expected to be confidential, which would exclude the press and public. Additional information about confidential items is given at the foot of this document.

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

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

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
<b>12/07/16</b>	Minutes and Action Log	Democratic Services	Not applicable	21/06/16	29/06/16	01/07/16
	Corporate Parenting Board	A Loades/ T Collins	Not applicable			
	National Free School Process	C Buckingham	Not applicable			
	Free School Proposals: Meadowgate School	H Belchamber	Not applicable			
	Risk Register	A Loades	Not applicable			
	Looked After Children (LAC) Strategy Progress Report	M Teasdale	Not applicable			

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan: Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
<i>[16/08/16] Provisional Meeting</i>	Possible Member visits to Children's Centres	J Sollars		21/06/16	02/08/16	05/08/16
<b>13/09/16</b>	Minutes and Action Log	Democratic Services	Not applicable	02/08/16	30/08/16	02/09/16
	Sufficiency of Early Years Places	H Belchamber	Not applicable			
	Free School Proposals	H Belchamber	Not applicable			
	Cambridgeshire Catering and Cleaning Services: Future Options	K Grimwade/ R Imhoof	Not applicable			
	Business Planning	A Loades	Not applicable			
	Cambridgeshire LA's School Improvement Strategy 2016-18	K Grimwade	Not applicable			
	The LA's Role in Education	K Grimwade	Not applicable			
	0-19 – Joint Commissioning Unit (JCU) Specification	J Dullaghan	Not applicable			
	Unaccompanied Asylum Seeker Children	A Loades	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan: Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			



<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Spokes meeting date</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
<b>11/10/16</b>	Business Planning	A Loades	Not applicable	06/09/16	27/09/16	30/09/16
	Children's Centres	J Sollars	TBC			
	Arrangements for a Regional Adoption Agency	T Collins	Not applicable			
	Free School Proposals	H Belchamber	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan: Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
<b>08/11/16</b>	Minutes and Action Log	Democratic Services	Not applicable	04/10/16	25/10/16	28/10/16
	Fenland Secondary School Review – Phase 2 consultation	C Buckingham	Key Decision: reference number to be confirmed			
	Looked After Children (LAC) Strategy Progress Report	M Teasdale	Not applicable			
	Review of Secondary Provision in Cambridge	H Belchamber/ R Lewis	Not applicable			
	Business Planning	A Loades	Not applicable			
	Free School Proposals	H Belchamber	Not applicable			
	Foster Carer Allowances	A Loades	Not applicable			

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Spokes meeting date</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Youth Offending Peer Review	A Jack	Not applicable			
	Recruitment and Retention Strategy - Update	C Black	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan: Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
<b>06/12/16</b>	Business Planning	A Loades	Not applicable	19/10/16	22/11/16	25/11/16
	Histon & Impington Primary School Review Stage 2 consultation outcomes	H Belchamber	Not applicable			
	Free School Proposals	H Belchamber	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan: Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
<b>17/01/17</b>	Minutes and Action Log	Democratic Services	Not applicable	30/11/16	03/01/17	06/01/17
	Risk Register	A Loades	Not applicable			
	Free School Proposals	H Belchamber	Not applicable			
	Business Planning	A Loades	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	Agenda Plan: Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
<i>[14/02/17] Provisional Meeting</i>				10/01/17	31/01/17	03/02/17
<b>14/03/17</b>	Minutes and Action Log	Democratic Services	Not applicable	07/02/17	28/02/17	03/03/17
	Looked After Children (LAC) Strategy Progress Report	M Teasdale	Not applicable			
	Free School Proposals	H Belchamber	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan: Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			
<i>[11/04/17] Provisional Meeting</i>				28/02/17	28/03/17	31/03/17
<b>06/06/17</b>	Minutes and Action Log	Democratic Services	Not applicable	27/04/17	22/05/17	25/05/17
	Free School Proposals	H Belchamber	Not applicable			
	Finance and Performance Report	C Malyon/ M Wade	Not applicable			
	Agenda Plan: Appointments to Outside Bodies and Training Plan	Democratic Services	Not applicable			

**To be programmed:** Future management and governance of the Oasis Day Nursery, Wisbech (Nov./Dec 2016); New Primary School for NIAB Site/Darwin Green: Approval of Sponsor (H Belchamber/R Lewis) (date to be confirmed); Cambridgeshire; Establishment of New Primary School at Wintringham Park, St Neots (C Buckingham)

**Notice made under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in compliance with Regulation 5(7)**

1. At least 28 clear days before a private meeting of a decision-making body, public notice must be given which must include a statement of reasons for the meeting to be held in private.
2. At least 5 clear days before a private meeting of a decision-making body, further public notice must be given which must include a statement of reasons for the meeting to be held in private, details of any representations received by the decision-making body about why the meeting should be open to the public and a statement of the Council's response to such representations.

Forward plan reference	Intended date of decision	Matter in respect of which the decision is to be made	Decision maker	List of documents to be submitted to the decision maker	Reason for the meeting to be held in private
.../...	[Insert Committee date here]		[Insert Committee name here]	Report of ... Director	The decision is an exempt item within the meaning of paragraph ... of Schedule 12A of the Local Government Act 1972 as it refers to information ....

**Decisions to be made in private as a matter of urgency in compliance with Regulation 5(6)**

3. Where the date by which a meeting must be held makes compliance with the above requirements impracticable, the meeting may only be held in private where the decision-making body has obtained agreement from the Chairman of the Council.
4. Compliance with the requirements for the giving of public notice has been impracticable in relation to the business detailed below.
5. The Chairman of the Council has agreed that the Committee may hold a private meeting to consider the business referred to in paragraph 4 above because the meeting is urgent and cannot reasonably be deferred for the reasons stated below.

Date of Chairman's agreement	Matter in respect of which the decision is to be made	Reasons why meeting urgent and cannot reasonably be deferred

For further information, please contact Quentin Baker on 01223 727961 or [Quentin.Baker@cambridgeshire.gov.uk](mailto:Quentin.Baker@cambridgeshire.gov.uk)