

# CHILDREN AND YOUNG PEOPLE COMMITTEE



**Tuesday, 27 June 2023**

**Democratic and Members' Services**  
Emma Duncan  
Service Director: Legal and Governance

**14:00**

New Shire Hall  
Alconbury Weald  
Huntingdon  
PE28 4YE

**Red Kite Room**  
**New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE**

## **AGENDA**

**Open to Public and Press**

### **CONSTITUTIONAL MATTERS**

- 1. Notification of Chair and Vice Chair of the Children and Young People Committee 2023/24**

*To note the appointments of Councillor Bryony Goodliffe as Chair of the Committee and Councillor Michael Atkins as Vice Chair for 2023/24. These appointments were made by Council on 16 May 2023.*

- 2. Apologies for absence and declarations of interest**

*Guidance on declaring interests is available at <http://tinyurl.com/ccc-conduct-code>*

- 3. Minutes - 25 April 2023 and Minutes Action Log**

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- 4. Petitions and Public Questions**

### **KEY DECISIONS**

<b>5.</b>	<b>Implementation of a Post 16 Provision Framework</b>	<b>19 - 36</b>
<b>6.</b>	<b>Draft Residential Services Strategy</b>	<b>37 - 90</b>

## **DECISIONS AND MONITORING**

<b>7.</b>	<b>Finance and Monitoring Report May 2023</b>	<b>91 - 112</b>
<b>8.</b>	<b>Corporate Performance Report - Children and Young People Committee</b>	<b>113 - 138</b>
<b>9.</b>	<b>Children, Education and Families - Directorate Risk Register</b>	<b>139 - 162</b>
<b>10.</b>	<b>Children's Feedback and Complaints Annual Report 2022-23</b>	<b>163 - 190</b>
<b>11.</b>	<b>Committee Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups</b>	<b>191 - 222</b>

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The Children and Young People Committee comprises the following members:

Councillor Bryony Goodliffe (Chair) Councillor Michael Atkins (Vice-Chair) Councillor David Ambrose Smith Councillor Anna Bradnam Councillor Alex Bulat Councillor Claire Daunton Councillor Anne Hay Councillor Samantha Hoy Councillor Jonas King Councillor Mac McGuire Councillor Keith Prentice Councillor Alan Sharp Councillor Philippa Slatter Councillor Simone Taylor and Councillor Firouz Thompson Canon Andrew Read (Appointee) Dr Andy Stone (Appointee)

Clerk Name:	Richenda Greenhill
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## Children and Young People Committee: Minutes

Date: 25<sup>th</sup> April 2023

Time: 2.00pm – 4.05pm

Venue: Red Kite Room, New Shire Hall, Alconbury Weald PE28 4YE

Present: Councillors D Ambrose Smith, M Atkins (vice chair), A Bradnam, A Bulat, C Daunton, B Goodliffe (chair), A Hay, S Hoy, J King, M McGuire, A Sharp, P Slatter, S Taylor and F Thompson

Co-opted Members:  
Canon A Read, Church of England Diocese of Ely

Also in Attendance: Councillor I Gardener (to Item 6: Future of Great Gidding Church of England Voluntary Controlled Primary School)  
Councillor S Ferguson (to Item 7: Passenger Transport Policy Review)

### 146. Change to membership

The Chair expressed thanks to Councillor M King, the previous vice chair, for her work in support of the committee and welcomed Councillor M Atkins as the new vice chair.

It was resolved to:

- a) note the appointment of Councillor Michael Atkins as a member of the Children and Young People Committee on 16<sup>th</sup> March 2023. Councillor Atkins succeeded Councillor Maria King.
- b) Note the appointment of Councillor Michael Atkins as Vice Chair of the Children and Young People Committee by Council on 21<sup>st</sup> March 2023. Councillor Atkins succeeded Councillor Maria King.
- c) Note the appointment of Councillor Maria King as a substitute member of the Children and Young People Committee on 16<sup>th</sup> March 2023.

### 147. Apologies for Absence and Declarations of Interest

Apologies for absence were received from Councillor K Prentice and from Dr Andy Stone, the co-opted member representing the Roman Catholic Diocese of East Anglia.

There were no declarations of interest.

#### 148. Minutes – 8<sup>th</sup> March 2023 and minutes action log

The minutes of the meeting held on 8<sup>th</sup> March 2023 were agreed as an accurate record and signed by the Chair, subject to replacing the first use of the word 'school' with the word 'village' on page 4, paragraph 5, line 4.

The minutes action log was noted.

#### 149. Petitions

A petition was received from Amy Caldwell, local resident, calling on the Council to [review the current school transport provision from Great Gransden to Comberton Village College.](#)

The petition was heard under Item 7: Passenger Transport Policy Review. Minute 151 below refers. A copy of the Chair's response to Mrs Caldwell is attached at Appendix 1.

#### 150. Public questions

There were no public questions.

#### Key decision

#### 151. Future of Great Gidding Church of England Voluntary Controlled Primary School [KD2023/054]

The Committee considered an officer recommendation to approve the closure of Great Gidding Church of England Voluntary Controlled Primary School on 31<sup>st</sup> August 2023. This represented the final stage of the statutory process relating to the closure of a maintained school, which had included reports to the committee on 17<sup>th</sup> January 2023 and 8<sup>th</sup> March 2023, public consultation and public information events. The Director of Education described the process as having been challenging for all involved including the children and staff at Great Gidding, their families and the wider community.

There were currently 15 children on roll at Great Gidding, 10 of whom were in Year 6 and would move to secondary school at the end of the summer term. Sufficient capacity remained in other local schools to accommodate those children if required. Wider work on a small schools' strategy continued and would be brought to a future meeting. The decision was complex, but the officer recommendation remained to proceed to closure in the interests of the children's educational outcomes.

Councillor Gardener addressed the committee as the local member for Alconbury and Kimbolton. He described the closure of a rural school as a momentous event and one which would remove the heart of Great Gidding and its surrounding villages and hamlets. This was something he could not support. In his view, the way the consultation was conducted had led parents and residents to believe the outcome was a foregone conclusion. Parents' priority was for their children to be settled at school and it was understandable that some had looked to place their children elsewhere during the

consultation process, making this a self-fulfilling prophecy. He asked the cost of the public consultation exercises and of de-commissioning the school site, and how the Council had supported staff at Great Gidding and whether they had been offered alternative employment. Councillor Gardener asked that officers should be invited to prepare a report regarding the closure of rural schools to look at the lessons learned from the proposed closure of Great Gidding; to see how rural schools could be kept open and, if they could not, how the process could be improved; and to examine the impact of the closure on children, staff and parents and how those effects could be mitigated, and this report to be brought before the committee. Should a decision be taken to close the school he stated that Great and Little Gidding Parish Council would like the school playground to become a play area for local children, and would like to be kept informed of any developments with regards to the school site. Councillor Gardener welcomed the proposed financial support to families with uniform and school transport costs if Great Gidding was closed, and expressed his thanks to the headteacher and staff for their sensitive support to parents and children since the consultation process began. Action required

The Director of Education stated that the public consultation exercises had been carried out within normal business operations with no additional costs incurred. Arrangements for de-commissioning the school site were set out in section 9 of the report and were estimated to cost a maximum of £168k. Remaining resources within the school budget could be used to fund those costs. He paid tribute to the calibre and professionalism of Great Gidding's staff throughout the process. Preliminary conversations around their futures had begun and, subject to the committee's decision, these would continue if required. There was a need to reflect and take learning from the experience at Great Gidding, including the need to be clear about the point at which this type of consultation process should be started and he undertook report back to the committee on lessons learned. Action required

The Chair proposed that the committee discuss the officer recommendation to proceed to closure of the school first.

Individual Members raised the following issues:

- sought clarification of the eligibility to support with uniform and school transport costs. Officers stated that all children on roll at Great Gidding on 10<sup>th</sup> January 2023 would be eligible to receive this support.
- commented that this was a long report which duplicated information contained in previous reports and asked in future that it should be made clear what information had been presented previously. The Director of Education stated that the report described the process which had been followed and included an equality impact assessment in accordance with the Department for Education's guidance.
- asked why closure of Great Gidding could not be aligned with the opening of a new primary school in Sawtry. Officers stated that the new Sawtry primary school was opening in 2024 and that it would be grown from Reception upwards. There had been a dispersal across a number of local schools by those families who had left Great Gidding, reflecting parental choice. There was a commitment that all of Great Gidding's children would be offered a place elsewhere if this was needed.

- noted that officers had met with all parents and carers who wanted to do so, and that some had indicated that moving to a two class structure would have informed their decision on staying at Great Gidding.
- commented that the committee had heard repeatedly about the importance of Great Gidding school to its rural community and described the proposals as another example of a city centric approach and attack on rural education. They asked which small school was next on the list to be targeted. The Director of Education stated that the future of Great Gidding was a standalone decision and that there were no other schools being considered for closure at this time.
- spoke of the importance of looking at the wider context of the national picture in relation to small schools and pupil funding levels. The number of small schools had halved since the 1980s with rural schools being more likely to close.
- noted a number of queries around the accuracy of the pupil forecasts contained in the committee reports, including from Shailesh Vara MP, and sought clarification. The Director of Education stated that Huntingdonshire District Council had been consulted and that there were no large developments planned in the Great Gidding catchment area, only infill development.
- noted that on current information there would be five children on roll in September 2023 if the school stayed open and asked what the set-up would be and the implications for those children's educational outcomes. The Director of Education stated that schools were funded on the basis of pupil numbers. Officers would have to re-start the school closure process as the quality of education would be impacted.
- asked whether the progress of Great Gidding's pupils would be tracked in their new schools, to offer reassurance that they were in a good place, and how the pupil voice would be captured. The Director of Education stated that there was a commitment to supporting the children's transition to their new schools and that their progress would be tracked through their new headteachers. The pupil voice had been captured through the headteacher and School Improvement Team's discussions with the children early in the process and through the transition support being provide by the SEND team. A pupil passport had been developed for those children already moving to new schools to support their transition and enable them to express their wishes. Learning would be brought back as part of a future report.
- commented on the importance of planning where new houses would be built.
- welcomed the benefits which Great Gidding's pupils had enjoyed due to its small class sizes, but felt that there was a need to be realistic about what could be afforded. They emphasised the importance of equality of opportunity and noted the reference in a previous report to the burden which would be placed on the headteacher in a one or two class structure.

- thanked officers for their careful and painstaking reports and their response to parents, noting that a previous report had recognised the excellent work by the interim headteacher and staff at Great Gidding.
- stated as one of the longest serving committee members that they considered this was the hardest decision the committee had been called on to make during their tenure, but that they believed that closure was the right decision. This was an educational matter, and it had been hard to listen to the politicisation of the decision. They did not consider this to be solely a small schools issue as many schools were struggling with their budgets and they felt that the committee had at best been ambivalent regarding educational structures. In their view many of Cambridgeshire's schools were not in strong structures, whether academies or other structures, and they felt consideration of this was overdue.
- emphasised the positive aspects of small schools and their view that because a school was vulnerable did not mean it had to close. Pupil numbers had gone down when the consultation was announced, and no-one wanted to listen. The impact statements from parents included as an appendix to the report were upsetting to read. They thought they recalled seeing a list of vulnerable schools previously, but that this now seemed to have disappeared.

The Vice Chair stated that it was regrettable to close any school, especially a rural school. He echoed calls for a report to be brought to a future meeting to reflect learning from the process undertaken in relation to Great Gidding and looked forward to seeing the updated small schools strategy. A high percentage of Great Gidding's pupils were from outside its catchment area and it had small numbers on role, placing it in a fragile state. There had been criticism that the consultation process had been left too late and he acknowledged that potentially more could have been done in the public arena earlier in the process. However, the committee had seen what happened when the debate became public so, in his view, it was right to do as much as possible before taking the debate into the public domain. He acknowledged that this had been a shock, but did not feel it was in anyone's interests to prolong the period of uncertainty. He did not doubt there were things to be learned, but he did think the overall timeline and approach were defensible and had children's best educational outcomes in mind.

Co-opted members of the committee were eligible to vote on this item. A recorded vote on recommendation a) was conducted in accordance with the Constitution:

It was resolved by a majority to:

- approve the closure of Great Gidding CE (VC) Primary School on 31 August 2023.

	For	Against	Abstain
Councillor D Ambrose Smith		x	
Councillor M Atkins	x		
Councillor A Bradnam	x		
Councillor A Bulat	x		
Councillor C Daunton	x		
Councillor B Goodliffe	x		

Councillor A Hay		x	
Councillor A Hoy		x	
Councillor J King		x	
Councillor M McGuire		x	
Canon A Read	x		
Councillor A Sharp		x	
Councillor P Slatter	x		
Councillor S Taylor	x		
Councillor F Thompson	x		

The Director of Education stated that it was recognised that the closure of Great Gidding would create a financial burden on families in relation to uniform costs. It was proposed that a one-off payment should be made to assist with the purchase costs. The Great Gidding catchment would be revised, and it was proposed to provide home to school transport assistance in accordance with the Council's policy or a mileage allowance as set out in paragraph 7.2.2 of the report.

Individual Members raised the following issues:

- welcomed the proposal to offer financial support to the families affected by the closure of Great Gidding.
- asked whether this support would be offered to siblings of the children at Great Gidding. The Director of Education stated that the support would only be available to those children on roll at Great Gidding on 10<sup>th</sup> January 2023. Officers would write to parents and carers setting out the support available. Each child would receive a uniform allowance, backdated if needed for those who had already moved school.
- asked about shared transport to support friendship groups. Officers stated that where it was best value and space was available on a school bus this could be done. It was up to families to decide if they wanted to share journeys.
- expressed surprise about the range of uniform costs referenced in the report. The Director of Education stated that officers regularly reminded schools of the Department for Education's guidance on uniform costs, but that this was outside of the Council's control.
- asked why a fixed sum was not offered for the uniform allowance given the relatively small cost. The Director of Education stated that there was a differential in uniform costs between schools and officers were looking to provide a sufficient and equitable amount of funds from the public purse.

Co-opted members of the committee were eligible to vote on this item. On being put to the vote it was resolved unanimously to:

b) approve, for children displaced by the closure:

- the provision of financial assistance in the form of home to school transport or a mileage allowance.

- the provision of a single per child payment to assist with the purchase of uniform for their new school.

The Chair stated that this had been a long and complex process. She expressed her thanks to parents, staff and residents of Great Gidding and to the school's children and young people. She thanked officers for their diligence.

The meeting adjourned from 3.06pm to 3.13pm.

Councillor Gardener left the meeting at 3.06pm.

## Other decisions

### 152. Passenger Transport Policy Review

The Committee received a petition from local resident Amy Caldwell calling on the Council to [review the current school transport provision from Great Gransden to Comberton Village College.](#)

Mrs Caldwell stated that bus provision to Comberton Village College from Great Gransden was not funded by the local authority. She asked that this should be reviewed given that families were struggling to fund travel costs of around £1000 a year per child; the strong links between Barnabas Oley Primary School and Comberton Village College; no children in the area attended Longsands Academy, for which education transport would be provided; the provision of Council funded home to school transport for villages further from the school, like Gamlingay; and empty spaces existing on Council funded bus routes to the school travelling through the village. Mrs Caldwell considered the current arrangements to be unfair and unequal, to have a negative environmental impact and to have implications for child safety as Comberton Village College was not designed for multiple vehicle drop-offs.

In response to questions from committee members it was established that:

- Mrs Caldwell understood that Gamlingay received transport due to an historical connection.
- Council funded bus routes from Caldecote and Caxton ran through Great Gransden and surrounding villages.
- the existing bus contract for transport from the area to Comberton Village College was organised by the school and financed by parents.

Councillor Ferguson addressed the committee as the member for St Neots East and Gransden. He stated that the Council provided free transport to school for 272 out of 277 villages. Four villages were excluded and had to pay around £1000 per year to get on the bus which was picking up children from other villages. The Council's policy stated that a child's designated school was their catchment school. On that basis, these

villages should in his view be included as both Longsands Academy and Comberton Village College were catchment schools. Since this issue was first raised by Mrs Caldwell the Council's website now specified caveats for Great Gransden and surrounding villages. No child from Great Gransden currently attended Longsands Academy so local authority secondary school transport spend for these villages was zero. If the recommendations in the report on the Passenger Transport Policy Review were approved the exclusion of these four villages would be formalised and he asked the committee to look again at this. In his view it seemed fundamentally unfair that residents in these villages were subsidising school transport provision at significant cost to themselves without being able to access it.

In response to Councillor Ferguson's representations committee members:

- sought clarification of the section of the policy which he had referenced. Councillor Ferguson stated that Appendix 4, Section 2.7 contained three notes. To his reading, the first two notes were intended to exclude these villages from receiving free school transport. He believed that these caveats were not present in the 2016 policy.
- sought clarification of the catchment schools for the area. Councillor Ferguson stated that the Council website listed both Longsands Academy and Comberton Village College as catchment schools. Since August 2022 a caveat had been placed on the website stating that these villages were not eligible to free school transport. In his view, the 2016 policy contained no such exclusion.
- noted that the coach used by Great Gransden families was organised by Comberton Village College. Mrs Caldwell felt that there were other buses travelling through the village which were operating at low capacity where seats could be made available.
- expressed the view that a better bus service available to all was needed throughout the day.

A copy of the Chair's response to the petition is attached at Appendix 1. This would be shared with committee members. **Action required**

Introducing the report, the Director of Education stated that the committee had considered the challenges of home to school transport in November 2022 and had approved a Transport Transformation strategy. Since then, officers had reviewed all areas of education transport policy. There had been an overspend of £3m on education transport in the previous financial year. The first section of the report updated existing policies in line with statutory requirements and to make the documents easier to navigate and did not propose any material changes. The second section related to discretionary expenditure. This included an extended walking distance for pupils aged between 8 and 11, transport to nursery schools for children with special educational needs and disabilities and a Post 16 travel assistance policy. The Council's discretionary provision in these areas was an outlier in comparison to other local authorities and officers were bringing this to the committee's attention with a view to consulting on changes to this provision.



The Chair acknowledged that officers had been asked to provide information on the discretionary element of education transport expenditure for the committee's consideration. In her judgement the savings in these areas would be relatively small, but the impact would be significant and detrimental. With the consent of the meeting, it was agreed not to proceed with recommendations a) to c):

- a) to proceed with a consultation on withdrawing the current discretionary travel arrangements for children aged between 8 and 11 living more than 2 miles but less than the statutory 3 mile walking distance from their home to school.
- b) to consult on revisions to the Council's discretionary Post-16 Travel Assistance offer, for students with Special Educational Needs or Disabilities (SEND), withdrawing the existing provision of free assistance, and introducing a new level of subsidy in line with the mainstream travel assistance subsidy.
- c) to consult on introducing a subsidised charge for discretionary transport assistance for children with SEND, who attend nursery provision and request assistance.

It was proposed by the Vice-Chair and agreed by consent to amend recommendation d) to reflect this change by removing the reference to recommendations a), b) and c):

- d) comment on and agree the adoption of the revised travel assistance policies and governance arrangements, including the new Home to School Travel Assistance Policy for Children in Care. ~~with the exception of the proposed amendments listed in a, b and c above.~~

(Text removed shown as ~~struck through~~)

Individual Members raised the following issues in relation to the report:

- noted that demand for provision for children and young people with special educational needs and disabilities (SEND) had increased significantly over time. In 2014 the Council had been supporting 2,500 children and young people with statements of special educational need compared to over 7,000 children and young people with Education, Health and Care Plans in 2023.
- encouraged support for active travel options for home to school journeys to support better health and environmental outcomes. The Director of Education stated that it was intended to bring a report on this to a future meeting, but emphasised that safety remained the main priority. The Chair stated that she had met with the Chair and Vice Chair of the Highways and Transport Committee, and they were happy to discuss active travel options.
- noted that education transport policy was reviewed annually by officers and brought before the committee if any material changes were proposed.
- asked whether the shortage of bus drivers was impacting on the provision of education transport. Officers stated that data was being collected and the

Education Transport team would work with providers to look at a sustainable transport model.

- referenced the large catchment for the planned Post 16 college at Northstowe and the need for a transport strategy to address safe vehicle movements around the site and public and active transport options. Officers stated that they worked with schools in relation to active travel options and that they were engaging with the Combined Authority's work on bus route provision.
- suggested learning from the Northstowe development could be used for other proposed schools in Cambridgeshire.
- confirmed with officers that approving recommendation d) would not adversely affect the support available to children in care and care leavers.
- established that the nearest school for most addresses in Great Gransden was Cambourne Village College.

The Vice Chair confirmed that the Council's existing policy contained the discretionary elements referenced in recommendations a) to c), so in agreeing recommendation d) those discretionary elements would be retained.

Co-opted members of the committee were eligible to vote on this item. It was resolved unanimously to:

Comment on and agree the adoption of the revised travel assistance policies and governance arrangements, including the new Home to School Travel Assistance Policy for Children in Care.

#### 153. Children and Young People Committee agenda plan, training plan, committee appointments and Local Authority School Governor nominations and appointments

Nominations were sought for a vacancy which had arisen on the Cambridgeshire Culture Steering Group.

A member suggested that a factual briefing should be arranged on complex matters before committee discussions. **Action required**

The Chair stated that a briefing session had been requested on education transport matters. **Action required**

Officers undertook to send committee members a link to recordings of previous committee training sessions. **Action required**

The Chair placed on record the committee's thanks to all those who gave up their time to be school governors.  
It was resolved unanimously to:

- a) note the committee agenda plan.
- b) note the committee training plan.
- c) note committee appointments.
- d) note local authority school governor nominations and appointments for the period January to March 2023.

(Chair)

## Chair's response to petition from Mrs Amy Caldwell (minute 152 refers)

Thank you for coming to the meeting today and for your clear articulation of the reasons why you and other families living in Great Gransden submitted this petition calling on the Council to formally review the existing transport arrangements to Comberton Village College.

I think it would be helpful to firstly explain the Council's duties, in respect of home to school transport, and clarify how these relate to families living within Great Gransden.

Cambridgeshire County Council has a statutory duty to provide free transport for all secondary aged pupils (11-16) attending their nearest suitable school if that school is beyond 3 miles from their home address. The Council's Home to School Travel Assistance policy defines the nearest suitable school as a pupil's catchment or nearest secondary school. The Council's defined catchment areas are designed to ensure access to a local school place whilst also ensuring the viability of schools.

In the context of Great Gransden, and the other villages served by Barnabas Oley Primary School, including Little Gransden, Abbotsley and Waresley, the designated catchment school is Longsands Academy in St Neots and the nearest secondary school, for the majority of addresses, is Cambourne Village College.

During January and February 2014 the Governing body of Comberton Village College, as a part of their annual consultation for their school admission arrangements, also consulted on the expansion of their catchment area to include the area served by Barnabas Oley Primary School with effect from September 2015. Any school who are their own Admission Authority, such as Comberton Village College, can seek to change or expand their catchment area for the purposes of admitting pupils to that school. This process does not, however, determine a change to the provision of home to school transport, for which Cambridgeshire County Council is responsible.

At the time of the consultation all parties, including the governing body of Barnabas Oley Primary School, were informed that whilst consideration would be given to the travel arrangements there would be no guarantee or automatic entitlement for Comberton to be recognised by the Council as the catchment school for the area, as there remained an existing catchment in this area for Longsands Academy, St Neots.

After full consideration by senior officers, the Council confirmed to both Comberton Village College and to the Governing Body of Barnabas Oley CofE Primary School that the College's extended catchment area would not be recognised for home to school transport purposes, and the designation of Longsands Academy would remain.

Since then, to ensure that families are able to make informed decisions when making their secondary school preferences, the School Admission publications have clearly confirmed that the revised catchment area is not supported by the Council for the purposes of home to school transport. As a part of the school admissions process families are advised to consult all the information available regarding school catchment areas and consider how their school choices impact eligibility for other services, such as home to school transport. This information includes

the online school directory where the admission arrangements for each school, included Comberton Village College, are published.

With an increasing number of secondary schools converting to academy status and becoming their own Admissions Authority, it was recognised that a formal member process should be adopted for determining whether the Council should accept responsibility for the provision of free transport, as a result of decisions taken by own admission authority schools to change their catchment areas. In March 2015 the Children and Young People Committee gave its approval to the adoption of a process delegating responsibility for decisions on transport entitlement in such circumstances to the Chair and Vice-Chair of the Committee, in liaison with the local Member(s).

In 2017, following representations from families living in Great Gransden, the Chair and Vice Chair of the Committee re-considered the decision regarding home to school transport arrangements to Comberton Village College. As a part of that process all representations received were considered, including views from local members, in accordance with the adopted process outlined above. The decision taken re-affirmed the existing position to not provide free home to school transport for pupils living in the area served by Barnabas Oley to Comberton Village College.

As a part of this process consideration was given to the comparison being drawn between those families living in Great Gransden and those living in Gamlingay, where it was agreed in 2016, via the above member process, to acknowledge Comberton Village College as the catchment school for transport purposes. It was considered that the decision taken, to recognise Comberton Village College for transport purposes for children living in the Gamlingay area, was not directly comparable. As Gamlingay had previously been part of the three-tier education system with transfer links to Stratton Upper School in Biggleswade, Bedfordshire, those children did not have an existing designated secondary catchment school in Cambridgeshire, unlike those children and young people living in the Barnabas Oley catchment area.

I appreciate the views and concerns raised by those parents and carers of children living in Great Gransden, and those expressed by Councillor Ferguson. I am also aware that there has been a long-standing trend of parental preference for children and young people to attend Comberton Village College, pre-dating the College's catchment area change in 2015. It is also clear that this pattern of preference was a significant factor in the College's decision to extend its catchment area in 2015.

Whilst it is clear that the majority of families living within the area served by Barnabas Oley Primary School now choose for their children to attend Comberton Village College, there still remains a number of families whose children attend and receive transport assistance to Longsands Academy.

Families are entitled to express any school preference for their child, but it would be neither fair nor equitable of the Council to fund transport in these circumstances where there are other similar patterns of parental preference replicated across the County, where transport assistance is not provided.

I recognise and sympathise with the concerns raised regarding the cost of the current transport arrangements from Great Gransden to Comberton Village College, however, I am

also aware that these arrangements are operated directly by the College. It should also be recognised, however, that families will have been aware of the responsibility to make or fund their child's transport arrangements, when applying for a place at the College.

I have noted the feedback regarding there being no provision within the travel assistance policy for this type of catchment area scenario. I am aware that this has been included within the revised policy framework being presented today.

It is the view of the Chair and Vice chair of this Committee that the decision in respect of the home to school transport arrangements to Comberton Village College has been fairly and appropriately considered and that there are currently no grounds to undertake a further review of this decision.

## Children and Young People Committee Action Log

### Purpose:

This log captures the actions recorded in the minutes of Children and Young People Committee meetings, and updates Members on progress.

### Minutes of the Meeting on 30 November 2021

41.	Free School Proposal – Wisbech Secondary School	J Lewis	The Chair endorsed the suggestion that an invitation should be extended to the new Regional Schools Commissioner (RSC) to meet committee members.	<p>The new RSC, Jonathan Duff, took up post on 1 April 2022 so a meeting in Autumn 2022 would be suggested. Service Director for Education has approached the RSC's office to agree a date.</p> <p>05.07.22: The Director of Education would provide an update before the Committee's next meeting.</p> <p>14.09.22: Potential dates have been shared with the RSC's office.</p> <p>11.04.24: Director of Education to offer dates to the Regional Schools Commissioner.</p>	In progress
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## Minutes of the meeting on 5 July 2022

87.	Proposed approach to developing capacity for school placements for children with SEND	J Lewis	The Director of Education offered a briefing note around teaching assistants and encouraging diversity within this group	<p>26.09.22: Director of Education to review Workforce Census and circulate briefing note. December 2022.</p> <p>22.11.22: The workforce census publication date has been delayed. A briefing note will be circulated when this is available in Spring 2023.</p> <p>15.02.23: Data currently not available.</p> <p>12.04.23: The Department for Education is expected to publish data in June 2023 (exact date TBC). A briefing note to be prepared and circulated by August 2023.</p>	In progress
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## Minutes of the meeting on 8 March 2023

140.	Finance Monitoring Report	Elaine Redding	Requested data on the previous international social worker intake including how many of those individuals were still working for the Council, and on-going data for the new cohort.	<p>07.06.23: The previous intake of international social workers was undertaken in October 2018 when 14 people joined us. Between March 2020 and August 2022 7 people left with 7 remaining today, therefore the shortest tenure was 18 months.</p> <p>Through the recent process, we offered employment to 15 people of which 13 initially accepted. One has withdrawn due to the challenge of affordability of relocating family. The significant cost of living generally plus accommodation costs across some parts of the County is proving a challenge for the programme. It is hoped that the 12 international social workers</p>	Completed
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				will proceed and join us around September this year.	
		Elaine Redding  Martin Purbrick	The Interim Executive Director of Children's Services stated that the contract for recruiting international social workers was robust in terms of delivery and quality and included an induction programme to familiarise staff with Council practice and the local area. She would be happy to share more information on this with Committee members outside of the meeting.		

### Minutes of the meeting on 25 April 2023

151.	Future of Great Gidding Primary School	Jonathan Lewis	Officers undertook to bring back a report on learning from the closure of Great Gidding Primary School.	07.06.23: This is targeted to be brought back in June 2024. We have developed a process of data collection and will be collecting information from next term.  It will be added to the 2024/25 committee agenda plan.	Completed
		Fran Cox	To note Great and Little Gidding Parish Council's wish that the school playground should become a play area for local children and its request to be kept informed of any developments with regards to the school site.	07.06.23: This information has been passed to the strategic assets team who are handling the disposal of the school site.	Completed

152.	Passenger Transport Policy Review	Richenda Greenhill	The Chair's written response to the petition calling on the Council to review the current school transport provision from Great Gransden to Comberton Village College would be shared with all members of the committee.	11.05.23: Circulated electronically to committee members.	Completed
153.	Committee agenda plan, training plan and appointments	<del>Elaine Redding</del> Martin Purbrick	A member suggested that a factual briefing should be arranged on complex matters before committee discussions.	19.06.23: Noted.	Completed
		Fran Cox/ Stephanie Miller/ Emma Nederpel	The Chair stated that a briefing session had been requested on education transport matters.	07.06.23: This will be added to the committee training plan.	Completed
		Rhiannon Leighton	Officers undertook to send committee members a link to recordings of previous committee training sessions.	27.04.23: A link circulated to committee members.	Completed

## Implementation of a Post 16 Provision Framework

To: Children and Young People Committee

Meeting Date: 27<sup>th</sup> June 2023

From: Service Director: Education

Electoral division(s): All

Key decision: Yes

Forward Plan ref: KD2023/072

Outcome: The Committee is being asked to consider setting up a Dynamic Purchasing System (DPS) for a Post 16 Framework of Alternative Education Providers to replace the current system of providing these on a case by case spot purchasing arrangement.

Recommendation: The Committee is recommended to:

- a) Approve Cambridgeshire County Council tendering a Post 16 Alternative Education Framework, and thereafter to make call-offs from this framework.
- b) Delegate responsibility for awarding and executing contracts for the provision of Post 16 Alternative Education; starting on the 23<sup>rd</sup> August 2023 and ending on the 31<sup>st</sup> March 2024 and has extension periods of 2+ 2 + 1 with a value over 5 years of £10.2 million to align with the Children's External Placement Dynamic Purchasing System to the Director of Children's Services, in consultation with the Chair and Vice Chair of the Children and Young People Committee.

Voting arrangements: Co-opted members of the committee are eligible to vote on the report.

Officer contact:

Name: David Rhodes  
Post: SEND Commissioning Manager  
Email: [David.rhodes@cambridgeshire.gov.uk](mailto:David.rhodes@cambridgeshire.gov.uk)  
Tel: 07741 830131

Member contacts:

Names: Councillors Bryony Goodliffe and Michael Atkins  
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## **1. Background**

- 1.1 In September 2020, Children's Commissioning conducted a review, produced a report and made recommendations around Post 16 provision across Cambridgeshire and Peterborough; Papworth Trust were also commissioned by the Executive Director of People & Communities to produce an independent review and report with recommendations in August 2021.
- 1.2 In April 2022 SEND Services in Cambridgeshire appointed a Preparing for Adulthood (PfA) Lead. Peterborough City Council had appointed a PfA lead in March 2019.
- 1.3 In August 2022 the Joint Commissioning Board agreed for a Post 16 Framework to be developed using the Dynamic Purchasing System.

## **2. Main Issues**

### **Current Position**

- 2.1 After the appointment of the PfA lead in Cambridgeshire a small working group was set up to review the previous reports findings and recommendations and these were updated in line with all of the events that have taken place since March 2020, including the Local Area Inspection Revisit in Peterborough and the transitions from SEND Recovery to SEND Transformation in Cambridgeshire. We now have an action plan with timelines.
- 2.2 The Report Recommendations are as follows:
  - i. Engagement of our local Further Education (FE) provisions. A full consultation is recommended with schools/ Local FE colleges and specialist provision/ providers around transitions process, questions to raise, areas of good practice identified and areas to build on and streamline.
  - ii. The strategic overview could be managed by SEND Services with distinct pathways being identified and developed for different options to link in with the provider field.
  - iii. A tendering framework for Post 16 should be developed in partnership with procurement, including clear offers for each stream and Quality Assurance mechanisms. Consideration should also be given to the block contract model highlighted by the NATSPEC report to ensure good economies of scale.
  - iv. The recommendations made from the PfA checklist and Audit Tool for Post 16 should continue to be developed by the existing Post 16 core group and progress monitored by Children and Adult's Commissioning Teams.
  - v. Clear participation and co-production carried across all of these areas with our local parent/carers forums and young people, particularly in relation to the clarity and accessibility of information via the Local Offer on Post 16 option.
  - vi. As pathways are developed and provider offers mapped this should be populated onto a format developed for the Local Authority that clearly sets out the differentiated routes for 16-25's. We are also developing 'Regions of learning' and 'digital badges'

- vii. Adult Commissioning and Children's Commissioning to work in partnership to map pathways, develop more robust transitions and identify opportunities for building supported employment provision, including the exploration of job coaches to increase employer engagement.

## **Emerging issues**

2.3 The following issues have been identified since the original review was conducted:

- Food Crisis and cost of attending post-16 placements
- Petrol costs travelling to post-16 settings
- Long Covid and to include this in current post-16 mapping
- What does the world of work/next steps look like for young people currently on Personal Budgets (PB) or Out of school tuition?
- Separate work happening with education PB's. We must link this into this work and should also include social care and health PB's
- English for Speakers of Other Languages (ESOL) - how do we link this into vocational pathways and what does this current offer look like. What does work based pathways look like in social care, as part of mapping
- Post-16 framework will be feeding into this task and finish group. To also include monitoring and quality assurance.
- Provision for young people with long term health conditions

## **Strategic Alignment**

### **2.4 The Cambridgeshire & Peterborough SEND Strategy 2019 – 2024**

2.5 The strategy identified three key priorities for children and young people:

'Making SEND Everybody's Business'  
'Identify and Respond to Needs Early'; and  
'Right Place and the Right Time'

2.6 These priorities were considered critical in ensuring children and young people can have their needs met locally, ensuring the provision of education, health and social care to support positive educational outcomes, employment, and training opportunities. The need for creative and responsive solutions to the whole system across all partners is critical to the success of fulfilling the commitment to this strategic priority.

2.7 The applicable outcomes identified specification for post 16 across all theme included:

- Sharing and aligning our practice to present have a stronger joined up services working with families and carers in response in key areas like such as early identification, assessment, personal budget arrangements; transitions and person centred and/ outcomes oriented approaches
- Ensuring families feel confident that there is a good and appropriate local choice option for children and young people in all but the most exceptional cases. We are also looking to possibly have a Talking About Tomorrow/ Post EHCP Page on the SEND Hub Local Offer as part of prevention of cliff edge

- Addressing the issues arising from the growth in demand and population, particularly the 16 years plus age group
- Ensuring a broad range of opportunities is available for young people over the age of 16 years
- Focus all local resources (health, education and social care) to enhance the total provision so that children and young people can be supported locally Reviewing and re-modelling our resources so that they are sufficient to meet current and future need

- 2.8 **The “Cambridgeshire & Peterborough Sufficiency Statement for Children and Young People with Disabilities and Complex Needs 2022-2027”**, sights increases in future population need, demand for services for disabled children, an emerging need for more complex provision and the likely demand for associated specialist services; and education provision. The “Cambridgeshire Placement and Sufficiency Statement” sights a significant anticipated rise in EHCP’s post 16 and a need to address sufficiency and capacity in order to respond to this demand, this includes ensuring robust pathways post 16 between education, health and social care, as well a good quality local offer of provision post 16 beyond that of Further Education provision and Colleges.
- 2.9 **The Cambridgeshire SEND Transformation Programme.** There is also a significant deficit on the Dedicated Schools Grant primarily due to the continuing increase in the number of children and young people with an EHCP, and the complexity of need of these young people. At the end of 2021/22 the High Needs Block element of the DSG overspent by £14.85m, and despite one-off underspends elsewhere within the DSG the total net in-year position was £12.43m. This results in a cumulative deficit of £39.26m to be carried forward into 2022/23. At the end of 2022/23 there was a net DSG overspend of £11.94m to the end of the year. When added to the brought forward deficit of £39.32m this results in a cumulative deficit of £51.26m to be carried forward into 2023/24 (prior to any DfE or Local Authority contributions being applied).
- 2.10 A particular area of pressure within the transformation programme, designed to manage the deficit in 5.3, is the need for increased local and specialist post 16 education provision in to address exponential rise in the number of children and young people with an EHCP post 16 and the likely increase to be seen over the coming 6 years as detailed in Section 7
- 2.11 **Safety Valve Funding.** In March 2023 the DfE agreed safety valve funding to Cambridgeshire County Council (CCC) to address the cumulative deficit sited in 4.3 as a result of this CCC is required to report on efficiencies on a quarterly basis and in return will provide a grant of £49million to address the deficit up until 2027
- 2.12 **Written Statement of Action Accelerated Action Plan.** Peterborough City Council had a local area inspection under the SEND Local Area inspection framework in 2018. As a result, 5 areas of weakness were identified and these were reviewed in a Local Area Revisit in January 2022. The revisit found 4 areas of weakness had made progress, however Weakness 5 was found to have made insufficient progress:
- ‘The provision for young people aged 18-25 is not sufficiently developed to make sure that young adults have the full range of opportunities and support that they need as they move through into adulthood.’***
- 2.13 This resulted in an Accelerated Action Plan being requested by the Department for Education, sighting how the Council would rapidly address the weaknesses, this included a

commitment to developing a robust framework of post 16 provision, co-produced with children and young people and broadening the range of opportunities available to children and young people. Whilst the Accelerated Progress Plan (APP) is for PCC the instigation of a Post 16 framework will benefit CCC as it prepares for an Area Inspection as well.

**2.14 All Age Autism Strategy.** Having clear pathways for children and adults based on a needs led approach with good support throughout the process, combined with good pre and post diagnosis support.

- Training and raising awareness for all areas that helps services and professionals understand the needs of people with autism within our local communities and services and recognises that autism affects different people in different ways.
- Services that take a lifelong approach and supports people with autism in school, colleges and universities, to be able to live independently and have meaningful employment opportunities.
- For Health, Education and Social Care to work together to commission integrated services that make the best of the resources available.
- For services to understand what reasonable adjustments are and how they can improve settings so people with autism can have positive experiences when they go into Health, Education and Social Care settings such as primary care, hospitals, school etc.

## **2.15 Commissioning Arrangements**

**2.16** For the majority of provision, the Council's use a Dynamic Purchasing System<sup>1</sup> [DPS] for the commissioning of all external placements. The DPS is comprised of four lots for the following types of services:

1. Independent Fostering Agencies,
2. Residential Childrens Homes,
3. Independent Special Educational Provision Schools [ISEPS]; and
4. Out of School Tuition

**2.17** However, whilst Lot 4 of the contract does extend the ages of 18-25, this is broadly in the capacity of provision for children and young people out of education and is insufficient in provision of education post 16 as outlined within an EHCP.

**2.18** Currently Post 16 education for young people with an Education, Health & Care Plan (EHCP) is determined by the Annual Review process in the young persons last compulsory year of education and the Phased Transfer procedure whereby the Local Authority must name the provision for the young person for September by 31<sup>st</sup> March of the same year.

**2.19** The vast majority of young people with EHCP's will attend a General Further Education (GFE) College although the majority of young people who attend an Area Special School that offers 16-19 provision stay at that provision, a small number will go on to some form of work-based learning and a further small number will attend Independent Specialist Education Providers (ISEPS); and currently there are 99 young people that attend some form of alternative provision. Please see Appendix 1

**2.20** In all cases above there is a clear pathway to provision other than alternative provision that at present is commissioned by the service area without full and complete checks where the only monitoring is carried out via the Annual Review process, or a result of the same Provider being captured within the Out of School Tuition of Alternative Education Provision

[0-18] quality assurance processes. For all FE provision options there is a clear banding and pricing structure in place, however this is not in place for alternative education provision post 16/18.

- 2.21 There is also the issue of the '5 day offer'. The current SEND Code of Practice states that the LA should offer 5 day a week provision, this is particularly pertinent to young people with complex learning and physical needs where parents have caring responsibilities and have been supported by 5 days in school. Many GFE courses are for three days only meaning that activities may need to be sourced on other days, these do not have to be only educational they could be work based, volunteering or social care activities. There is now a 5 day offer working group to come up with a statement within two months and begin a mapping exercise of provision
- 2.22 A small but significant number of young people are allocated an Education Personal Budget, this is where the young person can be allocated funds from the Element 3 top up budget (please see Section 6.8) rather than the funds going directly to a setting. At present young people and their carers purchase a variety of provision to meet the outcomes and needs in their EHCP.
- 2.23 All Post 16 Education is funded via the Department of Education. Element 1 is the basic students rate and amounts to approximately £4000 this is for any student regardless of needs, Element 2 is sometimes referred to as the Notional budget this is approximately £6000 and allows settings to provide additional support for learners that may require extra help with e.g. Literacy and Numeracy or personal support etc. When the needs of the learner exceed Elements 1 & 2 the Element 3 Top up can be activated in the vast majority of cases with an EHCP
- 2.24 Future Demand**
- 2.25 The demand for EHCPs as set out within the Cambridgeshire Strategic EHCP Forecasting Model, see's a project rise of EHCPs of 974 EHCPs in FE provision of between Jan 22 and Jan28. See figure 1.

**Figure 1**

<b>Year</b>	<b>Forecast</b>
Jan-22	1018
Jan-23	1128
Jan-24	1251
Jan-25	1395
Jan-26	1572
Jan-27	1761
Jan-28	1992

- 2.26 Assuming not all young people will be able to access formal Further Education provision Colleges, there is therefore a need for a well-established framework of provision to support these young people with creative solutions to continue to meet their identified educational outcomes.



## **2.27 Outcomes to be achieved**

- a) To produce a clear framework for commissioning Post 16 provision to meet the needs of young people 16-25 with SEND
- b) To ensure that young people attending alternative settings have safe and quality assured provision
- c) To increase the choice of Post 16 education to young people
- d) To provide a consistent pricing structure for services to consider when commissioning Post 16 education.
- e) To provide a range of options at a consistent price for young people accessing Personal budgets
- f) To reduce the spend per learner in 16-25 provision
- g) To reduce the number of young people 16-25 who are NEET

## **2.28 Risks**

- 2.29 A large amount of providers across Cambridgeshire and Peterborough which could make administering a Framework difficult and would provide a challenge to ensure that providers are not missed
- 2.30 Wide regional variations to consider. There are challenges that face the more rural areas of Peterborough and Cambridgeshire particularly around transport links and some of the current widely used provision is clustered around Cambridge City and the South of the county.
- 2.31 Whether providers feel that it is in their interest to enter a framework, some providers on other DPS frameworks feel that they are better off outside of a framework as it allows them to command a higher rate. This is mitigated to a degree by the fact that services have to go through the framework before an exception can be granted but there are examples where we have tried to onboard Providers, but they have resisted.
- 2.32 The emerging issues in 2.3
- 2.33 Whether to bring existing health and social care frameworks into one framework to ensure we are paying appropriate rates for provision of services akin to the service being delivered i.e. avoidance of commissioning social care provision payable at teachers rates, with clear commissioning and funding pathways.

## **2.34 Delivery Options**

- 2.35 Continue to commission alternative 16-25 Provision from uncontracted Services

### **Advantages**

- Access to the full market of services to choose from to meet need
- Flexibility for Providers
- Reduction in administration for services

### **Disadvantages**

- Inconsistent approach to safeguarding and quality assurance
- Inconsistent approach to pricing structure and costs
- Pressure on service to enter contractual negotiations

- Lack of clear local offer informed by and designed by young people
- Not compliance with the Council's Contract Procedure Rules
- Regulatory challenge through local area inspection

## 2.36 Produce a Post 16 Framework using the Dynamic Purchasing System (DPS)

### Advantages

- Full directory of providers for the Services to choose from
- Services can select a provision knowing that safeguarding and quality assurance checks have been carried out
- Compliance with Council Contract Procedure Rules
- Clear consistent pricing and fee uplift structure to ensure value for money and budget forecasting
- Opportunities to develop relationships with the sector to optimise arrangements such as block purchasing etc.

### Disadvantages

- Services have to follow a call off process rather engaging directly with their preferred option
- Some providers may feel constrained by a DPS system

## 2.37 Route to market

- 2.38 The DPS is a system that is currently used to source external services for Independent Fostering agencies, Residential Childrens Homes, Independent Specialist Education Providers (ISEPS) and Out of School Tuition (OOST). It requires providers to join a framework where their provision is quality assured and an agreed pricing schedule is applied with a clear fee change process in place
- 2.39 The Proposal is for a separate DPS to be agreed to facilitate Post 16 Alternative Provision
- 2.40 Meetings have been held with Procurement around the introduction of a new DPS and have been recommended for approval by the Joint Commissioning Board in August 2022
- 2.41 Existing Post 16 alternative providers have been contacted regarding their views around entering a framework and this has been met with universal approval
- 2.42 Service areas contact Children's Commissioning with new providers who are then contacted by the team to explore what value they can bring to Post 16 Education
- 2.43 These services also deliver social value as a core part of the specification.
- 2.44 The Evaluation criteria that was co-produced with Pinpoint and Groups of Young people will be that providers are invited to tender via the Pro-Contract system. They will need to complete six evaluation questions plus method statement questions along with a pricing schedule which will be considered by members of the Commissioning Service and members from the SEND Service along with Pinpoint and representatives of young people. This will then be moderated with support from the Procurement Service. There will be an additional requirement to complete the Safeguarding Toolkit as well as the Autism Toolkit.

## **2.45 Summary**

- 2.46 To produce a Post 16 Framework for the DPS the advantage of this will be that the local authority can quality assure and satisfy itself that the placement is fully compliant around safeguarding by using the safeguarding toolkit and the Autism Toolkit. This will provide consistency and link in with the work around the safety valve. The value over 5 years will be up to £10.2 Million
- 2.47 It can ensure that there is a clear and consistent pricing schedule that will help drive down some of the costs experienced by the service. It will also provide a clear reference point for SEN Casework Officer, Virtual School Teachers, Social Workers and other Youth Support Services.
- 2.48 Specifications for the framework can be co-produced with Service areas along with Pinpoint and Family Voice and wider co-production with children, young people and their families. These groups will also contribute to the evaluation
- 2.49 It is understood that Adult Social Care are revising their framework for day care provision, discussions have taken place with Adult Commissioning around linking the two frameworks to enable additional provision to meet some of the outcomes in a young person's EHCP can be purchased from this Framework

## **3. Alignment with ambitions**

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

As the activity is being undertaken on a non-commissioned basis at present there are no significant implications for this ambition. As part of the tendering process providers will be asked about their commitment to reducing carbon

- 3.2 Travel across the county is safer and more environmentally sustainable

As the activity is being undertaken on a non-commissioned basis at present there are no significant implications for this ambition

- 3.3 Health inequalities are reduced

The Post 16 framework is targeted at young people 16-25 who are unable to access General Further Education or mainstream employment or training, many of these young people will have complex health and medical needs including significant mental health difficulties. The Framework will look to attract providers who are able to offer a more broad range of learning activities making post 16 education more inclusive, this could include therapeutic provision as well as online and discrete learning where this is more appropriate.

- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

The Post 16 Framework will provide clear outcomes for young people and greater choice in provision. The specification that providers will be asked to follow will be attached as part of this paper and will outline the requirement for young people to enjoy safe and independent

lives that will lead to further or higher education, employment and a positive experience in their community

### 3.5 Helping people out of poverty and income inequality

The Post 16 Framework will support young people who are unable to access mainstream options therefore giving them opportunity to achieve qualifications that will help them source employment in the future and help them to avoid poverty and income inequality

### 3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

The Post 16 Framework will provide opportunities local employers and third sector organisations access to groups of young people who are seeking education packages across Cambridgeshire and Peterborough therefore raising opportunities to improve their communities by offering better employment prospects with young people who may have been excluded from mainstream education having the chance to gain qualifications and better prospects.

### 3.7 Children and young people have opportunities to thrive

The Post 16 framework will provide a broad range of providers that will allow all young people to have access to suitable and appropriate education. At present there is a shortage of quality assured provision for young people in the Post 16 sector who are unable to access General Further Education, Apprenticeships and Supported Employment.

## 4. Significant Implications

### 4.1 Resource Implications

When the original paper for a Post 16 Framework was submitted in August 2022 the cost of Alternative Post 16 provision was £2.1 million for 99 learners at an average cost to the High Needs Block of £21588 per student. The expectation is that with a clear pricing structure as part of a DPS the cost per learner can be reduced. So whilst there is a resource implication the advantage of a DPS for Post 16 Alternative Education should provide consistency around pricing rather than SEN Caseworkers having to negotiate rates on an individual basis. We have seen this be effective in our use of lots 1-4 of the Childrens External Placement DPS.

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

The procurement will be fully compliant with the Council's Contract Procedure Rules

### 4.3 Statutory, Legal and Risk Implications

A contract has been drawn up by SEND Pathfinder

### 4.4 Equality and Diversity Implications

An Equality Impact Assessment has been carried out and is referenced in the Procurement plan

#### 4.5 Engagement and Communications Implications

The Specification for a Post 16 Framework has been part of the Pfa workstreams across Cambridgeshire and Peterborough, this has included extensive collaboration with Family Voice and Pinpoint as well as input from the principle service areas such as the Statutory Assessment Teams, Social Care, Young People themselves and Health Representatives.

#### 4.6 Localism and Local Member Involvement

The Post 16 Framework has been part of the Preparing for Adulthood workstream which has included representatives from statutory and non-statutory groups across Peterborough and Cambridgeshire that represent young people in different parts of the county. They have played a significant part in developing the specification for the Post 16 Framework

#### 4.7 Public Health Implications

The Post 16 Framework is set out to provide a range of Quality Assured Alternative provision for young people aged between 16 & 25 who are unable to attend mainstream General Further Education and Training, by their nature these are often young people with the most significant physical and mental health needs who at present are reliant on provision with minimal quality assurance. This project will provide opportunity to enable their educational needs to be met in a better way and thus improving their physical and mental health by providing more post education options.

#### 4.8 Climate Change and Environment Implications on Priority Areas : By bringing providers onto a Post 16 Framework under the DPS it gives the Local Authority more opportunities to explain their commitment to climate change priorities.

##### 4.8.1 Implication 1: Energy efficient, low carbon buildings.

Neutral Status:

Explanation: The provision for alternative education is currently taking place on a spot purchase basis so bringing the providers into a framework should have a neutral effect around energy efficiency and low carbon buildings

##### 4.8.2 Implication 2: Low carbon transport.

Neutral Status:

Explanation: The provision for alternative education is currently taking place on a spot purchase basis so bringing the providers into a framework should have a neutral effect around low carbon transport

##### 4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Neutral Status:

Explanation: The provision for alternative education is currently taking place on a spot purchase basis so bringing the providers into a framework should have a neutral effect around Green spaces, peatland, afforestation, habitats and land management

##### 4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Neutral Status:

Explanation: The provision for alternative education is currently taking place on a spot purchase basis so bringing the providers into a framework should have a neutral effect around waste management and tackling plastic pollution

4.8.5 Implication 5: Water use, availability and management:

Neutral Status:

Explanation: The provision for alternative education is currently taking place on a spot purchase basis so bringing the providers into a framework should have a neutral effect around water use, availability and management

4.8.6 Implication 6: Air Pollution.

Neutral status:

Explanation: The provision for alternative education is currently taking place on a spot purchase basis so bringing the providers into a framework should have a neutral effect around Air Pollution

4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.

Neutral Status:

Explanation: The provision for alternative education is currently taking place on a spot purchase basis so bringing the providers into a framework should have a neutral effect around resilience of our services and infrastructure and supporting vulnerable people to cope with climate change

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Martin Wade

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Yes

Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes

Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User? Yes

Name of Officer: Helene Carr

Have any engagement and communication implications been cleared by Communications? Yes

Name of Officer: Simon Cobby

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes

Name of Officer: Jonathan Lewis

Have any Public Health implications been cleared by Public Health?

Yes

Name of Officer: Helen Freeman

If a Key decision, have any Climate Change and Environment implications been cleared by the Climate Change Officer?

Yes

Name of Officer: Emily Bolton

5. Source documents

[SEND Strategy](#)

[CCC SEND Sufficiency Statement](#)

[CCC Safety Valve Agreement](#)

## Appendix 1

The table below shows the current number of students in Cambridgeshire accessing alternative provision as indicated in Section 6.4. It has been assessed that the students listed below are unable to have their needs met within local General Further Education Placements. The rates per student vary and an average has been applied. The vast majority of these learners have SEMH or ASD and many would not meet the adult social care threshold. The overall average cost per learner equates to the highest top up (Element 3) payment in a General FE College. Some of the providers listed below are on Lot 4 at present but offer different provision Post 16.

<b>Provider</b>	<b>Number of Learners</b>	<b>Total Cost</b>	<b>Average Cost Per Student</b>
<b>Beats Learning</b>	36	£984415	£27344.86
<b>Switch Now</b>	16	£265182	£16573.87
<b>FACET</b>	10	£60246	£6024.60
<b>Helping Hands</b>	9	£159327	£17703.00
<b>Bedazzle</b>	7	£280152	£40021.17
<b>Red 2 Green</b>	7	£97276	£13896.57
<b>Enemy of Boredom</b>	2	£19535	£9767.50
<b>Equine Assisted Learning</b>	2	£94618	£47309.00
<b>Craig Hill</b>	2	£50163	£25081.50
<b>Jill Eastland</b>	2	£6480	£3200.00
<b>Phoenix Trust</b>	2	£15846	£7923.00
<b>Prospects Now</b>	1	£5108	£5108
<b>Romsey Mill</b>	1	£8915	£8915
<b>BOLD</b>	1	£63278	£63278
<b>SENDAT</b>	1	£26745	£26745
<b>TOTAL</b>	99	£2137286	£21588.74



# EQUALITY IMPACT ASSESSMENT - CCC502144772

Which service and directorate are you submitting this for (this may not be your service and directorate):

Directorate	Service	Team
Commissioning	Commissioning Services	Commissioning Services

**Your name:** David Rhodes

**Your job title:** SEND Commissioning Manager

**Your directorate, service and team:**

Directorate	Service	Team
Commissioning	Commissioning Services	Commissioning Services

**Your phone:** 01480372232

**Your email:** David.Rhodes@cambridgeshire.gov.uk

**Proposal being assessed:** Post 16 Alternative Education Framework

**Business plan proposal number:** 22064

**Key service delivery objectives and outcomes:** The development of a Post 16 Alternative Education Framework will aim to meet the following objectives and outcomes \* To bring together alternative education providers on to one framework using the external placements Dynamic Purchasing System (DPS) \* To expand the choice of Post 16 provision for young people with SEND \* For providers to have a clear pricing structure therefore ensuring value for money for the Local Authority \* To have a clear quality assurance process to ensure better outcomes for those with SEND

**What is the proposal:** Currently Post 16 Alternative Education is commissioned by the Service area which leads to inconsistency over pricing and quality assurance and outcomes for young people. The proposal is for alternative providers of education post 16 will be invited to tender to enter lot 5 of the DPS. The reason for change is to improve consistency of provision in relation to pricing, quality and outcomes for young people. At present it is reported that there are poor outcomes offering poor value to the Local Authority

**What information did you use to assess who would be affected by this proposal?\***

Information from SAT/SAMS around the current cohort accessing Post 16 Alternative Education \* Deep dive activities with colleagues from the Preparing for Adulthood (PFA) steering group looking at individual cases and trends \* Post 16 data from Business Intelligence and SEND Sufficiency Statements \* Feedback from Family Voice and Pinpoint \* Feedback from young people groups represented on PFA groups in Peterborough and Cambridgeshire

**Are there any gaps in the information you used to assess who would be affected by this**

**proposal?:** No

**Does the proposal cover:** Specific teams, All service users/customers/service provision in specific areas/for specific categories of user

**Which particular employee groups/service user groups will be affected by this proposal?:**  
Young people aged 16-25 with SEND Seldom Heard Groups

**Does the proposal relate to the equality objectives set by the Council's Single Equality Strategy?:** Yes

**Will people with particular protected characteristics or people experiencing socio-economic inequalities be over/under represented in affected groups:** Under represented

**Does the proposal relate to services that have been identified as being important to people with particular protected characteristics/who are experiencing socio-economic inequalities?:** Yes

**Does the proposal relate to an area with known inequalities?:** Yes

**What is the significance of the impact on affected persons?:** The effect of the proposal is to increase the opportunities for the 16-25 age group with SEND, with the range of providers that we are aiming to recruit we also aim to support greater engagement from seldom heard groups which include those from under- represented ethnic minority groups, those that have been home educated in the past and those from travelling communities. There is also a focus on those young people with mental health difficulties as well as a focus on young women with late or undiagnosed autism.

**Category of the work being planned:** Service

**Is it foreseeable that people from any protected characteristic group(s) or people experiencing socio-economic inequalities will be impacted by the implementation of this proposal (including during the change management process)?:** No

**Age:** No foreseeable impact

**Disability:** A positive impact based on more choice of provision, with better outcomes for this group of young people in relation to their academic achievement, employment opportunities and increasing independence

**Gender reassignment:**

No foreseeable impact

**Marriage and civil partnership:** No foreseeable impact

**Pregnancy and maternity:** No foreseeable impact

**Race:** Feedback gained by young people and parent/carer forums on gaining information and feedback from seldom heard groups including under-represented ethnic minority groups

**Religion or belief (including no belief):** Feedback gained by young people and parent/carer forums on gaining information and feedback from seldom heard groups including under-

represented ethnic minority and faith groups

**Sex:** There will be a focus on supporting young women with undiagnosed or newly diagnosed autism

**Sexual orientation:** No foreseeable impact

**Socio-economic inequalities:** Targeting areas of deprivation in Peterborough and Cambs to increase opportunity and participation in Post 16 education, training and employment

**Head of service:** Helene Carr

**Head of service email:** helene.carr@peterborough.gov.uk

**Confirmation:** I confirm that this HoS is correct



## Draft Residential Services Strategy

To: Children and Young People Committee

Meeting Date: 27<sup>th</sup> June 2023

From: Service Director: Commissioning

Electoral division(s): All

Key decision: Yes

Forward Plan ref: KD2023/065

Outcome: The Committee is asked to consider the Residential Services Strategy and the assessment of Cambridgeshire's need to enhance the sufficiency of residential children's homes for the benefit of Cambridgeshire's Children in Care.

Recommendation: The Committee is asked to endorse the Residential Services Strategy.

Voting arrangements: Co-opted members of the committee are eligible to vote on this report.

### Officer contact:

Name: Helene Carr  
Post: Head of Children's Commissioning  
Email: [Helene.Carr@Peterborough.gov.uk](mailto:Helene.Carr@Peterborough.gov.uk)  
Tel: 07904 909039

### Member contacts:

Names: Councillors Bryony Goodliffe and Michael Atkins  
Post: Chair/Vice-Chair  
Email: [Bryony.Goodliffe@cambridgeshire.gov.uk](mailto:Bryony.Goodliffe@cambridgeshire.gov.uk) and [Michael.Atkins@cambridgeshire.gov.uk](mailto:Michael.Atkins@cambridgeshire.gov.uk)  
Tel: 01223 706398 (Office)

## **1. Background**

- 1.1 Local Authorities are required to take steps to secure, so far as is reasonably practicable, sufficient accommodation for children in care within their local area. In 2010, the statutory guidance for the Sufficiency Duty was issued. This guidance is explicit in placing a duty on local authorities to act strategically to address gaps in provision by ensuring that they include, in relevant commissioning strategies, their plans for meeting the sufficiency duty.
- 1.2 The Children and Young Persons Act 2008 defines sufficiency as “a whole system approach which delivers early intervention and preventative work to help support children and their families where possible, as well as providing better services for children if they do become looked after. For those who are looked after, Local Authorities and their Children’s partners should seek to secure a number of providers and a range of services, with the aim of meeting the wide-ranging needs of looked after children and young people within their local area”. Under the guidance, the sufficiency duty is described as follows:
  - From April 2010, local authorities will include in relevant commissioning strategies their plans for meeting the sufficiency duty.
  - From April 2011 working with their partners, local authorities must be in a position to secure, where reasonably practical, sufficient accommodation for children in care in their local authority area.
- 1.3 Cambridgeshire County Council’s statutory duties and strategic aims underpin our requirement to ensure that our Sufficiency responsibilities are comprehensively met now, and in the future. Our changing profile of children in care clearly indicates the need for residential provision locally for our children and young people in care with complex needs.
- 1.4 This strategy has been developed as a result of [Cambridgeshire’s Sufficiency Statement for Children in Care](#).

## **2 Main Issues**

- 2.1 For many children and young people in care, living in a family-based environment (i.e. with family or friends, or with foster carers via our in house service or externally commissioned provisions) is in their best interests; for a smaller cohort of children in care residential children’s homes are identified as the most suitable place for a child’s needs to be met.
- 2.2 Residential children’s homes represent a critical element of Cambridgeshire’s provision available to our Children in Care. Equally critical is the need to enable access to these homes within Cambridgeshire, enabling children (where it is safe and appropriate to do so) to remain living in their local area, close to family and friends, to continue going to their schools, and to access consistent health services.
- 2.3 Currently there is no provision in Cambridgeshire for our sole use. We are therefore competing with other Local Authorities for in area residential provision with providers reportedly receiving as many as 100+ referrals for any one vacancy. Nationally, 75% of homes are operated by external providers. In Cambridgeshire, this is 100% of residential homes for children in care (excluding residential short breaks homes), meaning that all 24 local in area independent residential homes are subject to competition from other placing

authorities.

- 2.4 Cambridgeshire operates a Dynamic Purchasing System [DPS] contractual arrangement for the sourcing of residential homes. As of April 2023, there are 41 providers delivering residential Children's Home Services, across over 300 homes, providing homes for up to 1285 children, accessible to Cambridgeshire under the DPS As with our in area homes, all of these homes are subject to competition for access from Local Authorities across the country.
- 2.5 Between 1 April 2019, and 31 March 2022, 93 homes for children were made within Residential Children's Homes with only 21 (22.5%) of those within Cambridgeshire, concentrated in and around the Fenland district. This highlights the need for improved sufficiency within Cambridgeshire, and the diversification of provision outside of the Fenland district.
- 2.6 Between April 2019 – October 2022 there was a 34% increase in the number of children living in residential homes. During the same period other externally commissioned homes decreased by 40%, and Cambridgeshire's Children in Care population also reduced by 18%. This demonstrates that whilst Cambridgeshire's Children in Care (and many cohorts within this population) has reduced across previous years, our need for residential children's homes is increasing, contrary to other trends seen. This also suggests that the need for residential homes isn't forecast to change in the immediate future.
- 2.7 In this same period the average weekly cost for Cambridgeshire commissioned residential children's homes has increased significantly.

Residential Children's Home	2019/20	2020/21	2021/22	2022/23
Average Cost	£3,965	£3,404	£4,167	£5,769
Average Cost (starting in year)	£4,618	£4,618	£4,330	£7,688

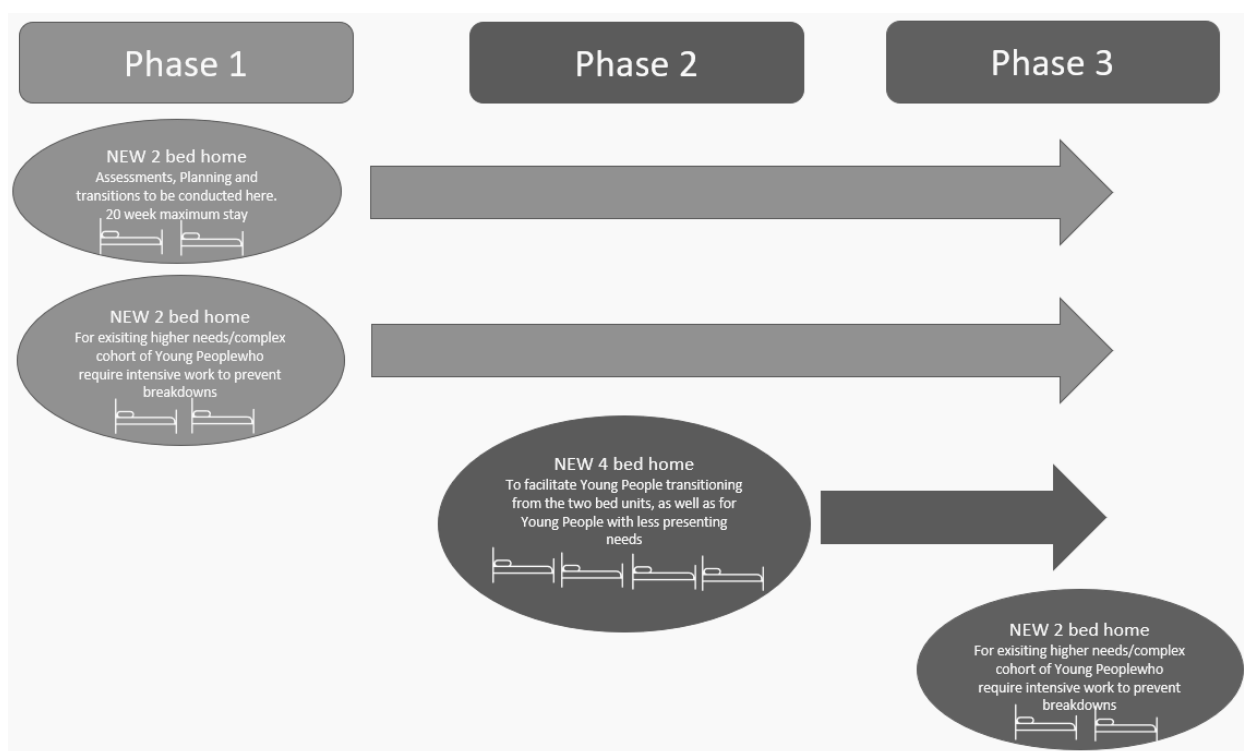
This growing demand for residential provision is in the context of a national sufficiency challenges faced by the residential children's homes sector. Recent national [studies](#), [reviews](#) and [consultations](#) have highlighted that capacity in this sector isn't developing at a rate to meet Local Authority demand.

- 2.8 The Cambridgeshire Residential Services Strategy is attached as Appendix 1 to this report. It provides a detailed analysis of Cambridgeshire's current need for residential services for our children and young people in care, the current market position, and highlights the sufficiency shortfall in this area, locally and nationally.
- 2.9 The Residential Services Strategy has been developed to respond to the need for increased capacity in our local area to meet the needs of some of our most complex children and young people in care now, and in the future. The research and analysis undertaken in developing the draft strategy upholds the view that the sufficiency challenges we are facing are not expected to reduce or go away.

2.10 The outcomes associated with the draft Residential Services Strategy are detailed below:

- To improve outcomes for children and young people in care.
- To increase sufficiency within County for this identified group of children and young people.
- To ensure Cambridgeshire is meeting its statutory responsibilities under the Sufficiency Duty
- Ensure Cambridgeshire's children in care remain in their local area accessing local services, where it is safe and appropriate to do so.
- To reduce the use of unregistered services for young people.
- To provide access to good quality, local services for the primary use of Cambridgeshire's children in care.
- To enhance partnership working internally and across our statutory service partners, the voluntary and community sector, and independent agencies.
- To ensure value for money and quality local homes

2.11 The Residential Services Strategy recommends investment in developing Cambridgeshire's residential children's homes services via a phased approach; this proposal ultimately will provide local capacity for Cambridgeshire children. This approach will continue require the sourcing of residential homes via the external market, but will enhance Cambridgeshire's access to good quality, local residential homes.



### 3 Conclusion

3.1 Endorsing this Residential Services Strategy will be the foundation upon which we can enhance Cambridgeshire's access to good quality local provisions, the demand for which is not going to reduce. Ultimately, this investment will support the Authority to improve outcomes for our children and young people in care.



- 3.2 The Local Authority's investment in this strategy, and the recommendations therein, will give greater options for homes for Cambridgeshire's children, avoiding where possible the use of unregistered provision.
- 3.3 It is critical that this isn't viewed as a standalone strategy – a systems approach to increasing capacity and sufficiency is already underway across Children's Services. This includes the Safety Valve programme, the Transformation Workstreams, and the Authority's strategic priority to increase the availability of in-house fostering homes. These systems will need to operate in harmony, whilst ensuring that scrutiny of work-area specific objectives is maintained and that progress individually and system wide is evidenced.
- 3.4 Subject to the endorsement of the Residential Services Strategy, a comprehensive options appraisal, market testing, and coproduction with services users is required to assess the means by which Cambridgeshire can deliver this model and meet the needs of our children and young people in care, whilst delivering good quality, cost efficient services locally. It is anticipated that these options would be available for the Committee's consideration in October 2023.

#### **4. Alignment with ambitions**

- 4.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

There are no significant implications for this ambition

- 4.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition.

- 4.3 Health inequalities are reduced

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

- The service will provide care and support for children and young people with complex needs and vulnerabilities.
- The service will bring together existing health, education and social care provision to provide well organised and timely support for children with complex needs, reducing the demand and duplication of existing services and ensuring children and young people have cohesive care planning and support across the system.
- The service will be well connected to local health services, providing a mutual upskilling of workforce across the health and social care system and reducing demand on respective services.

- 4.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

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

- The service will provide care and support for children and young people with complex needs and vulnerabilities.
- The service will bring together existing health, education and social care provision to provide well organised and timely support for children with complex needs, reducing the demand and duplication of existing services and ensuring children and young people have cohesive care planning and support across the system.
- The service will be well connected to local health services, providing a mutual upskilling of workforce across the health and social care system and reducing demand on respective services.

#### 4.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition.

#### 4.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

There are no significant implications for this ambition.

#### 4.7 Children and young people have opportunities to thrive

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

- Children are best able to thrive if they are able to live in stable and loving homes, in residential care settings if remaining at home or living in a family-based environment is not in their best long-term interests.

### 5. Significant Implications

#### 5.1 Resource Implications

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

- This report is not primarily about finance, but actions that we take to increase the sufficiency of good quality, local residential children's homes do have a positive financial benefit.
- Subject to endorsement of the Strategy, a comprehensive cost benefit analysis will be undertaken to fully assess the resource implications of the activities outlined in this strategy.
- The proposal will consider the current medium term financial plan (MTFP) and capital programme.

#### 5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.  
Any subsequent procurement will be conducted in compliance with the Council's Contract Procedure Rules

### 5.3 Statutory, Legal and Risk Implications

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

- The proposal is an enhancement the Councils requirements under the Children Act 1989 to provide sufficiency of provision to enable children and young people to be accommodated in their local area.
- There are some inevitable risks in commissioning services, however these can be mitigated through contract management, quality assurance processes and the leadership and management infrastructure of the successful provider.

### 5.4 Equality and Diversity Implications

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

- The model provides an equitable offer of services to children and young people across Cambridgeshire, providing care and support across the county that enables children and young people with varying complexity of needs in a variety of diverse families, to access the care and support that they need both when things are not working well.

### 5.5 Engagement and Communications Implications

There are no significant implications within this category.

### 5.6 Localism and Local Member Involvement

There are no significant implications within this category.

### 5.7 Public Health Implications

There are no significant implications within this category.

### 5.8 Climate Change and Environment Implications on Priority Areas:

#### 5.8.1 Implication 1: Energy efficient, low carbon buildings.

Neutral

Explanation: All the energy efficiency opportunities will be considered within latter stages of the project (subject to endorsement of the Strategy by this Committee). This will be undertaken in partnership with the Climate Change & Energy Service, to ensure that the purchase / development of any property is in accordance with Cambridgeshire's strategic imperative to support energy efficient solutions

#### 5.8.2 Implication 2: Low carbon transport.

Neutral

Explanation: There are no significant implications within this category

#### 5.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Neutral

Explanation: There are no significant implications within this category

5.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Neutral

Explanation: There are no significant implications within this category

5.8.5 Implication 5: Water use, availability and management:

Neutral

Explanation: There are no significant implications within this category

5.8.6 Implication 6: Air Pollution.

Neutral

Explanation: There are no significant implications within this category

5.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.

Neutral

Explanation: There are no significant implications within this category

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Martin Wade

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Yes

Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes

Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User?

Yes

Name of Officer: Josette Kennington

Have any engagement and communication implications been cleared by Communications?

Yes

Name of Officer: Sarah Silk

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes

Name of Officer: Will Patten

Have any Public Health implications been cleared by Public Health?

Yes

Name of Officer: Kate Parker

If a Key decision, have any Climate Change and Environment implications been cleared by the Climate Change Officer?

Yes

Name of Officer: Emily Bolton

## 6. Source documents

### 6.1 Source documents

- [Cambridgeshire's Sufficiency Statement for Children in Care](#)
- [National Children's Market Study final report](#)
- [Independent review on Children's Social Care](#)
- [National consultation - Stable homes built on love](#)



# Children's Residential Services Provision Commissioning Strategy

February 2023

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# Executive Summary

Cambridgeshire County Council's statutory duties and strategic aims underpin our requirement to ensure that our Sufficiency responsibilities are comprehensively met now, and in the future. Our changing profile of children in care is clearly indicating the need for residential provision locally for our Children and Young People in Care, with Disabilities and Complex Needs. This strategy will focus on the needs of children with complex behavioural presentations, having suffered significant trauma and/or adverse childhood experiences and/or with attachment difficulties.

Over recent years, Cambridgeshire's need for residential provision, and education services to compliment, has evolved. This strategy explores Cambridgeshire's needs regarding residential provision, the national context surrounding this, and provides a series of options, recommendations and actions required to support the authority to improve its ability to meet the needs of our looked after children and young people and their families through the development of good quality, local residential services provision.



# Introduction

The main drivers for this strategy are:

- To improve outcomes for children and young people and their families.
- To increase sufficiency within County for this identified group of children and young people.
- Ensure Cambridgeshire's children in care remain in their local area accessing local services.
- To reduce the use of unregistered services for young people.
- To have provision that is for the primary use of Cambridgeshire children in care.
- To enhance partnership working internally and across our statutory service partners, the voluntary and community sector, and independent agencies.

## 1.1 Overview

There are a number of factors causing pressures on the Residential Children's Homes sector at present, resulting in the ability of Local Authorities to find good quality homes for Children and Young People in Care. Many of the recent reports, the Competitions and Markets Authority [CMA] 2022 study and Independent Children's Homes Association [ICHA] report 2022, are very clear that currently providers generally prefer the freedom of spot purchase agreements as it allows them to match young people and make placements without the constraints and restrictions that can often be attached to Local Authority contracts and Frameworks.

This Strategy provides a summary of these challenges (both nationally and locally); how Cambridgeshire intends to overcome them, and how we will achieve positive outcomes, in good quality, local homes for our Children and Young People. This strategy recommends the development of a whole Residential Children's Home service, meeting a variety of needs, to enable Children in Care to remain living in their local areas, in accordance with our Sufficiency Duty.<sup>1</sup>

Wherever it is safe and appropriate to do so, Children and Young People should be able to remain living in their local communities, in good quality homes. The development of these new Cambridgeshire residential children's homes, will provide placements for children either new into

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<sup>1</sup> [Cambridgeshire-County-Council-Sufficiency-Statement-Children-in-Care-and-Care-leavers-2021-24.pdf](https://cambridgeshireinsight.org.uk/Cambridgeshire-County-Council-Sufficiency-Statement-Children-in-Care-and-Care-leavers-2021-24.pdf)  
([cambridgeshireinsight.org.uk](https://cambridgeshireinsight.org.uk))

care, or as part of transitions from 'current' placements; as such this strategy outlines a phased approach to opening our Residential Children's homes.

DRAFT

# 2 National Context

## 2.1 Summary of Legislation

Local Authorities have a statutory duty under [The Children Act 1989](#) to ensure there are sufficient local placements to support Children in Care remaining as close to their home and community as possible, where it is safe and appropriate to do so.

[Cambridgeshire County Council's Sufficiency Statement for Children in Care and Care Leavers](#) considers the anticipated levels of need and demand that will be required to enable the Council to ensure that there is sufficient provision in place to meet need locally, with minimum disruption to the lives, education, care, and health care of local children. Cambridgeshire's Sufficiency Statement details that it is both Cambridgeshire's duty and strategic commissioning intention to increase the sufficiency of good quality, local provision; this mandate is echoed within this Strategy.

The Good Law Project (GLP) previously argued in 2022 that Cambridgeshire County Council failed to meet its Sufficiency duty, owing to the number of Children in Care living at a distance from Cambridgeshire. The courts did not uphold this view, as there was sufficient evidence of the development of services within Cambridgeshire, and consideration given to the current context of the wider placements market. However, the creation of capacity within our area for the sole use of Cambridgeshire Children in Care, has been and remains a strategic priority.

All local authorities, when considering a residential children's home placement in England, are required to place the young person in a children's home that has been registered with Ofsted.

These homes are regulated against [The Children's Homes Regulations, 2015](#) in conjunction with Quality Standards prescribed by [The Care Standards Act 2000](#). These regulations and standards replace the former national minimum standards and set out the aspirational and positive outcomes that Ofsted expect the homes to achieve. They also set out the underpinning requirements that homes must meet to achieve those overarching outcomes.

## 2.2 Changes to Unregulated Placements

### Unlawful placements

Since September 2021, it has been unlawful for Local Authorities to place any child in care aged under 16 in unregistered accommodation, i.e., accommodation that is not bound by The Children's Homes Regulations 2015 or the Fostering Regulations 2011. This further increases the necessity for residential placements, particularly for our more complex and vulnerable young people.

Historically unregistered placements had been utilised by Local Authorities, for young people under 16 years of age, only where registered provision was unable to offer to meet the needs of the young person, and as such no regulated placement options were available. Nationally, it was considered that prior to the change in legislation in September 2021 that as many as 100 children under 16 years were living in unregistered placements at any one time. Whilst it is widely acknowledged that this was not any authorities' preferred placement option, the change in legislation required authorities to 'find' registered provision for this group of children and young people, resulting in any spare placement capacity being saturated within a matter of months.

## 2.3 Children's Social Care 'Market'

In January 2021 the Government launched an independent review of children's social care (led by Josh MacAlistair). In March 2021, MacAlistair requested that the Competition and Markets Authority [CMA] undertake a '[children's social care market study](#)', which was published in March 2022. The CMA report describes the children's social care market as 'dysfunctional' and alleges that Local Authorities and stakeholders have 'sleepwalked' into a system where children are unable to obtain suitable placements and Local Authorities are unable to either negotiate or plan properly for the future.

**“ The largest independent provider ... accounts for 8% of places excluding local authority provision and 7% of beds including local authority provision. The 10 largest companies provide 32% of beds excluding local authority provision and 27% of beds including local authority provision. ”**

MacAlistair's report detailed similar findings to the Competition & Markets Authority namely, that Local Authorities' inability to influence the number and cost of placements has negatively impacted on their ability to

find suitable placements for vulnerable and complex young people. The rising complexities and reducing number of available placements has led to higher prices. Ultimately, Local Authorities are competing for scarce options and struggling to provide quality placements for young people. The CMA

similarly raised concerns that the largest 15 independent providers ‘earned significant and persistent economic profits.’ This suggests that profits are not being reinvested into services and the impact of supply and demand does not affect this ‘market’ in the way usually seen.

MacAlister describes the children’s residential care home sector as being ‘fundamentally broken’ and dominated by private providers who make excessive profits. Specifically in relation to this paper MacAlister recommends:

- A review of the barriers to provision of children's homes, as well as the recruitment and retention of care staff and foster carers.

**2.4 National Challenges** The availability of Residential Children’s Homes provision is a complex issue. Those complexities extend beyond Cambridgeshire’s borders and impact on quality, capacity and ultimately outcomes for children and young people nationally, as well as locally.



**Deficit in capacity** for specific needs of Children, particularly at the higher continuum of care.



Children are increasingly **being placed ‘out of area’** which disconnects vulnerable children from their family and friend networks.



Providers may be less inclined to take challenging Young People due to the perception that this may have a negative impact on their **Ofsted rating**.



**Recruitment and retention** of both Social Work and Residential Home staff is difficult, with turnover of staff creating disruption and impacting on the children being cared for.



**Skills shortages** make it more difficult for new providers to enter the market. Unqualified and inexperienced staff risk the service not performing to the required standard.



**Matching** alongside (particularly in 3-bed plus homes) remains an issue. This can prevent placements and incur bed blocking charges from providers where a child’s vulnerabilities and needs are such that it prevents subsequent placements being made



**Costs** are not linked to quality and performance. As demand is outstripping supply, local authorities risk paying for poor outcomes and providers currently do not feel compelled to innovate and change, as their provision will be used anyway due to a lack of alternatives



With **demand outstripping supply**, Local Authorities have little leverage in negotiations.



It is evident from the above challenges, that solutions for Local Authorities will be as complex as the challenges posed. For Cambridgeshire, the national challenges have created a 'perfect storm', exasperating an already pressured local market, and further reducing our ability to source good quality local provision for our Children in Care. This strategy will continue to explore what the local context is for Cambridgeshire, and ultimately what this means currently for our Children and Young People in Care. It is evident, however, from just these national complexities, that solutions must derive from provision being available in Cambridgeshire, for Cambridgeshire children.

This conclusion isn't innovative; however, it is clear that other Local Authorities are similarly opting to create in house residential provision and improve access to their local markets. Our proposed response to the national challenges will provide local capacity for Cambridgeshire children. This approach alongside a strategy that continues to include commissioning from the private market will address the needs for these children and young people, whilst giving greater control over access to residential placements in Cambridgeshire.

# 3 Local context

## 3.1 Introduction to Cambridgeshire

As of August 2022, there were 24 Children's Homes within our area. There are an additional three Cambridgeshire Homes which are specifically residential short break homes for Children with Disabilities; these are not included within the scope of this strategy.

Cambridgeshire currently does not operate any 'mainstream' Residential Children's Homes for Children in Care. All of Cambridgeshire's provision is sourced through the external market.

The 24 Children's Homes providing up to 127 beds are operated by 15 separate organisations. Of these 24 homes, 75% (18) are located within the Fenland district, with 2 homes in East Cambs, 2 in South Cambs, and 2 in Huntingdonshire.

## 3.2 Commissioning arrangements

Cambridgeshire County Council operate a [Dynamic Purchasing System \(DPS\)](#)<sup>1</sup> for the provision of children's external placements including Residential Children's Home placements.

Cambridgeshire's DPS extends to include the provision of Independent Fostering Agency (IFA) placements, Independent Schools and Education Provisions (ISEPS) and the provision of Out of School Tuition (OoST). It has the ability for other local authorities to purchase placements using this contractual arrangement, currently Peterborough is the only local authority to utilise this opportunity. There is no limit to the number of providers accepted onto the DPS, providing they meet minimum requirements.

Cambridgeshire's DPS opened on 01 April 2019, for an initial term of five years (ending 31 March 2024) with the option to extend for a period of up to five years.

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<sup>1</sup> The Public Contract Regulations 2015 define a DPS as 'a completely electronic tendering system for the selection of potential providers, who comply with minimum service requirements.'



As of August 2022, there are 40 providers delivering residential Children's Home Services, across 300 homes, providing up to 1285 placements, accessible to Cambridgeshire under the DPS.

There are several reasons why providers, particularly local providers are not accessible via Cambridgeshire's Children's External Placements DPS. These include failing to meet the Council's quality benchmark (providers are required to demonstrate that over 50% of their services rated Good or Outstanding by Ofsted), and strategic decisions made by providers not to join DPS or Framework arrangements.

Increasing capacity under the DPS with a focus on good quality, local provision continues to be a strategic priority. Children's Commissioning continue to promote the DPS with all 'spot purchased' providers, through individual discussions, via provider engagement events, meetings with Commissioners and regional networking.

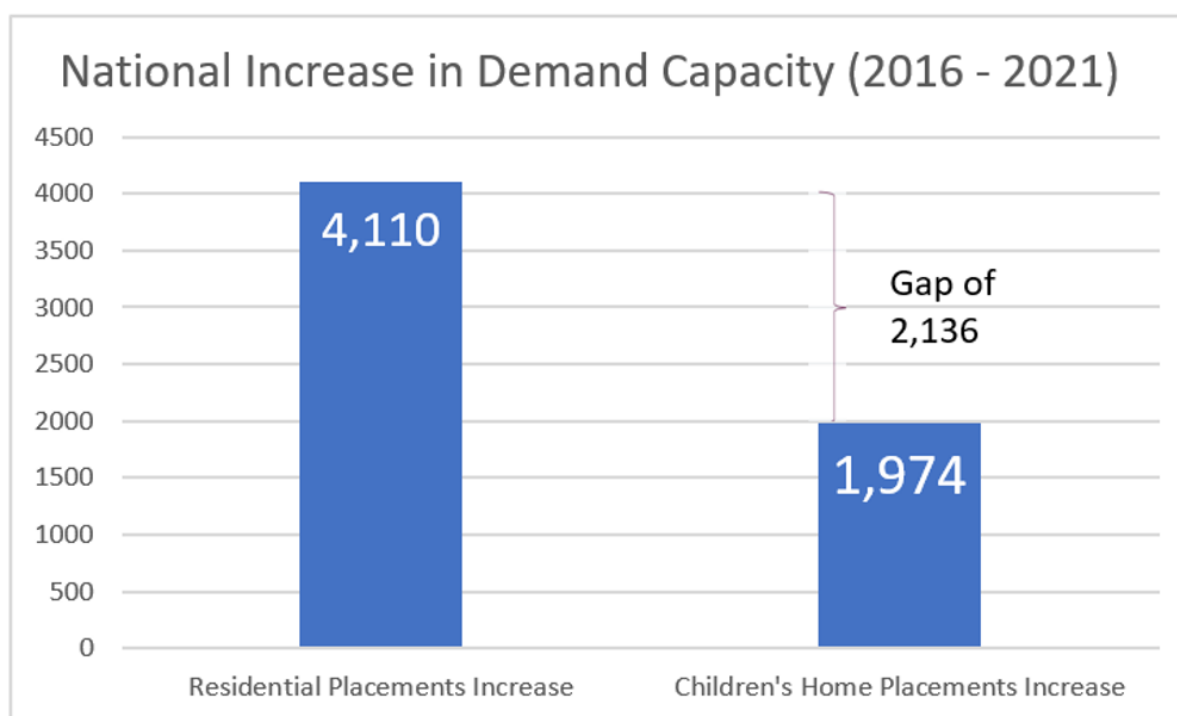
### **3.3 The Capacity Illusion**

The illusion of capacity and supply within the market is one facing all local authorities at present. Based on data detailing the number of homes, and the registered capacity within, there appears to be sufficient supply of homes and beds, however, in practice the availability of capacity locally and nationally is much more limited.

This challenge is noted within the Competition & Markets Authority review of Children's Social Care, and is apparent nationally, not just within Cambridgeshire. As a result of its national implications, there is increased demand from all Local Authorities for residential children's home placements, with some providers reporting over 100 referrals a week to secure a limited number of vacant placements.

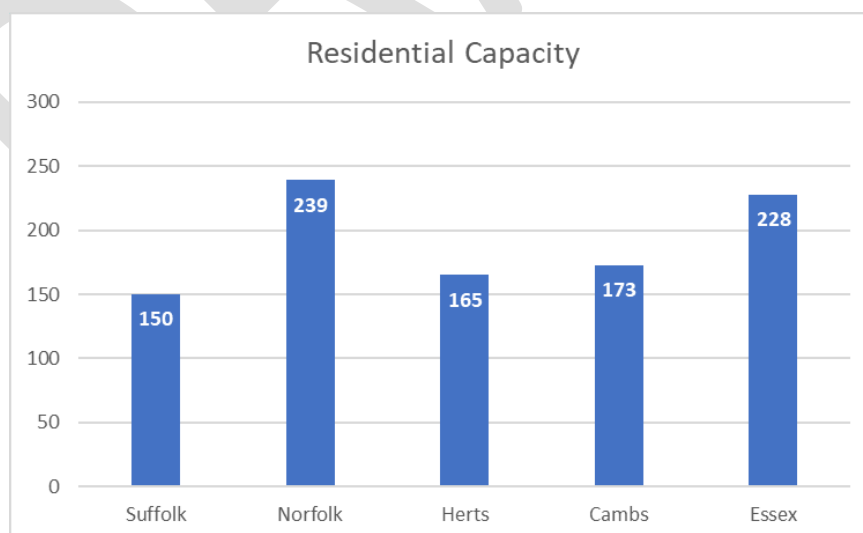
The CMA reports that whilst there is growth, nationally, in the availability of residential children's homes, this is flawed for a number of factors –

- The number of homes is not growing at the rate of demand.
- The majority of new homes are in the Northwest of the Country (30%)
- Registered capacity does not always reflect the operational capacity of homes.



<sup>1</sup>

Below represents the number of residential children's home beds operating within each of the Authorities in the Eastern Region. These totals include LA children's homes and private children's homes.



Of the local provision detailed above, these beds are not specifically for the sole use of Cambridgeshire's Children in Care. Many local residential children's homes have contractual

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<sup>1</sup> Taken from National Ofsted Provider Data

arrangements with other Local Authorities across the country, and as such compete with Cambridgeshire for access to those same homes.

Many children's homes are unable to provide the number of placements suggested by their registered capacity. This is for several reasons including safeguarding issues, matching risks for children with similar issues and/or behaviours and, restrictions placed on providers by Ofsted.

This can reduce the availability of residential children's homes able to support children to remain living in their local area and reduce the number of choices Cambridgeshire has when placing a child.

The national picture of the children's residential homes market is one of local authorities competing for reduced available options often resulting in children being placed where there is availability, rather than in the ideal placement.

The Interim Competition & Markets Authority report published in October 2021 encapsulated the issue when stating, there are *"clear concerns that the placements market is not providing sufficient appropriate places to ensure that children consistently receive placements that fully meet their needs, when and where they require them. This is resulting in some children being placed in accommodation that, for example, is too far from their home base, does not provide the therapy or facilities they need, or separates them from their siblings. Given the impact that poor placement matches have on the well-being of children, this is a significant concern."*

### 3.4 Placements

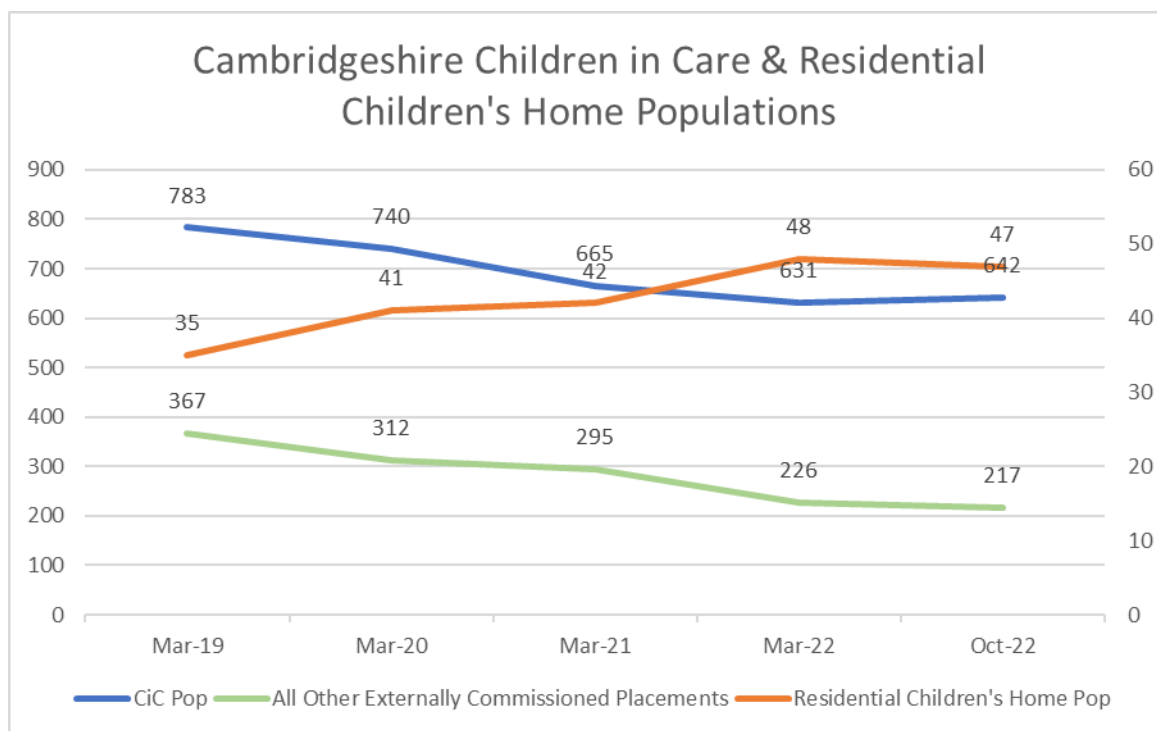
#### Location all Cambridgeshire County Council Residential Placements made April 2019 – March 2022



Between 1 April 2019, and 31 March 2022, 93 Residential Children's Home placements were made with only 21 (22.5%) made within Cambridgeshire, concentrated in and around the Fenland district. This highlights the lack of sufficiency within Cambridgeshire, and limited capacity outside of the Fenland district.






Cambridgeshire's Children in Care population has reduced in recent years, with a slight increase between March and August 2022. Conversely, despite this reduction, the number of Cambridgeshire's Children in Care living in Residential Children's Homes

has increased. There is nothing to suggest that Cambridgeshire's demand for residential homes will decrease in future years; particularly when considering the complexity of need for children at present (detailed at Section 3.5) there is a likelihood that demand will continue to increase.



### 3.5 Needs Profiles

Many of Cambridgeshire’s children and young people in Residential Children’s Homes present with complex and challenging behaviours. The majority (96%) of Young People requiring Residential

 <b>Family and Home</b> <ul style="list-style-type: none"> <li>• Missing from Care Episodes</li> <li>• Adoption breakdown</li> <li>• Challenging and aggressive behaviour</li> <li>• Unresolved childhood trauma/ trust – attachment difficulties</li> <li>• Verbal aggression</li> <li>• No sense of danger</li> <li>• Accessing inappropriate online material</li> <li>• Risk to animals</li> <li>• Multiple placement breakdowns</li> </ul>	 <b>Health, including Mental Health</b>  <ul style="list-style-type: none"> <li>• Substance &amp; alcohol misuse</li> <li>• Vulnerable mental health, including self-harm, suicidal ideation and Tier 4 step downs</li> <li>• Physical health difficulties</li> </ul>
 <b>Neurodiverse</b> <ul style="list-style-type: none"> <li>• Learning difficulties, including those who do not currently have a diagnosis but have undiagnosed tendencies.</li> <li>• Autism, including those who do not currently have a diagnosis but have undiagnosed tendencies.</li> <li>• Social, emotional &amp; Mental Health needs (SEMH)</li> </ul>	 <b>Crime</b> <ul style="list-style-type: none"> <li>• Child Criminal Exploitation</li> <li>• Gang Involvement, carrying and using weapons</li> <li>• Child Sexual Exploitation</li> <li>• Violence to others</li> <li>• Fire Setting</li> <li>• Damage to property</li> <li>• Motor theft/Shoplifting</li> <li>• Sexually harmful behaviour</li> </ul>

Services in the period April 2019 – March 2022 presented with at least three issues from the chart above with all Young People presenting with at least two of these issues.

The above chart is not a definitive summary of the presenting behaviours, risks and needs of Cambridgeshire's Children in Care. Furthermore, our children living in residential homes are not a homogenous group of children with a singular need. More recently, within Children's Commissioning we are experiencing challenges in identifying homes that can safely support children with conflicting, or varied needs.

Whilst children's needs are known to social care, to their carer networks and within Commissioning, these individualised needs are not easily compared across our wider residential children's homes population. Common themes occurring for children in care requiring residential children's homes placements, where often local provision is unable to safely meet their needs includes the following factors –

- Mental Health needs -transitions from Tier 4 Children's Adolescent Mental Health provisions.
- Risk of harm to self and others where there is no acute mental health need.
- Child Criminal Exploitation and / or gang involvement
- Child Sexual Exploitation
- Younger children experiencing attachment difficulties and inability to maintain family-based placements.

These needs formulate Cambridgeshire's need for local therapeutically informed emergency/crisis placements in small homes where intensive intervention and rehabilitation work can be undertaken with comprehensive assessments and care planning in place, clearly articulating the needs of the child or young person and outcomes to be achieve.

### **3.6 Cambridgeshire Themes and Trends**

The challenges faced nationally are reflected locally in ensuring the authority is meeting its Sufficiency Duty.

### **3.6.1 Increasing Numbers of Young People living in Children's Residential Homes**

Between April 2019 – October 2022 there was a 34% increase in the number of children living in residential homes. During the same period other external purchased placements have decreased by 40%, and our Children in Care population has also reduced by 18%.

### **3.6.2 Young people's vulnerabilities, complexities, and challenges**

There is limited quantitative data available to contextualise this, but anecdotally, Cambridgeshire has seen an increase in recent years in the complexities of need for children in our care. This is considered to have increased further following Covid-19 and the resulting Lockdown, reduced facetime for professionals with children, and the pressures on mental health services.

Referrals to universal mental health services for children across Cambridgeshire are reportedly higher than pre-2020 data. Further to this, Mental Health services for children across all tiers of support are advising significant increases in demand, as well as challenges in identifying resources to meet the needs of those children requiring services, as well as 'move on' provision thereafter.

The local mental health strategy further details the increased pressures on universal services and can be found [here](#).

Whilst we are currently unable to conclusively draw a link between the challenges services are experiencing and the impact on Children in Care needs specifically, there is an acceptance that these cohorts of young people correlate.

The legacy impact of Covid throughout the system is that children and young people are not having preventative and diversionary services which are capable of managing and meeting the ongoing demand, coupled with ever increasing ripple effect throughout systems, including health, education and social care, now impacted by the cost-of-living crisis, all of which will contribute to our children in care numbers likely to increase as too, will the presenting complexity of need.

### **3.6.3 Limited availability of emergency/same day residential placements.**

Cambridgeshire seeks to identify placements for children and young people to facilitate planned transitions wherever possible. There are, however, some instances where a child requires a placement in an emergency timeframe and the availability of emergency (or same day) placements for children has become reduced, particularly with regard to residential children's homes.

A number of factors have been identified as contributing towards this challenge including:

- Reduced availability of provision more widely. There is a proportional relationship between the number of placements in Residential Children's Homes and the number of 'emergency' placements within these homes, a reduction overall.
- Matching - There are challenges in matching a Young Person requiring an 'emergency' placement with others already residing within the Home. An emergency placement could easily disrupt the stability of placements for those settled within the home.

### **3.6.4 Lack of solo / dual provision locally.**

There is a lack of sufficiency of solo residential placements within Cambridgeshire which results in Children who require solo placements moving out of area. Over previous months, there has been a consistent demand for solo placements with up to five children at any given time being assessed as appropriate for a solo placement in September 2022.

Often children's needs are assessed as complex. There are many different descriptors used which illustrate complexity of this sector. CSE (Child Sexual Exploitation), CCE (Child Criminal Exploitation), MH (Mental Health), DoLs (Deprivation of Liberty safeguards), violence, damage to property, substance misuse, autism, EBD (Emotional or Behavioural Difficulties), LD (Learning Disabilities), fire setting, eating disorders and trauma are just some of the needs and behaviours that young people are experiencing.

One or a combination of the above needs means that young people are unable to live, initially, alongside another young person. There are various interventions that are established during a young person's solo placement, and we consider it inappropriate for a child or young person to live in a solo



placement for any longer than 6 months. After this time, it would always be part of the young person's care plan to live alongside another young person or in a family environment.

### **3.6.5. Lack of residential provision for children with a Deprivation of Liberty Safeguards Orders**

When a young person has a Deprivation of Liberty Safeguards order (DOLs) this can present additional challenges in sourcing a placement. There are two elements to this, the first is that providers do not have the ability or skills to implement the requirement of the DOL's order and are therefore unable to offer a placement.

Secondly, if a provider can offer, and support with the requirements of the DOL's order they have to consider the impact of the order on other young people within the placement [levels of supervision, restraints, locks etc]. Invariably registered providers will not accept children in care subject to a DOLs. Therefore, to safely manage the child's care and support needs a solo placement would in the first instance be the placement option.

### **3.6.6 Foster Carer Recruitment**

It is well known that the recruitment and retention of foster carers is an issue both nationally and within Cambridgeshire too. There is a shortfall in the required numbers of carers, especially experienced/skilled carers who can care for vulnerable and complex young people helping them to achieve their potential. The challenges currently experienced with shortfalls in placement availability and sufficiency in area, is expected to continue; locally we have an aging foster carer population, and recruitment and retention of carers continues to be an ongoing pressure and core priority.

The Fostering Network's report, following the publication of the 2021 Ofsted datasets, details a net increase of just 45 local authority carers, and 960 IFA carers nationally, and a shortfall of over 7300 foster homes in England (2021); a shortfall which is expected to increase given the profile of carers, the anticipated increases in the number of children in care.

It is of note that this limited increase nationally is not reflected locally. Furthermore, it is critical that foster carers, are able to meet the needs of children and young people placed in their homes; many people come to fostering with transferable skills and experience, and foster carers benefit from continued support and development on their journey in offering care to children with more complex

needs. There are ongoing recruitment drives to attract and maintain our fostering offer to children displaying these complex needs, however there is a shortfall, so by default a number of children end up in higher cost resources – residential provision.

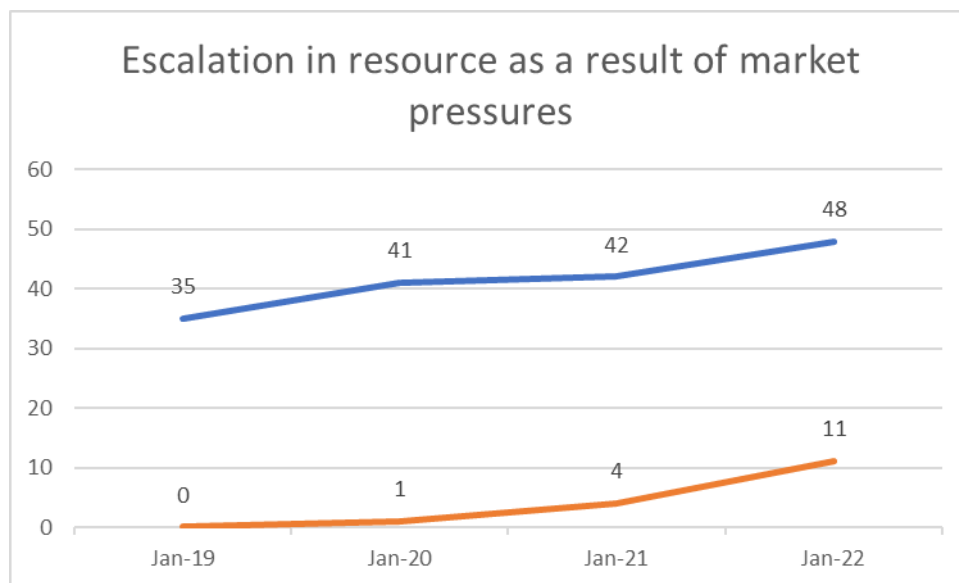
The creation of residential homes within Cambridgeshire for Cambridgeshire children and young people will also provide positive opportunities to develop and enhance the skillsets and experiences of both foster carers and residential staff. For example, residential workers may be interested in becoming Cambridgeshire foster carers, particularly where a young person is stepping down from residential to fostering. Similarly, there may be the option for Cambridgeshire foster carers to become part of the residential staff team/bank staff team.

Additionally, any training that is being delivered to residential staff (for example by a clinician on certain behaviour strategies and skills) could also be offered to foster carers to develop their learning and upskill the fostering workforce.

This model will contribute towards developing appropriate transitions for children to fostering from residential homes in accordance with care plans, and in support of appropriate early transition planning.

### **3.6.6 Limited placement options other than Residential**

There are an increasing number of situations where a child's initial care plan was for a fostering placement, but lack of capacity in the internal and external market results in an escalation in resource type [residential children's home placement] in the absence of any other valid offers. Historically, this is a challenge that Cambridgeshire has overcome, however more recently the lack of sufficiency locally and nationally has impacted on our ability to source the right placement at the right time.



The above graph highlights instances where there has been no family-based placement available therefore the young person has been placed in a residential setting. The blue line represents the number of children living in a residential children's home. The orange line represents the children that were identified for a foster care placement but were placed in residential home as at the end of each month referenced [cumulative, not placed in that month].

Section 4 of this draft strategy details costs associated with this escalation in resource type.

### 3.6.7 Staff recruitment

Providers report significant challenges post Covid and post-Brexit, with the recruitment and retention of residential staff from support worker roles through to a national shortage of Registered Managers. The national challenges regarding the availability of suitably qualified and experienced residential workers to undertake a Registered Manager role within homes, has contributed towards a review (and ultimately revision) by the Regulator; a single Registered Manager can now retain responsibility for up to six beds for children and young people, across up to four locations, under a single registration. This is a relatively new option from the regulator, but is not implemented widely as yet, mostly due to the condition that at the point of registration all locations must be listed so, a provider cannot 'add' to the Registered Manager's registration as and when they invest in new homes.

The higher proportion of residential homes within the Fenland area of Cambridgeshire (see section 3.1) presents further pressures on recruitment, with some providers opting to close homes as a result of staffing challenges.

It is acknowledged that pathways into the sector are limited, and care or support roles are rarely viewed as a career choice. This draft strategy would aim to readdress these issues offering clear, defined pathways of employment and career progression within the services and Local authority.

### **3.6.8 Competition with other Local Authorities for Local Provision**

As discussed in section 3.3, there is no provision in Cambridgeshire for our sole use; we are therefore competing with other Local Authorities, both regionally and nationally for in area residential provision with providers reportedly receiving as many as 100+ referrals for any one vacancy.

Furthermore, the majority of new Children's Homes are being introduced within the Northwest of the Country (30%), meaning that there is insufficient new growth occurring (as a result of external development) locally to meet need. Nationally, 75% of homes are operated by external providers; in Cambridgeshire this is 100% of residential homes for children in care (excluding residential short breaks homes), meaning that all 24 local residential homes are subject to competition from other placing authorities.

# 4 Placement Costs

## 4.1 Costs of Residential Children's Home provision and the market

Nationally the average weekly fee for a residential children's home placement is £4,599<sup>4</sup> [May 2022]; this exceeds the average fee for Cambridgeshire (£5,769 at February 2023, accounting for 50 placements). The average weekly fee for placements made in year demonstrates the increased fees associated with new placements, compared with 'historic' placements. We have experienced a 45% increase from 2019/20 to 2022/23. Nationally there has been a 23% increase from 2019 to 2022.

### Average Weekly Cost of Residential Children's Homes Placements (2019-20 to 2022/23)

Residential Children's Home Placements	2019/20	2020/21	2021/22	2022/23
Average Cost (All Placements)	£3,965	£3,404	£4,167	£5,769
Average Cost (Placements made in year)	£4,618	£4,618	£4,330	£7688

The average costs listed below demonstrate that the authority incurs greater costs when required to source placements out of area too; often these placements are 'spot purchased' with providers with whom the authority has little financial oversight or negotiating ability, contributing to higher fees.

### Average Weekly Cost of Residential Children's Homes Placements: In-County and Out-of-County (2019-20 to 2022-23)

Residential Children's Home Placements	2019/20	2020/21	2021/22	2022/23
Average Cost (New In County Placements)	£3,754	£4,062	£3,234	£6044
Average Cost (New Out County Placements)	£4,409	£4,729	£4,384	£8510

This table details only those placements made to registered residential children's homes; and does not reflect the costs incurred to the authority for unregistered placements.

<sup>4</sup> Independent Children's Homes Association [ICHA] report, as of May 2022

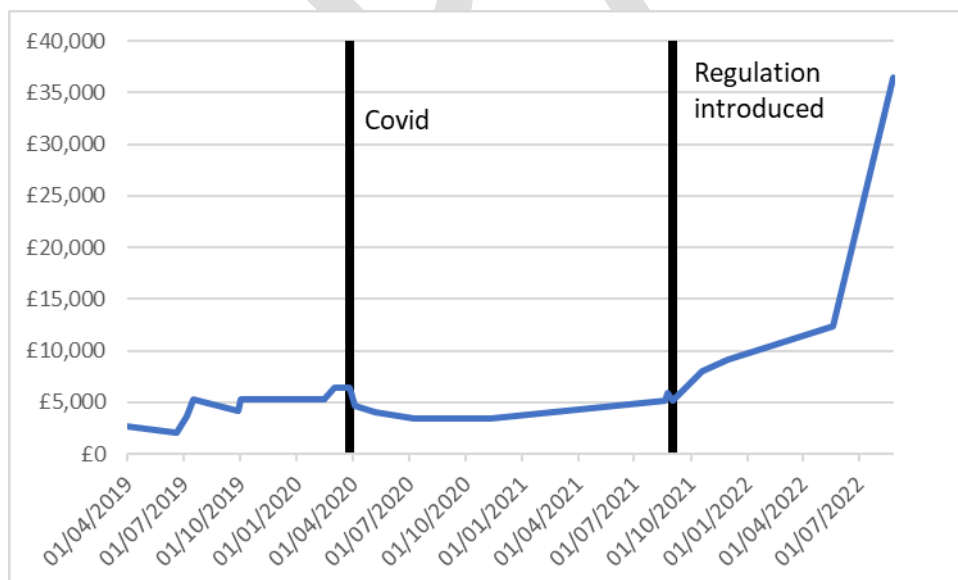
Where Young People are placed Out of County the average cost of these placements currently is 40% higher (compared with in-county placements).

In addition to the cost of the placement there are additional costs associated with out of area placements, such as paying for access to services (including therapy) where the existing commissioned services cannot be accessed, and travel costs (including time) for Social Workers to undertake their statutory obligations.

The CMA launched a market study in March 2021 in response to two major concerns in relation to how the residential market was operating. The first was the lack of availability of placements to meet need, and the second was that the cost associated with these placements were particularly high. In essence, high-cost placements do not guarantee high quality provision, our experience correlates with these findings.

Where Cambridgeshire has made unregistered placements for a small number of young people under 16 years of age, the costs have increased significantly since September 2021. Some Providers have revised weekly fees by as much as an additional £2,000 to cover their 'business risk' for accepting these placements.

#### Unregistered Placement Costs: per week April 2019-October 2022



### **4.3 Annual Cost**

Placements for Children in Care are funded by up to three budgets; Education (Inclusion and SEND), Health (Integrated Care Board) and Social Care.

Often Education and Health funding is afforded for those Children in Care living outside of area, where local education and health services are unable to meet the child's needs. As a result of any proposal to develop increased local provision, this will reduce the proportion of education and health funded placements for children in care, but may result in increased demand for local services to support these children within our in-area homes.

### **4.4 Other Local Authorities**

Conversations with other local authorities, including Staffordshire, Hertfordshire, Suffolk, Essex, Norfolk, and Somerset County Councils made it clear that children's residential services are an area of shared focus. The issues identified in Cambridgeshire are the same for these local authorities, albeit with minor local variances.

Norfolk, Hertfordshire, Suffolk, and Staffordshire all operate their own residential services, ranging from three homes to five homes per local authority. Additionally, Staffordshire, Hertfordshire, and Essex all have plans to increase capacity and are actively expanding provision in area.

Staffordshire is expanding its existing in-house residential offer by opening a series of their own 3 bedded homes, for complex/crisis young people and Staffordshire predicts that their break-even point would be 80% occupancy.

Hertfordshire is implementing a similar model focusing on the creation in the region of an additional 27 beds. Essex is implementing a programme to redeliver its services by creating solo and in-house assessment homes focusing on reducing the number of unregistered placements they are making. With all local authority endeavours to increase residential capacity for their children in care, the challenges faced will include:

- Sourcing the properties/capital investment

- Planning Application [change of use]
- Infrastructure with the skills and expertise to support the development, implementation and delivery outcomes.
- Recruitment and retention of staff/Registered Manager/s.
- Navigating complex governance processes.

Additionally, Staffordshire is looking to also develop a flexible and innovative block contract arrangement with a number of providers, offering beds available across several different homes. Suffolk is taking this approach in relation to block-purchasing solo and dual homes as well as having 27 of their own in-house residential beds. These block beds will have different prices depending on the home and service offered, with each home having a ceiling price stipulated.

The downside of entering into block contracting arrangements are the potentially high ceiling prices, matching young people to appropriate beds, emergency beds, and funding voids. One size does not fit all.

To increase sufficiency, Somerset has embarked on an extensive and ambitious strategic partnership programme to develop 10 children's homes within county over the next 5 years for their most vulnerable and complex young people. The contract will be for a 10-year term.

This innovative partnership also includes high needs fostering and therapeutic education, to produce a blended care approach that is like North Yorkshire's 'No Wrong Door' model and the [Hope House model](#) run by Surrey County Council, NHS Surrey, and Borders Partnership Trust. The No Wrong Door Model is also the model that Norfolk is implementing as their residential strategic plan with the aim of reducing purchased residential placements. This approach brings together a dedicated team of social workers, nurses, teachers, psychologists, art/drama therapists, psychiatrists, and activity workers. It offers education through a [therapeutic community](#) to support recovery.

Its remit is:

- To prevent or shorten inpatient hospital admissions for young people with mental health difficulties.
- To prevent out-of-county fostering, community home or residential school placements for young people.
- To prevent family breakdown where a young person is likely to be placed out of county.
- To work with young people in the community and/or through the provision of an individual day programme to meet their specific therapeutic, educational and social needs.
- To support young people to access employment, education or training.
- To work with young people on a short-term basis, usually for six to twelve months



## 4.5 Providers

The Competition & Markets Authority report found that many providers were making substantial profits from the Young People placed in their homes. Provider organizations fall into a number of different categories all of which have advantages and disadvantages however it is key to note that Ofsted reports that 79% of organisations registered to operate children's homes, have five or fewer homes within their organisation. Of the 79% of providers, that have five or fewer homes, 40 % of them chosen not to engage in tendering activities with local authorities. These "providers would actively prefer to work with their closest local authorities based on relationships and previous experience" (ICHA State of the Sector Report May 2022). These providers still need to make profits but are open to operating in a relationship, partnership commissioning approach that can be extremely beneficial for all stakeholders unlike working with a larger organization. Additionally, there are some third-sector providers who do not make a profit and offer added value to a Local authority by operating in a cost-neutral way.

# 5 Options

The Personal Social Services Research Unit (PSSRU) report on Unit Costs of Health and Social Care 2021 found:

- that the running cost for local authority children's home to be £4865 p/w
- that the running cost of the private and voluntary sector to be £4153 p/w

These figures are based on PSSRU's analysis of total local authority expenditure on children's homes, including some secure units and residential schools.

The Competition & Markets Authority report found:

- Local Authority operating costs per child at 80% occupancy were on average £63,131 p.a. (30%) higher than those of the large providers at 83% occupancy.
- Local Authorities employed 1.5 to 2 more staff per child costing £76,701 (41.4%) more per child annually than large providers.

*It therefore appears that the amount paid for a place in the private sector, even allowing for profits, is not higher than that paid by a local authority to provide an inhouse place. Our analysis of our dataset indicated that the primary driver of these cost differentials was in higher staffing ratios and costs in local authority provision.*

Initial conversations with colleagues in Cambridgeshire, other Local Authorities, sub-regional commissioning groups and private providers have corroborated both the Competition & Markets Authority and PSSRU findings and figures, albeit with increased costs for higher need cohorts, particularly in solo or dual occupancy homes, as there are no economies of scale via additional placements.

These conversations and analysis have found figures in the £7,500 - £8,000 per young person p/w, to be more accurate for the running cost of two bed homes for these higher need young people, and approximately £5,000 person p/w in a lower support four-bed unit.

## 5.1 Summary of Options

There are 4 options to be considered for Residential Children's Homes in Cambridgeshire. These are outlined with a comparison table in this section.

### 5.1.1 – Business as Usual: Maintain Current Arrangements

For Cambridgeshire to continue operating in the current business-as-usual way there would be no changes required. This would be the easiest option, but it is important to note that this is the current status quo and would not address nor future proof the challenges currently being faced by Cambridgeshire.

#### Risks and benefits

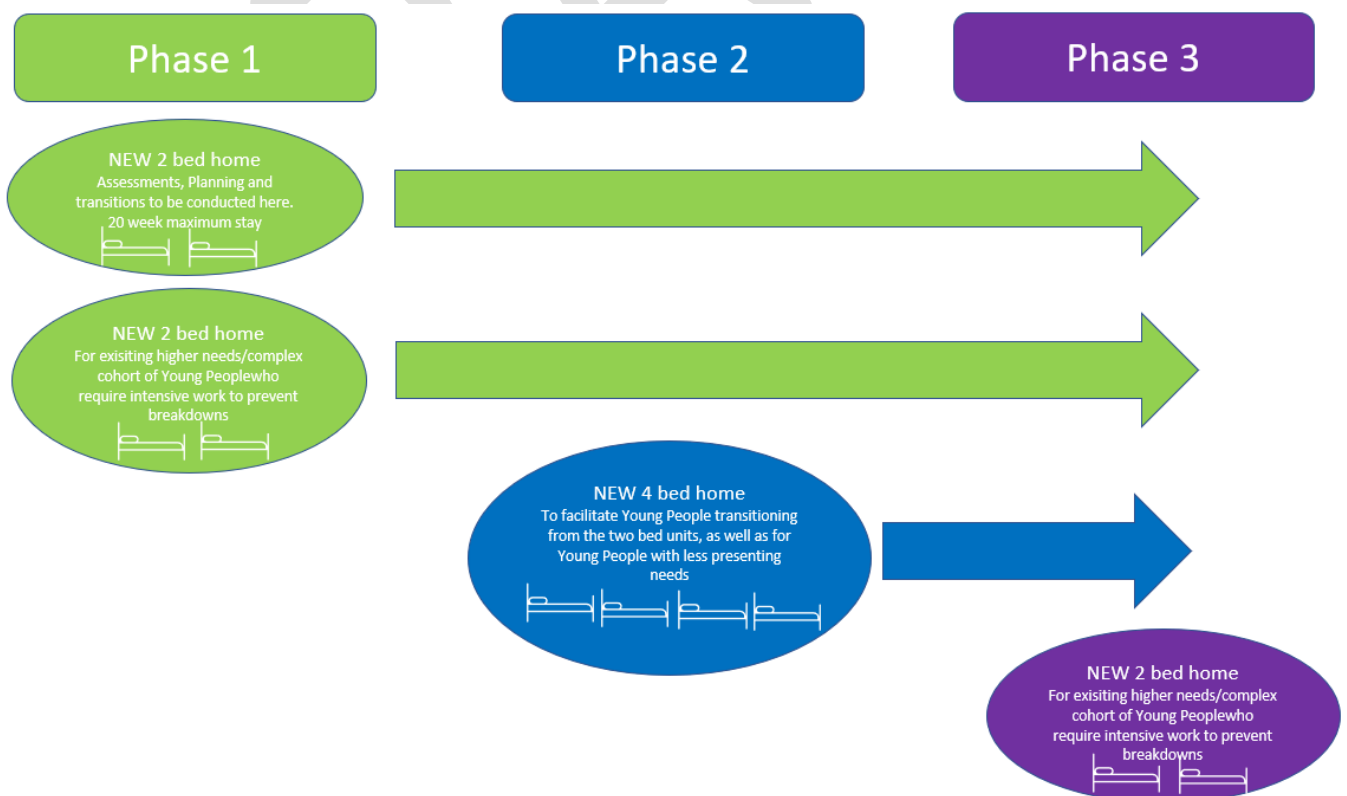
Benefit	Risk	Mitigation
Can be implemented immediately. No requirements to undertake; governance; property searches and purchases; staff recruitment; navigate planning permission; Ofsted registration and inspections; obtain capital and revenue funding or apply for any DfE bids	No guaranteed increase in local sufficiency. No control over the provision or the market	For all risks, mitigation available is through working QA processes, contract management as well as influencing through DPS and the Children's Cross Regional Arrangements Group (CCRAG) <sup>5</sup> systems.
No requirement to run and maintain buildings. No management and administrative responsibility of services	Limited options to access placements that represent good quality and value which also provide positive outcomes. Particularly in an emergency/short notice.	
No risk regarding re-deploying staff, or paying redundancy, should the local authority choose to close the home later	Limitations regarding influencing placement location, stability, staffing ratios, cost	
No reputational risk to the local authority from a poor Ofsted inspection or any other reports on the standards of	Limited ability to integrate the residential setting across the wider social care offer – for example staff working flexibly across settings and roles	

<sup>5</sup> The Children's Cross Regional Arrangements Group (CCRAG) is a partnership of Local Authorities from the East, South East and South West regions of England, including Cambridgeshire County Council, who are committed to working together to support the sourcing, contracting, monitoring and annual fee negotiations for children's placement in independent and non-maintained special schools and children's residential care homes.

the service delivered to young people		
	No influence on providers' Ofsted outcomes and the effects this has on the young people in placement.	
	No control over the provider's ability to issue notice on placements	
	No control over provider's ability to increase costs year on year. Costs are rising, seller's market. Cambridgeshire would be exposed to continued rising costs with little control.	

### 5.1.2 Suggested Cambridgeshire Operating Model & Costs

The creation of four therapeutically informed children's homes within Cambridgeshire for Cambridgeshire Children in Care via a phased approach. Phase 1 and 2 can be concurrent, with the learning then applied to Phase 3.



**Phase 1:** The creation of two dual-bed children's homes for emergency / crisis intervention placements.

The first home will incorporate an assessment, planning, and transitions pathway within a targeted maximum 20-week stay although based on need and the individual situation, there may be occasions when this time period has to be extended. These homes are primarily for children who are new to care or have had previous limited involvement with social care.

The second will be a dual bed home for the existing higher needs/complex cohort of young people already in a placement who would require ongoing intensive work locally to prevent breakdowns with a view to transition when appropriate.

**Phase 2:** A 4 bedded children's home that could potentially facilitate some of the young people transitioning from the two bed units (where appropriate) as well as for young people with less presenting needs, yet still requiring residential provision.

**Phase 3:** The creation of another dual bed unit for the existing higher needs/complex cohort of young people already in placement who would require ongoing intensive work locally to prevent breakdowns with a view to transition when appropriate. The homes will be allocated a clinician to support all staff with the embedding of behaviour management strategies and therapeutic approaches to better understand the reasons for a child/young person's presentation and the best responses to take.

This approach will create overall ten new children's home beds.

#### **5.1.2.1 – Potential Option A -Cambridgeshire County Council Owned and operated Residential Children's Homes**

Cambridgeshire to purchase four properties, over the three phases, (providing up to ten beds) and operate these using Cambridgeshire staff. These homes would be a fully integrated part of the Children's Social Care service. This model would enable Cambridgeshire to -

- Have control over the service design, practice model, placement allocation, matching of young people and financial control.
- Ensure additional support is available for Young People following Transition.

- Facilitate the ability to develop more innovative approaches and methods of working between the Home and Cambridgeshire staff.

Cambridgeshire-owned and operated homes would support us to get the right young people into the right homes as quickly as possible to ensure the best outcomes for our young people.

This option would require significant capital outlay to secure the new homes. If this is the preferred option a full cost analysis will be produced considering market variations, location, and sizes of properties available.

<b>Benefit</b>	<b>Risk</b>	<b>Mitigation</b>
Control and availability of exclusive local placements for Cambridgeshire young people.	Availability of capital resources to purchase homes	Cost-benefit analysis of property/ies' size, and location to ensure financial equality of the service. Potential for a third round of DfE Capital bids.
Ownership of service design, practice model, management, and service quality	Ability to source appropriate buildings to deliver the services. The ability to manage and work with the local community in relation to these services.	Commissioning managers who understand the markets and requirements residential home. The early employment of a manager to manage and work with the community.
Ownership of matching, availability, and transition of placements in and out of the service	Planning around matching, admissions, and discharges from the home is required	Strong professional relationship management between service leads who understand the requirements, impact, and pressures of all the areas affected.
Reduction of high-cost unregistered placements for Cambridgeshire young people	Voids could have a direct financial impact on Cambridgeshire budgets	Strong professional relationship management between service leads who understand the requirements, and manage voids effectively
Retain family and local links and reduce social isolation for young people placed in the local service.	Timescale to pass governance processes, property searches, and purchases, as well as staff recruitment, particularly of registered managers	Early employment of an experienced registered manager to mitigate these risks.
Internal financial ownership of the service	Coordination and mobilization of several in-house stakeholders to deliver this project, when for many it will not be their key priority	This can be mitigated implement a project board and project manager. This will ensure stakeholders are held accountable to deliver clear time bound outcomes to deliver the service.

The service will reflect Cambridgeshire's values, principles and approaches and be integrated with the council's management of other children's service areas	The reputational risk from poor Ofsted inspections of the home/s and the subsequent key line of inquiry for Cambridgeshire's ILACs inspection	Operation management board to ensure the service is managed and supported effectively to manage any given situation
The service will be strategically aligned with the wider Cambridgeshire residential strategy relating to children with disabilities and young people with SEND, as well as the provision and development of education within Cambridgeshire	Challenging market to recruit full staffing teams for these services.	The ability to offer the benefits of being a Cambridgeshire employee as well as offering a clear career path and opportunities through the service with Cambridgeshire.
There were 266 placements made to Independent Specialist Educational Placements in the year up until July 2022. Of these 22 were 52 week placements therefore would be children in care. The total cost of these placements was £4620171 at an average cost of £210007. This service operating locally could potentially contribute to reducing these costs.		
Ownership of Ofsted registration, inspection and outcomes and the impacts of these processes and judgements		
Model of practice to include a therapeutic approach offer and education		
The design, build and operation of the homes can be in line with Cambridgeshire's green, energy efficient principles and reduced carbon emissions		
The terms and conditions for the employment, management, supervision, training, development and pay of staff will be in line with Cambridgeshire's principles and ethos		
Direct impact on quality via training and retention		

packages. This could include Cambridgeshire foster carers attending residential training and vice versa to upskill staff and increase their agility and flexibility. Ability to develop staff and have robust succession management plans in place		
The increase and development of professional relationships between the residential service and ART, social workers, IRO's, health workers educational professionals and any other professionals who support the young people in service		
Reduced travel time for staff and wider partner agency staff supporting the young people in service.		

### 5.1.3 – Cambridgeshire owned Residential properties with a contracted provider operating the homes service.

Cambridgeshire to buy properties for use as Residential Children's Homes and then commission a provider to staff and operate the homes. This option is similar to 5.1.2 and would be subject to a full tendering process. The successful provider would have operational control of the service, but Cambridgeshire County Council would ensure value for money and effective service delivery via contractual methods.

The below identifies the benefits, risks and mitigation of this option.

<b>Benefits</b>	<b>Risks</b>	<b>Mitigation</b>
Control and availability of exclusive local placements for Cambridgeshire young people.	Availability of capital resources to purchase homes	Cost-benefit analysis of property size, and location to ensure financial equality of the service Potential for a third round of DfE Capital bids.
Ownership of service design, practice mode.	Ability to source appropriate buildings to deliver the services.	Commissioning manager that understands the markets and requirements of a residential home.
Reduction of costs to Cambridgeshire as we will not	Control over matching, availability, and transition of	Strong professional relationship management



have to pay accommodation element of placement costs. A provider can potentially have reduced or zero property rates.	placements in and out of the service will not be lost.	between provider leads who understand the requirements, impact, and pressures of all the areas affected.  Robust commissioning framework that identifies and mitigates potential risks to achieving full occupancy.
Reduction of high-cost unregistered placements for Cambridgeshire young people	The ability to manage and work with the local community in relation to these services.	The early tendering of the service enables senior provider employees to manage and work with the community.
Retain family and local links and reduce social isolation for young people placed in the local service.	Timescale to commission a provider to deliver the service will need to be fully tendered. Ofsted implementation will be able to be implemented until the tender process is completed and the contract awarded.	Early market engagement event and tendering of service specification
For standard contract, voids will not come at a cost to Cambridgeshire	No control of the costs service providers could put forward to deliver the service.	
The block beds will have differing prices, depending on the different home they are within, and the services provided. The block beds can be spread over several size homes for example solo provision to four bed provision	The LA would pay for voids when there are no young people in placement. This carries a financial risk for the LA	Agreement to be written into the tender of void manage requirements in addition to relation and partnership commissioning approach with the provider.
The service specification design will reflect Cambridgeshire's values, principles and approaches and be integrated with the council's management of other children's service areas	There is risk that providers who tender for the service may not be providers that Cambridgeshire would willing to award to and run the service.	Market engagement events and engaging with key strategic partners.
The service specification design will be strategically aligned with the wider Cambridgeshire residential strategy relating to children with disabilities and young people with SEND, as well as the provision and development of education within Cambridgeshire	Challenging market to recruit full staffing teams for these services.	

The service specification design Model of practice to include a therapeutic approach and offer an education	Provider failure and reputational risk from poor Ofsted inspections	Relationship commissioning with the provider to support throughout the process.
The design, build and operation of the homes can be in line with Cambridgeshire's green, energy efficient principles and reduced carbon emissions		
No risk regarding re-deploying staff, or paying redundancy, should the local authority choose to close the home at a later date.		
No requirements to undertake the additional management and administrative responsibility for recruiting, training, and supervising residential staff. As well as developing policies, procedures, specification, and maintaining and running the building.		
Potential to work with a provider with a proven track record		
Reduced travel time for staff and wider partner agency staff supporting the young people in service.		

#### **5.1.4 Cambridgeshire owned Residential Children's properties with tendered innovation partnership with the VCS operating the service.**

Cambridgeshire to buy properties for use as Residential Children's Homes and then commission a provider to staff and operate the homes. This option is similar to 5.1.3 and would be subject to a full tendering process. The Innovation partnership would aim to;

- To co-design a residential service by sharing expertise and knowledge in the delivery of residential Services through innovative solutions and contributing to transformational change through new and shared service delivery models.
- To co-deliver a residential service that focuses on outcomes and value for money

- To co-invest in providing additional resources in addition to, reviewing and developing new ways of operating and working.
- To develop leadership and collaborative approaches between organizations and partnerships, necessary to develop innovation and change.
- Develop a more commercial ethos within internal and external delivery models.
- Availability of funding opportunities not available to local authorities.

Benefits	Risks	Mitigation
An innovation partner would potentially be able to offer additional financial support to the project	Unable to identify an innovation partner through the tender process.	Partnership and stakeholder events pretender process to share Cambridgeshire's position and process.
Control and availability of exclusive local placements for Cambridgeshire young people.	Availability of capital resources to purchase homes	Cost-benefit analysis of property size, and location to ensure financial equality of the service. Potential for third round of DfE Capital bids.
Ownership of service design, practice mode.	Ability to source appropriate buildings to deliver the services.	Commissioning manager that understands the markets and requirements of a residential home.
Reduction of costs to Cambridgeshire as we will not have to pay accommodation element of placement costs. A provider can potentially have reduced or zero property rates.	Ownership of matching, availability, and transition of placements in and out of the service will not be lost but will provide an additional challenge	Strong professional relationship management between provider leads who understand the requirements, impact, and pressures of all the areas affected.  Robust commissioning framework that identifies and mitigates potential risks to achieving full occupancy.
Reduction of high-cost unregistered placements for Cambridgeshire young people	The ability to manage and work with the local community in relation to these services.	The early tendering of the service enables senior provider employees to manage and work with the community.
Retain family and local links and reduce social isolation for young people placed in the local service.	Timescale to commission a provider to deliver the service will need to be fully tendered. Work would need to be completed with legal services to ensure this was achievable. Ofsted implementation will be able to be implemented until the tender process is	Early market engagement event and tendering of service specification

	completed and the contract awarded.	
For standard contract, voids will not come at a cost to Cambridgeshire	No control of the costs service providers could put forward to deliver the service.	Agreement to be written into the tender of void manage requirements in addition to relation and partnership commissioning approach with the provider.
The service specification design will reflect Cambridgeshire's values, principles and approaches and be integrated with the council's management of other children's service areas	Challenging market to recruit full staffing teams for these services.	Market engagement events and engaging with key strategic partners.
The service specification design will be strategically aligned with the wider Cambridgeshire residential strategy relating to children with disabilities and young people with SEND, as well as the provision and development of education within Cambridgeshire		
The service specification design model of practice to include a therapeutic approach offer and education	Provider failure and reputational risk from poor Ofsted inspections	Relationship commissioning with the provider to support through the process.
The design, build and operation of the homes can be in line with Cambridgeshire's green, energy efficient principles and reduced carbon emissions		
No risk regarding re-deploying staff, or paying redundancy, should the local authority choose to close the home at a later date.		
No requirements to undertake the additional management and administrative responsibility for recruiting, training, and supervising residential staff. As well as developing policies, procedures, specification, and maintaining and running the building.		

Potential to work with a provider with a proven track record		
Reduced travel time for staff and wider partner agency staff supporting the young people in service.		

DRAFT



# Summary & Recommendations

To conclude, the two below recommendations should be considered as one of the most appropriate options to progress.

## **6.1 Recommendation Option 5.1.2**

The first option is for Cambridgeshire to own and operate the proposed four children's residential homes internally (utilising a three-phase approach). This option best meets Cambridgeshire's needs in the immediacy, and offers the opportunity to develop, and evolve the service over time to continue to respond to the needs of our children and young people.

The service will be subject to KPIs, contract management and reports on the homes going to a governance board (and any Committees as appropriate) consisting of the relevant partners and stakeholders enabling Cambridgeshire to demonstrate the outcomes achieved for our children and young people.

The implementation of this recommendation will give Cambridgeshire young people access to local placements, in a timely manner, within a service that is designed specifically to meet their needs. It is expected that this recommendation will reduce the requirement to make placements that are classified as unregistered, therefore decreasing the risks associated with this practice. Overall, we would expect this process to deliver improved outcomes for Cambridgeshire children and young people.

This option will provide the opportunity to invest in and develop staff, create new career pathways and have integrated management systems that share risk and make decisions collectively and respond to change as 'what works' is forever changing.

The homes design, renovation and operation can be in line with Cambridgeshire's green, energy-efficient principles, and objectives to reduce carbon emissions and utilise renewable resources where possible. Should this be a preferred recommendation a full in-depth cost analysis piece of work would be undertaken.

## **6.2 Recommendation Option 5.1.4**

The second option to consider is 5.1.4, for Cambridgeshire tender an Innovation partnership agreement with a voluntary sector organisation. Cambridgeshire would purchase four children's residential homes internally (utilising a three-phase approach). This approach best meets the needs of Cambridgeshire should the decision be that Cambridge does not tend to hold the responsibility of running the service.

The service will be subject to KPIs, contract management and reports on the Homes going to a governance board (and any Committees as appropriate) consisting of the relevant partners and stakeholders enabling Cambridgeshire to demonstrate the outcomes achieved for our children and young people.

This option offers the opportunity for the VCS to bring additional funding to the partnership, develop management solutions for the service, as well as commercial and collaboration agreements for governance and management of the service. The home's design, renovation, and operation can be in line with Cambridgeshire's green, energy-efficient principles and objectives to reduce carbon emissions and utilize renewable resources where possible which would be delivered through the service specification and design. Should this be the preferred option a full market engagement/strategic provider event would be arranged and delivered to understand the appetite for this type of tender.

For both options it is important to note that should Cambridgeshire so desire, any voids in the service [ or empty beds] could be sold to neighbouring Local Authorities in the Eastern Region. The ICHA reports that the residential sector "have a strong desire to make commissioning, procurement and purchasing more personal. Providers feel that relationships and partnerships are needed more than systems and processes." This is something that Cambridgeshire is very strong on delivering with the commissioned providers we are engaged with. Either option could be extended to sell voids for the commercial benefit of Cambridgeshire. By exploring the commercial aspect of the service offer, the residential service will maximize occupancy and has the potential to generate income.

A key recommendation Josh McAlister made, was the call for 'regional cooperatives' to manage the running and commissioning of children's homes. In developing the residential service in this way, it could potentially put Cambridgeshire at the forefront of this process whilst putting Cambridgeshire forward as a lead LA if regional cooperatives become a requirement from central government.

# 7

## Conclusion

This strategy paper demonstrates that there is clear evidence that Cambridgeshire children and young people with complex needs have limited access locally to the services that are able to support them most effectively. Further to this, there is an established requirement to increase the availability of good quality, local residential homes for our children and young people in care and mitigate the sole reliance on the external market to deliver these services (as this alone will not meet the Local Authority's sufficiency duty in a timely manner).

In keeping with similar practices seen locally and nationally by other Local Authorities, Cambridgeshire must take measures to develop homes which are for the sole need of Cambridgeshire children (whilst where necessary offering opportunity for Cambridgeshire to generate income through selling any voids to other Local Authorities).

To achieve this, it is recommended that the Authority seeks to acquire homes locally, gain the necessary planning permissions, and commence regulatory procedures. In parallel, we will undertake market testing to explore the viability of a partnership with a VCS organisation for service delivery..

This proposed approach will work toward increasing the overall sufficiency of residential placements within Cambridgeshire and specifically increase the number of placements directly available for Cambridgeshire children. This strategy is expected to have a direct impact on reducing the use of unregistered placements for our most complex young people.

A Commissioning Programme Management approach will be instigated with governance processes clearly outlined should the principles within this draft strategy be endorsed [Appendix A].





# Appendix A

Date	Activity / Governance
Feb 2023	Approval at Commissioning Management Team
Feb 2023	Approval at Joint Commissioning Board
March 2023	Approval at CSDMT
March 2023	Approval at CLT
April 2023	Approval at Children & Young People's Committee
May / July 2023	Approval at Strategy & Resources Committee (with CYP Committee support)
June / August 2023	Commence Commissioning and Programme Management Activities



## Finance Monitoring Report – May 2023

To: Children and Young People Committee

Meeting Date: 27 June 2023

From: Executive Director: Children, Education and Families  
Executive Director: Finance and Resources  
Director of Public Health

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: To provide the Committee with the May 2023 Finance Monitoring Report for Children, Education and Families.

The report is presented to provide the Committee with the opportunity to comment on the financial position as at the end of May 2023.

Recommendation: The Committee is recommended to:

- a) To review and comment on the report.
- b) Note and endorse the changes to the capital programme budgets from the Business Plan detailed in Appendix 1 for approval by Strategy and Resources.

Voting arrangements: Co-opted members of the committee are eligible to vote on this report.

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# 1. Background

- 1.1 Finance Monitoring Reports (FMR) are produced monthly, except for April, by all services. They report on a range of financial information to enable a view of each service's financial position to be taken.
- 1.2 Budgets for services are agreed by Full Council in the business plan in February of each year and can be amended by budget virements. In particular, the FMR provides a revenue budget forecast showing the current projection of whether services will be over or underspent for the year against those budgets.
- 1.3 The detailed FMR for Children, Education and Families (CEF) is attached at Appendix 1. This is the first version of the FMR excluding Adults and Public Health (although a summary of those budgets within the Adults and Public Health FMR relevant to the Children and Young People Committee is included below).
- 1.4 The table below provides a summary of the budget within CEF, with further detail being available in Appendix 1:

Forecast Outturn Variance (Previous) £000	Service Area	Budget 2023/24 £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
0	Children, Education and Families - Non-DSG	129,581	11,920	3,862	3.0%
0	Children, Education and Families - DSG	0	-8,543	4,418	0.0%

**Please note:** Dedicated schools grant (DSG) and non-DSG functions have been separated to remove confusion and allow greater transparency as part of the ongoing Safety Valve monitoring.

- 1.5 The table below provides a summary of the budgets within the Adults and Public Health FMR which come under the responsibility of the CYP:

Forecast Outturn Variance (Previous) £000	Service Area	Budget 2023/24 £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
0	Children's Commissioning - Staffing	1,383	225	0	0.0%
0	<b>Adults, Health and Commissioning Total</b>	<b>1,383</b>	<b>225</b>	<b>0</b>	<b>0.0%</b>
0	Children 0-5 PH Programme	7,392	761	0	0.0%
0	Children 5-19 PH Programme - Non Prescribed	1,814	35	0	0.0%
0	Children Mental Health	341	0	0	0.0%

Forecast Outturn Variance (Previous) £000	Service Area	Budget 2023/24 £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
0	Drug & Alcohol Misuse – Young People	415	0	0	0.0%
0	Children's Weight Management	350	0	0	0.0%
0	Children's Integrated Lifestyles	169	17	0	0.0%
<b>0</b>	<b>Children Health Total</b>	<b>10,481</b>	<b>813</b>	<b>0</b>	<b>0.0%</b>

## 2. Main Issues

- 2.1 Further details of the CEF position, including explanatory narrative and key activity data (KAD) can be seen in Appendix 1.

## 3. Alignment with ambitions

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes  
There are no significant implications for this ambition.
- 3.2 Travel across the county is safer and more environmentally sustainable  
There are no significant implications for this ambition.
- 3.3 Health inequalities are reduced  
There are no significant implications for this ambition.
- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs  
There are no significant implications for this ambition.
- 3.5 Helping people out of poverty and income inequality  
There are no significant implications for this ambition.
- 3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised  
There are no significant implications for this ambition.
- 3.7 Children and young people have opportunities to thrive  
There are no significant implications for this ambition.

## 4. Significant Implications

- 4.1 Resource Implications  
There are no significant implications within this category.

- 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications  
There are no significant implications within this category.
- 4.3 Statutory, Legal and Risk Implications  
There are no significant implications within this category.
- 4.4 Equality and Diversity Implications  
There are no significant implications within this category.
- 4.5 Engagement and Communications Implications  
There are no significant implications within this category.
- 4.6 Localism and Local Member Involvement  
There are no significant implications within this category.
- 4.7 Public Health Implications  
There are no significant implications within this category.
- 4.8 Climate Change and Environment Implications on Priority Areas:
- 4.8.1 Implication 1: Energy efficient, low carbon buildings.  
Status: Neutral
- 4.8.2 Implication 2: Low carbon transport.  
Status: Neutral
- 4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.  
Status: Neutral
- 4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.  
Status: Neutral
- 4.8.5 Implication 5: Water use, availability and management:  
Status: Neutral
- 4.8.6 Implication 6: Air Pollution.  
Status: Neutral
- 4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.  
Status: Neutral

## 5. Source documents

5.1 None.





Service: Children, Education and Families

Agenda Item 7 – Appendix 1

Subject: Finance Monitoring Report – May 2023

Date: 15<sup>th</sup> June 2023

## Contents

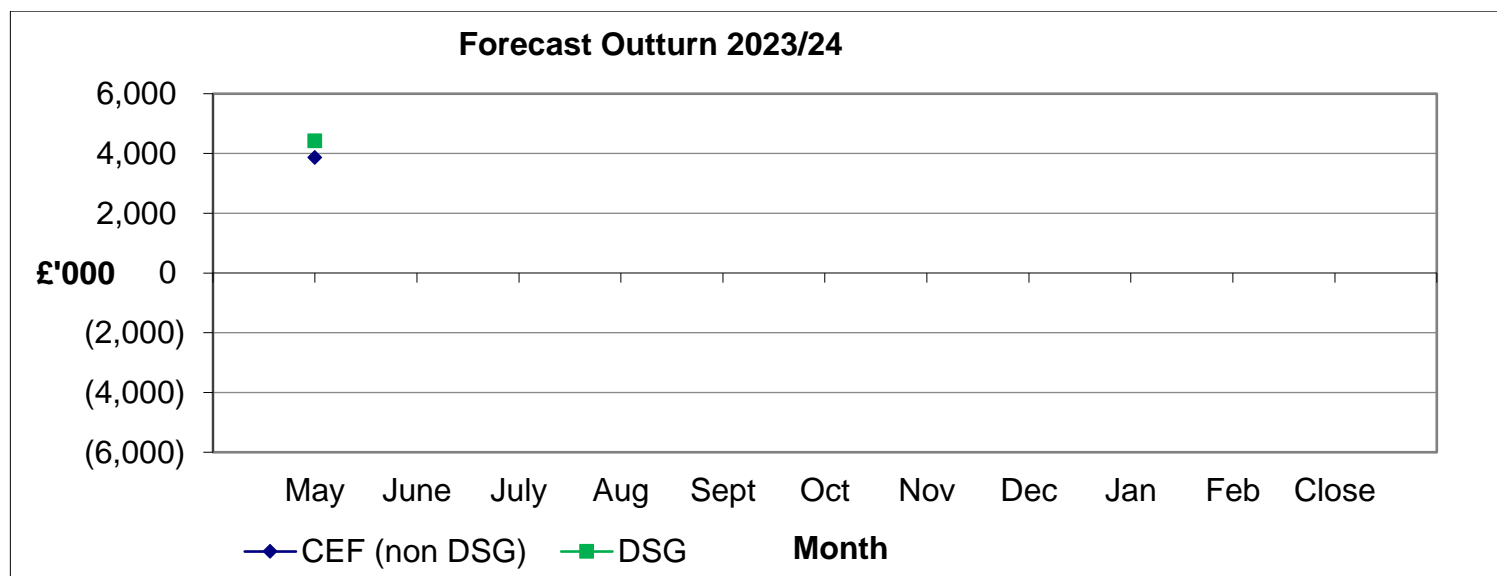
Section	Item	Description
1	Revenue Executive Summary	High level summary of information and narrative on key issues in revenue financial position
2	Capital Executive Summary	Summary of the position of the Capital programme within Children, Education and Families
3	Savings Tracker Summary	Summary of the latest position on delivery of savings
4	Technical Note	Explanation of technical items that are included in some reports
5	Key Activity Data	Performance information linking to financial position of main demand-led services
Appx 1a	Service Level Financial Information	Detailed financial tables for Children, Education and Families main budget headings
Appx 1b	Service Level Financial Information	Dedicated Schools Grant (DSG) financial tables for Children, Education and Families main budget headings
Appx 2	Service Commentaries	Detailed notes on revenue financial position of services that have a significant variance against budget
Appx 3	Capital Appendix	This contains more detailed information about the capital programme, including funding sources and variances from planned spend.
<i>The following appendices are included quarterly as the information does not change as regularly:</i>		
Appx 4	Savings Tracker	Each quarter, the Council's savings tracker is produced to give an update of the position of savings agreed in the Business Plan.
Appx 5	Technical Appendix	Each quarter, this will contain technical financial information showing: Earmarked reserves Grant income received Budget virements

# 1. Revenue Executive Summary

## 1.1 Overall Position

At the end of May 2023, Children, Education and Families is projected to be £3,862k overspent on core funded activities and £4,418k overspend on Dedicated Schools Grant (DSG) activities.

## 1.2 Summary of Revenue position by Directorate



### 1.2.1 Childrens, Education and Families – Non DSG

Forecast Outturn Variance (Previous) £000	Directorate	Budget 2023/24 £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
0	Commissioning	26,900	1,228	3,827	14.2%
0	Children & Safeguarding	66,480	10,088	-0	0.0%
0	Education	48,481	3,432	35	0.1%
0	Executive Director	434	0	0	0.0%
<b>0</b>	<b>Total Expenditure</b>	<b>142,295</b>	<b>14,748</b>	<b>3,862</b>	<b>2.7%</b>
0	Grant Funding	-12,714	-2,907	0	0.0%
0	Schools	0	80	0	0.0%
<b>0</b>	<b>Total</b>	<b>129,581</b>	<b>11,920</b>	<b>3,862</b>	<b>3.0%</b>

### 1.2.2 Children, Education and Families - DSG

Forecast Outturn Variance (Previous) £000	Directorate	Budget 2023/24 £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
0	Commissioning (DSG)	245	-306	0	0.0%
0	Education (DSG)	113,696	16,514	5,418	4.8%
<b>0</b>	<b>Total Expenditure (DSG)</b>	<b>113,941</b>	<b>16,207</b>	<b>5,418</b>	<b>4.8%</b>
0	Grant Funding (DSG)	-113,941	-19,726	-0	0.0%
0	Schools (DSG)	0	-5,023	-1,000	0.0%
<b>0</b>	<b>Total (DSG)</b>	<b>0</b>	<b>-8,543</b>	<b>4,418</b>	<b>0.0%</b>

### 1.3 Significant Issues

The overall position for Children, Education and Families non-DSG budgets to the end of May 2023 is a forecast overspend of £3.862m. The figures assume budget rebaselining adjustments as set out below are approved at Strategy and Resources Committee in July. These adjustments reflect the updating of budgets to align with the increased demand in the last quarter of 2022/23 which were not reflected in the original Business Plan assumptions.

Service Area	Type	£000	Comments
Children in Care Placements	Demand-led budget re-baselining	+561	Updated to reflect care cost commitments at start of the year
Children in Care Transport	Demand-led budget re-baselining	+240	Updated to reflect transport cost commitments at start of the year
Net budget increase		+801	

**Children in Care Placements** - We currently have a small number of young people in very high-cost placements which is causing a significant weekly pressure against the budget. If forecast to year-end, these placements would leave us in a significant overspend position, however, the service is working hard with relevant agencies to secure placements at more manageable costs and we do not expect these to continue for the full year. Even with a level of mitigation factored in the revised forecast still equates to £3.8m over budget. This budget is a high risk due to ongoing pressures within this sector and increasing numbers of young people with complex needs that have required bespoke placements. This position is being carefully monitored and the service is working hard to control cost where possible.

**Dedicated Schools Grant (DSG)** –Appendix 1b provides a detailed breakdown of all DSG spend within People Services. The budget figures are net of recoupment for academies and High Needs place funding.

Due to the continuing increase in the number of children and young people with an EHCP, and the complexity of need of these young people, the overall spend on the High Needs Block element of the DSG funded budgets has continued to rise. At the end of 2022/23 there was a net DSG overspend of £11.94m, which when added to the existing DSG deficit of £39.32m resulted in a revised cumulative deficit of £51.262m.

As a result of the Safety Valve Agreement with the Secretary of State for Education the local authority received an initial payment of £19.6m in March 2023 which will support the reduction of the overall DSG

deficit. Alongside this, a local authority contribution of £2.5m has been applied, resulting in a reduced cumulative deficit of £29.16m brought forward into 2023/24.

To the end of May the current net DSG forecast is a £4.42m overspend which will be updated to reflect revised forecast estimates.

## 2. Capital Executive Summary

The Capital Plan relating to CEF for 2023/24 has reduced significantly since the Business Plan was published, resulting in a revised budget of £100.526m. This reduction is due the combination of schemes being removed, delayed into future years, changes to carry forward positions from 2022/23 and a recalculated capital variations budget. The schemes with variations of £250k or greater are listed below;

Scheme Name	Roll Forward (£000)	Total Budget Revisions 2023/24 (£000)	Reason for Change
Sawtry New Primary	50	-7,900	Roll forward and rephasing
Ermine Street Primary, Alconbury, Phase 2	26	-296	Roll forward and rephasing
Northstowe All Through	36	-4,136	School is being delivered as all through age range - 2nd primary and secondary combined
Manea Primary Expansion	6	-2,306	Roll forward and rephasing
Waterbeach New Town Primary	15	-11,265	Roll forward and rephasing
Benwick Primary Expansion	-24	-893	Roll forward and rephasing
Alconbury Weald secondary and Special	108	-27,608	Roll forward and rephasing
Sir Harry Smith Community College	-657	-	Roll forward and rephasing
Cambourne Village College Phase 3b	975	-475	Roll forward and rephasing
LA Early Years Provision	548	-1,772	Roll forward and rephasing
Duxford Community C of E Primary School rebuild	-241	-209	Roll forward and rephasing
Townley Primary Permanent Accommodation	8	-908	Roll forward and rephasing
School Condition, Maintenance & Suitability	805	54	Roll forward and £54k more grant than anticipated
School Devolved Formula Capital	2,474	-7	Revised Grant amount
Samuel Pepys Special School	947	-2,147	Roll forward and rephasing
Additional Countywide SEN places	49	-2,449	Roll forward and rephasing
New SEMH Provision Wisbech	1,595	-295	Roll forward and rephasing
Swavesey Village College S106	-	628	£628k identified S106 contributions to be transferred to Swavesey VC for the school to carry out works.
Schemes with less than £250k b/fwd and less than £250k in-year change	179	-1,027	Roll forward and rephasing
Capital variations budget	-	4,622	Recalculation of capital variations budgets as a result of capital rephasing
	<b>6,901</b>	<b>-58,389</b>	

The following changes in funding for 2023/24 have occurred since the Business Plan was published:

- School Conditions Allocation grant funding increase of £55k.
- Adjustment to carry forward funding increased by £6,901k.
- Devolved formula capital reduced by £7k.
- Section 106 funding reduced by £13,160k to account for slippage on projects since the business plan was approved.

- Prudential Borrowing reduced by £45,277k to account for the removal and slippage on projects since the business plan was approved.

At the end of May 2023, the capital programme forecast underspend is zero. The level of slippage and underspend in 2023/24 is currently anticipated to be £0k and as such has not yet exceeded the Capital Variation Budget. A forecast outturn will not be reported unless this happens.

Details of the currently forecasted capital variances can be found in Appendix 3.

### 3. Savings Tracker Summary

The savings trackers are produced quarterly to monitor delivery of savings against agreed plans. The first quarterly savings tracker for 2023/24 will be reported in the July FMR report.

### 4. Technical note

On a quarterly basis, a technical financial appendix is included as Appendix 5. This appendix covers:

- Grants that have been received by the service, and where these have been more or less than expected.
- Budget movements (virements) into or out of the directorate from other services, to show why the budget might be different from that agreed by Full Council.
- Service earmarked reserves – funds held for specific purposes that may be drawn down in-year or carried-forward – including use of funds and forecast draw-down.

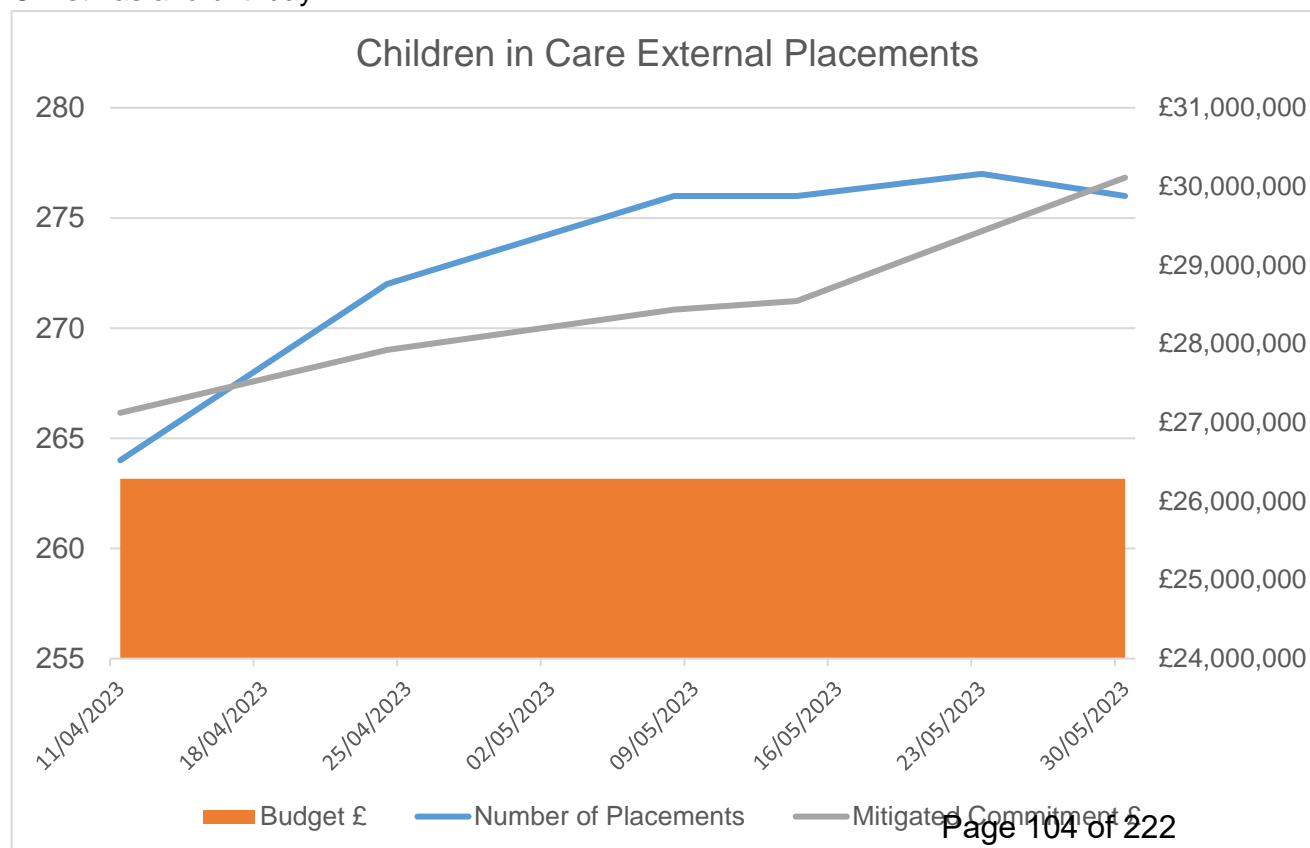
## 5. Key Activity Data

5.1 Key activity data to the end of **May 2023** for **Children in Care Placements** is shown below:

	BUDGET				ACTUAL (May 2023)				FORECAST OUTTURN		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements May 2023	Yearly Average	Outturn	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost diff +/-
Residential – disability	4	£874k	52	£3,277	4	4.01	£765k	£3,660	0.01	£109k	£383
Residential - secure accommodation	2	£1,449k	52	£8,538	3	3.01	£6,149k	£47,032	1.01	£4,700k	£38,494
Residential schools	6	£509k	52	£1,632	8	6.65	£625k	£1,747	0.65	£116k	£114
Residential homes	51	£10,922k	52	£4,118	51	49.22	£11,597k	£4,614	-1.78	£674k	£495
Independent Fostering	174	£8,153k	52	£901	173	168.48	£8,037k	£930	-5.52	£117k	£29
Tier 4 Step down	2	£449k	52	£4,318	2	0.23	£31k	£2,232	-1.77	£419k	£2,087
Supported Accommodation	18	£2,264k	52	£6,302	27	22.13	£5,351k	£5,364	4.13	£3,087k	£937
16+	5	£81k	52	£310	6	4.67	£81k	£309	-0.33	£1k	£0
Supported Living	2	£373k	52	£3,588	2	1.27	£346k	£18,023	-0.73	£27k	£14,436
Growth/Replacement	0	£k	0	£0	0	0.00	£k	£0	-	£k	£0
Additional one off budget/actuals	0	£k	0	£0	0	0.00	£k	£0	-	£k	£0
Mitigations required	0	£k	0	£0	0	0.00	£2,869k	£0	-	£2,869k	£0
<b>TOTAL</b>	<b>265</b>	<b>£26,285k</b>			<b>276</b>	<b>259.67</b>	<b>£30,112k</b>		<b>-4.33</b>	<b>£3,827k</b>	
In-house Fostering	163	£4,119k	56	£450	156	146.38	£3,222k	£374	-16.91	£897k	£76
In-house fostering - Reg 24	31	£334k	56	£190	25	29.22	£248k	£163	-2.21	£85k	£27
Family & Friends Foster Carers	18	£341k	52	£364	13	12.12	£344k	£325	-5.87	£3k	£39
Supported Lodgings	0	£k	0	£0	0	0.00	£33k	£0	0.00	£980k	£0
Growth/Replacement							£980k		0.00	£980k	£0
<b>TOTAL</b>	<b>217</b>	<b>£4,832k</b>			<b>194</b>	<b>188.92</b>	<b>£4,827k</b>		<b>-29.67</b>	<b>£5k</b>	

Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements May 2023	Yearly Average	Outturn	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost diff +/-
Adoption Allowances	87	£1,113k	52	£246	74	74.43	£832k	£214	-12.42	-£281k	-£32
Special Guardianship Orders	298	£2,319k	52	£150	273	270.72	£1,979k	£146	-27.44	-£341k	-£4
Child Arrangement Orders	52	£422k	52	£156	44	42.93	£326k	£140	-9.16	-£96k	-£16
Concurrent Adoption	2	£22k	52	£210	0	0.00	£k	£0	-2.05	-£22k	-£210
Growth/Replacement							£740k	£0	0.00	£740k	£0
<b>TOTAL</b>	<b>439</b>	<b>£3,876k</b>			<b>391</b>	<b>388.08</b>	<b>£3,876k</b>		<b>-51.07</b>	<b>£k</b>	
<b>OVERALL TOTAL</b>	<b>921</b>	<b>£34,993k</b>			<b>861</b>	<b>836.67</b>	<b>£38,816k</b>		<b>-85.07</b>	<b>£3,823k</b>	

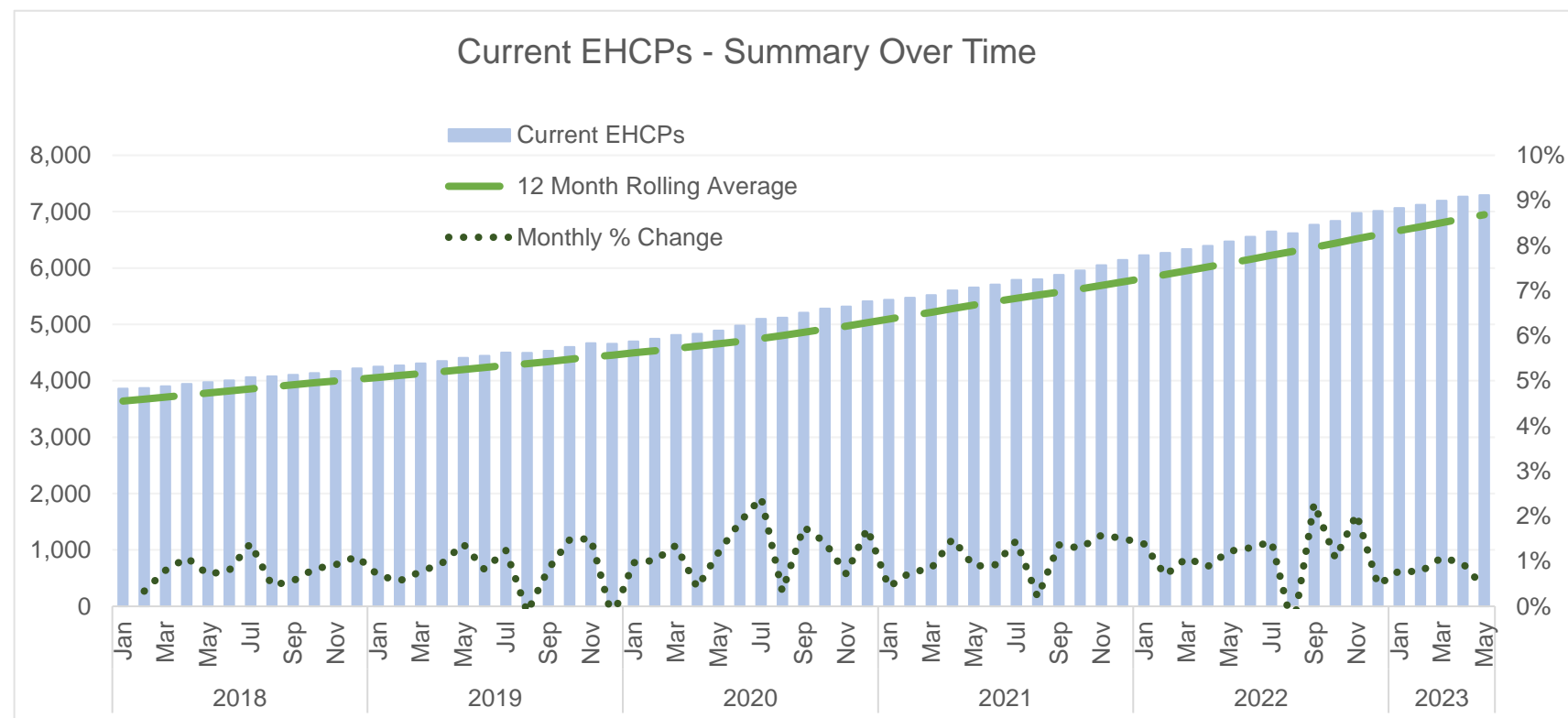
NOTES: In house Fostering payments fund 56 weeks as carers receive two additional weeks payment during the summer holidays and one additional week each for Christmas and birthday.





5.2 Key activity data for **SEN** is currently being updated for 2023/24 to reflect the latest position and Safety Valve monitoring. Revised data will be included in the July FMR.

The graph below shows the current increase in the number of EHCPs over time.



# Appendix 1a – Children, Education and Families Detailed Financial Information (non DSG)

Forecast Outturn Variance (Previous) £000	Committee	Service	Budget 2023/24 £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
<b>Director of Commissioning</b>						
0	CYP	Children in Care Placements	26,285	1,656	3,827	15%
0	CYP	Commissioning Services	615	-428	0	0%
<b>0</b>		<b>Director of Commissioning Total</b>	<b>26,900</b>	<b>1,228</b>	<b>0</b>	<b>14%</b>
<b>Director of Children &amp; Safeguarding</b>						
0	CYP	Strategic Management - Children & Safeguarding	2,476	538	0	0%
0	CYP	Safeguarding and Quality Assurance	3,570	502	-0	0%
0	CYP	Fostering and Supervised Contact Services	9,960	1,331	0	0%
0	CYP	Corporate Parenting	10,241	2,999	-0	0%
0	CYP	Integrated Front Door	4,466	1,221	0	0%
0	CYP	Children's Disability Service	9,245	1,816	0	0%
0	CYP	Support to Parents	2,062	-632	0	0%
0	CYP	Adoption	5,471	966	0	0%
0	CYP	Legal Proceedings	2,050	156	0	0%
0	CYP	Youth Offending Service	2,292	179	-0	0%
0	CYP	Family Safeguarding	5,266	-498	0	0%
0	CYP	Targeted Support Service	9,382	1,510	-0	0%
<b>0</b>		<b>Director of Children &amp; Safeguarding Total</b>	<b>66,480</b>	<b>10,088</b>	<b>-0</b>	<b>0%</b>
<b>Director of Education</b>						
0	CYP	Strategic Management - Education	1,177	-480	0	0%
0	CYP	Early Years Service	2,857	831	-0	0%
0	CYP	School Improvement Service	983	125	0	0%
0	CYP	Virtual School	459	216	0	0%
0	CYP	Outdoor Education (includes Grafham Water)	-77	-150	0	0%
0	CYP	Cambridgeshire Music	-25	487	-0	0%
0	CYP	ICT Service (Education)	-300	-1,394	0	0%
0	CYP	Redundancy & Teachers Pensions	4,026	433	0	0%
<u>SEND Specialist Services (0 - 25 years)</u>						
0	CYP	SEND Specialist Services	4,560	551	-0	0%
0	CYP	High Needs Top Up Funding	0	0	0	0%
0	CYP	Alternative Provision and Inclusion	5	29	0	0%
<b>0</b>		<b>SEND Specialist Services (0 - 25 years) Total</b>	<b>4,566</b>	<b>580</b>	<b>-0</b>	<b>0%</b>
<u>0-19 Place Planning &amp; Organisation Service</u>						
0	CYP	0-19 Organisation & Planning	747	59	-0	0%
0	CYP	Education Capital	184	1,119	0	0%
0	CYP	Home to School Transport - Special	20,788	1,161	-0	0%
0	CYP	Children in Care Transport	1,946	-69	35	2%
0	CYP	Home to School Transport - Mainstream	11,149	514	0	0%
<b>0</b>		<b>0-19 Place Planning &amp; Organisation Service Total</b>	<b>34,815</b>	<b>2,784</b>	<b>35</b>	<b>0%</b>
<b>0</b>		<b>Director of Education Total</b>	<b>48,481</b>	<b>3,432</b>	<b>35</b>	<b>0%</b>

Forecast Outturn Variance (Previous) £000	Committee	Service	Budget 2023/24 £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
<b>Executive Director</b>						
0	CYP	Executive Director	434	0	0	0%
0	CYP	Central Financing	1	0	0	0%
<b>0</b>		<b>Executive Director Total</b>	<b>434</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>0</b>		<b>Total</b>	<b>142,295</b>	<b>14,748</b>	<b>3,862</b>	<b>3%</b>
<b>Grant Funding</b>						
0	CYP	Non Baselined Grants	-12,714	-2,907	0	0%
<b>0</b>		<b>Grant Funding Total</b>	<b>-12,714</b>	<b>-2,907</b>	<b>0</b>	<b>0%</b>
<b>Schools</b>						
0	CYP	Schools Financing	0	-35	0	0%
0	CYP	Pools and Contingencies	0	114	0	0%
<b>0</b>		<b>Schools Total</b>	<b>0</b>	<b>80</b>	<b>0</b>	<b>0%</b>
<b>0</b>		<b>Overall Total</b>	<b>129,581</b>	<b>11,920</b>	<b>3,862</b>	<b>3%</b>

# Appendix 1b – Children, Education and Families Detailed Financial Information (DSG)

Forecast Outturn Variance (Previous) £000	Committee	Service	Budget 2023/24 £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
<b>Director of Commissioning</b>						
0	CYP	Commissioning Services	245	-306	0	0%
<b>0</b>		<b>Director of Commissioning Total</b>	<b>245</b>	<b>-306</b>	<b>0</b>	<b>0%</b>
<b>Director of Education</b>						
0	CYP	Early Years Service	2,225	437	0	0%
0	CYP	Virtual School	150	0	0	0%
0	CYP	Redundancy & Teachers Pensions	0	0	0	0%
<u>SEND Specialist Services (0 - 25 years)</u>						
0	CYP	SEND Specialist Services	7,103	1,117	0	0%
0	CYP	Funding to Special Schools and Units	43,362	4,942	0	0%
0	CYP	High Needs Top Up Funding	35,739	4,698	0	0%
0	CYP	SEN Placements	15,702	4,829	0	0%
0	CYP	Out of School Tuition	5,035	116	0	0%
0	CYP	Alternative Provision and Inclusion	7,421	334	0	0%
0	CYP	SEND Financing – DSG	-5,619	17	5,418	96%
<b>0</b>		<b>SEND Specialist Services (0 - 25 years) Total</b>	<b>108,743</b>	<b>16,053</b>	<b>5,418</b>	<b>5%</b>
<u>0-19 Place Planning &amp; Organisation Service</u>						
0	CYP	0-19 Organisation & Planning	2,178	23	0	0%
0	CYP	Home to School Transport - Special	400	0	0	0%
<b>0</b>		<b>0-19 Place Planning &amp; Organisation Service Total</b>	<b>2,578</b>	<b>23</b>	<b>0</b>	<b>0%</b>
<b>0</b>		<b>Director of Education Total</b>	<b>113,941</b>	<b>16,207</b>	<b>5,418</b>	<b>5%</b>
<b>Grant Funding</b>						
0	CYP	Financing DSG	-113,941	-19,726	-0	0%
<b>0</b>		<b>Grant Funding Total</b>	<b>-113,941</b>	<b>-19,726</b>	<b>-0</b>	<b>0%</b>
<b>0</b>		<b>Total</b>	<b>0</b>	<b>-3,519</b>	<b>5,418</b>	<b>0%</b>
<b>Schools</b>						
0	CYP	Primary and Secondary Schools	446,592	21,814	0	0%
0	CYP	Nursery Schools and PVI	38,475	7,903	-1,000	-3%
0	CYP	Schools Financing	-485,067	-34,741	0	0%
0	CYP	Pools and Contingencies	0	0	0	0%
<b>0</b>		<b>Schools Total</b>	<b>0</b>	<b>-5,023</b>	<b>-1,000</b>	<b>0%</b>
<b>0</b>		<b>Overall Total</b>	<b>0</b>	<b>-8,543</b>	<b>4,418</b>	<b>-%</b>

## Appendix 2 – Service Commentaries 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 for a service area.

### 1) Children in Care Placements

Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
26,285	1,656	3,827	15%

We currently have a small number of young people in very high-cost placements which is causing a significant weekly pressure against the budget. If forecast to year-end, these placements would leave us in a significant overspend position, however, the service is working hard with relevant agencies to secure placements at more manageable costs and we do not expect these to continue for the full year. Even with a level of mitigation factored in the revised forecast still equates to £3.8m over budget. This budget is a high risk due to ongoing pressures within this sector and increasing numbers of young people with complex needs that have required bespoke placements. This position is being carefully monitored and the service is working hard to control cost where possible.

### 2) SEND Financing – DSG

Budget £000	Actuals £000	Outturn Variance £000	Outturn Variance %
-5,619	17	5,418	96%

Budgeted deficit reflective of continuing pressures and increasing demand within the High Needs Block as per Safety Valve management plan. Net of forecast underspends on Central Schools Services Block (CSSB). In-year forecasts currently under review to be updated for end of quarter 1.

### 3) Nursery Schools and PVI

Budget £000	Actuals £000	Outturn Variance £000	Outturn Variance %
38,475	7,901	-1,000	-3%

Forecast underspend as per Safety Valve management plan.

## Appendix 3 – Capital Position

### 4.1 Capital Expenditure

Original 2023/24 Budget as per BP £000	Committee	Scheme Category	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000	Budget Carried- forward 2023/24 £000	Budget Re- phasing 2023/24 £000	Revised Budget for 2023/24 £000	Actual Spend (May) £000	Forecast Outturn Variance (May) £000
44,312	CYP	Basic Need - Primary	130,160	0	805	-35,805	9,312	-421	0
104,100	CYP	Basic Need - Secondary	211,776	0	-140	-19,291	84,669	5,202	0
1,904	CYP	Basic Need - Early Years	7,367	0	548	-1,772	680	118	0
3,855	CYP	Adaptations	10,024	0	-183	-1,117	2,555	759	0
3,250	CYP	Conditions Maintenance	27,304	0	805	54	4,109	-249	0
780	CYP	Devolved Formula Capital	7,793	0	2,474	-7	3,247	0	0
13,915	CYP	Specialist Provision	46,396	0	2,592	-4,891	11,616	1,919	0
1,050	CYP	Site Acquisition and Development	1,050	0	0	0	1,050	0	0
750	CYP	Temporary Accommodation	9,250	0	0	0	750	27	0
850	CYP	Children Support Services	7,500	0	0	0	850	0	0
-22,448	CYP	Capital Variation	-54,565	0	0	4,622	-17,826	0	0
1,425	CYP	Capitalised Interest	6,958	0	0	-182	1,243	0	0
-1,729	CYP	Environment fund Transfer	-3,499	0	0	0	-1,729	0	0
<b>152,014</b>			<b>407,514</b>	<b>0</b>	<b>6,901</b>	<b>-58,389</b>	<b>100,526</b>	<b>7,356</b>	<b>0</b>

There are no schemes with significant variances (>£250k) either due to changes in phasing or changes in overall scheme costs to be reported this month.

## Capital Variations Budget

Variation budgets are set annually and reflect an estimate of the average variation experienced across all capital schemes, and reduce the overall borrowing required to finance our capital programme. There are typically delays in some form across the capital programme due to unforeseen events, but we cannot project this for each individual scheme. We therefore budget centrally for some level of delay. Any known delays are budgeted for and reported at scheme level. If forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget.

### 4.2 Capital Funding

Original 2022/23 Funding Allocation as per Business Plan £000	Source of Funding	Budget Carried- forward 2023/24 £000	Budget Revisions 2023/24 £000	Revised Budget for 2023/24 £000	Forecast Spend - Outturn (May) £000	Forecast Variance - Outturn (May) £000
2,259	Basic Need	2,627	0	4,886	4,886	0
3,800	Capital maintenance	805	55	4,659	4,659	0
780	Devolved Formula Capital	2,474	-7	3,246	3,246	0
0	Schools Capital	0	0	0	0	0
62,275	S106 contributions	0	-13,160	49,115	49,115	0
16,588	Other Specific Grants	-1,467	0	15,121	15,121	0
0	Other Contributions	0	0	0	0	0
0	Other Revenue Contributions	0	0	0	0	0
67,338	Prudential Borrowing	2,463	-45,053	24,748	24,748	0
-1,026	Prudential Borrowing (Repayable)	0	-224	-1,250	-1,250	0
<b>152,014</b>		<b>6,901</b>	<b>-58,389</b>	<b>100,526</b>	<b>100,526</b>	<b>0</b>





## Corporate Performance Report - Children and Young People Committee

To: Children and Young People Committee

Meeting Date: 27<sup>th</sup> June 2023

From: Executive Director: Children, Education & Families

Electoral division(s): All

Key decision: No

Forward Plan ref: n/a

Outcome: To provide the committee with performance monitoring information.

Recommendation: To note and comment on performance information and take remedial action as necessary.

### Officer contact:

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### Member contacts:

Names: Councillors Bryony Goodliffe and Michael Atkins  
Post: Chair/Vice-Chair  
Email: [Bryony.Goodliffe@cambridgeshire.gov.uk](mailto:Bryony.Goodliffe@cambridgeshire.gov.uk)  
Tel: 01223 706398 (office)

# 1. Background

- 1.1 The Council adopted a new Strategic Framework and Performance Management Framework in February 2022. The new Performance Management Framework sets out that Policy and Service Committees should:
- Set outcomes and strategy in the areas they oversee
  - Select and approve the addition and removal of key performance indicators (KPIs) for the committee performance report
  - Track progress quarterly
  - Consider whether performance is at an acceptable level
  - Seek to understand the reasons behind the level of performance
  - Identify remedial action
- 1.2 The Committee oversees the delivery of services for children and young people. The Committee has selected indicators that track the performance of these services. This report provides an update on the current status of these indicators.
- 1.3 The report covers the period of quarter four 2022/23, up to the end of March 2023.
- 1.4 The full report is in the appendix. It contains information on:
- Current and previous performance and the projected linear trend.
  - Current and previous targets. (Not all indicators have targets. This may be because they are being developed or the indicator is being monitored for context.)
  - Red / Amber / Green / Blue (RAGB) status.
  - Direction for improvement. (This shows whether an increase or decrease is good.)
  - Change in performance (This shows whether performance is improving (up) or deteriorating (down).)
  - The performance of our statistical neighbours. (This is only available where there is a standard national definition of indicator.)
  - Indicator description
  - Commentary on the indicator
- 1.5 The following RAGB statuses are being used:
- Red – current performance is off target by more than 10%
  - Amber – current performance is off target by 10% or less
  - Green – current performance is on target by up to 5% over target
  - Blue – current performance exceeds target by more than 5%
  - Baseline – indicates performance is currently being tracked in order to inform the target setting process
  - Contextual – these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target.
  - In Development - measure has been agreed, but data collection and target setting are in development

## 2. Main Issues

2.1 Current performance of indicators monitored by the Committee is as follows:

Status	Number of indicators	Percentage of total indicators with target*
Red	6	36%
Amber	5	29%
Green	5	29%
Blue	1	6%
No target	3	N/A

## 3. Alignment with ambitions

3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

There are no significant implications for this ambition.

3.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this priority.

3.3 Health inequalities are reduced

There are no significant implications for this priority.

3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this priority.

3.5 Helping people out of poverty and income inequality

There are no significant implications for this priority.

3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

There are no significant implications for this priority.

3.7 Children and young people have opportunities to thrive

There are no significant implications for this priority.

## 5. Source documents

5.1 None

Produced on:

12 May 2023



# Performance Report

## Quarter 4

### 2022/23 financial year

#### Children and Young People Committee

Business Intelligence  
Cambridgeshire County Council  
[business.intelligence@cambridgeshire.gov.uk](mailto:business.intelligence@cambridgeshire.gov.uk)

## Key



Data Item	Explanation
<b>Target / Pro Rata Target</b>	The target that has been set for the indicator, relevant for the reporting period
<b>Current Month / Current Period</b>	The latest performance figure relevant to the reporting period
<b>Previous Month / previous period</b>	The previously reported performance figure
<b>Direction for Improvement</b>	Indicates whether 'good' performance is a higher or a lower figure
<b>Change in Performance</b>	Indicates whether performance is 'improving' or 'declining' by comparing the latest performance figure with that of the previous reporting period
<b>Statistical Neighbours Mean</b>	Provided as a point of comparison, based on the most recently available data from identified statistical neighbours.
<b>England Mean</b>	Provided as a point of comparison, based on the most recent nationally available data
<b>RAG Rating</b>	<ul style="list-style-type: none"> <li>• <b>Red</b> – current performance is off target by more than 10%</li> <li>• <b>Amber</b> – current performance is off target by 10% or less</li> <li>• <b>Green</b> – current performance is on target by up to 5% over target</li> <li>• <b>Blue</b> – current performance exceeds target by more than 5%</li> <li>• <b>Baseline</b> – indicates performance is currently being tracked in order to inform the target setting process</li> <li>• <b>Contextual</b> – these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target.</li> <li>• <b>In Development</b> - measure has been agreed, but data collection and target setting are in development</li> </ul>
<b>Indicator Description</b>	Provides an overview of how a measure is calculated. Where possible, this is based on a nationally agreed definition to assist benchmarking with statistically comparable authorities
<b>Commentary</b>	Provides a narrative to explain the changes in performance within the reporting period
<b>Actions</b>	Actions undertaken to address under-performance. Populated for 'red' indicators only
<b>Useful Links</b>	Provides links to relevant documentation, such as nationally available data and definitions

Indicator 1: Percentage children whose referral to social care occurred within 12 months of a previous referral

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
20.0%	↓	21.1%	14.8%	Declining
Statistical Neighbour Mean	England Mean	RAG Rating		
21.3%	21.5%	Amber		

### Indicator Description

This indicator shows the level of re-referrals into children's social care. A re-referral could mean that the child's needs were not previously fully met, or a significant incident has occurred to change their circumstances.

This measure is expressed as a percentage of children, with a referral to social care, within the reporting month, who have had a previous referral to social care which opened within the last year.

A referral is defined as a request for services to be provide by children's social care. It is in respect of a child who is currently not assessed to be in need. New information relating to children who are already assessed to be a child in need is not counted as a referral.

Calculation:

$$(X/Y)*100$$

Where:

X = The number of children with a referral who also have a previous referral starting within the last 12 months.

Y = The number of children with a referral this month.

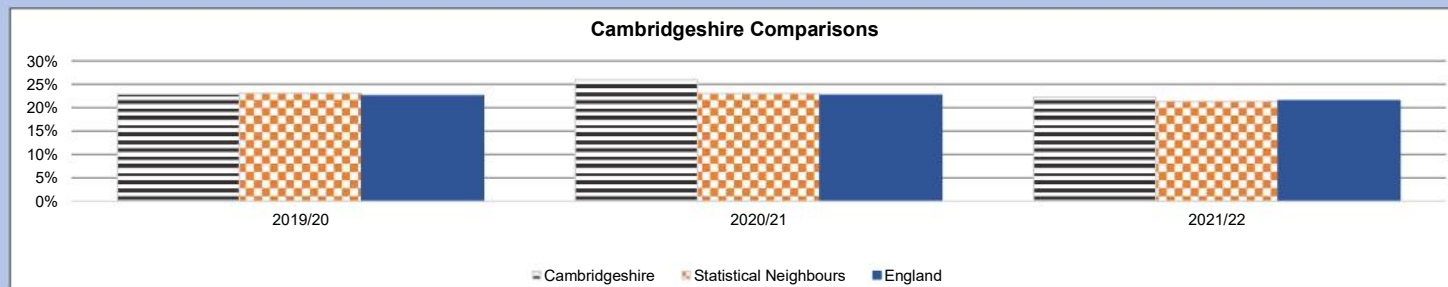
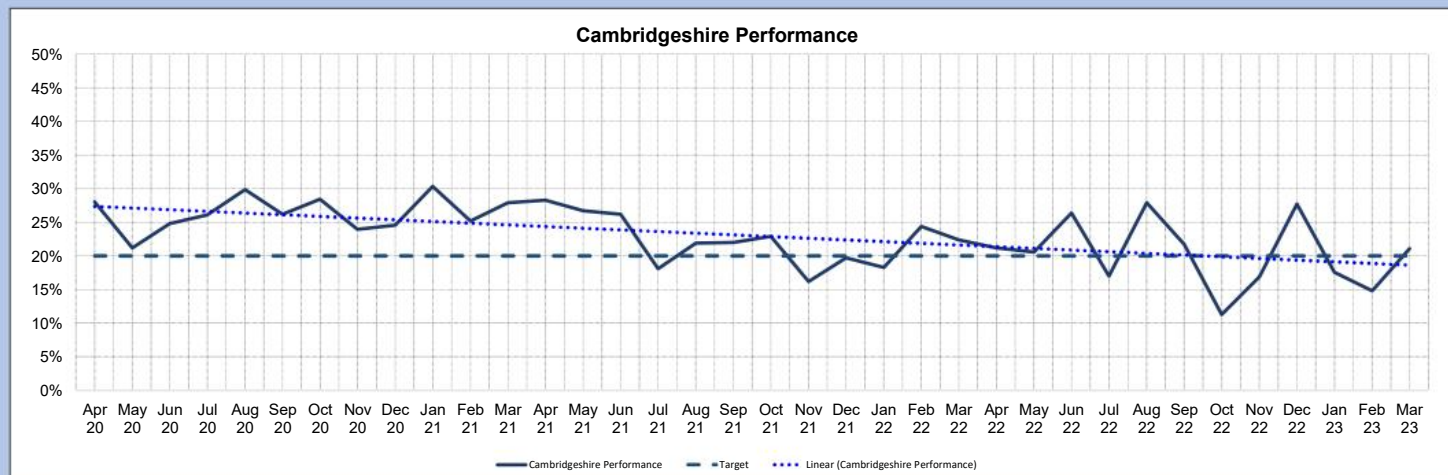
Sources: Department for Education; Local Authority Interactive Tool (LAIT); Cambridgeshire County Council Business Intelligence Team.

### Useful Links

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)

[Department of Education - Children in Need Statistics](#)



### Commentary

There has been a trend of decreasing numbers of re-referrals since 2020. While they are above target, the indicator is in line with statistical neighbour averages.

There is a balance where when a re-referral rate is too low, this indicates that cases are being kept open for too long. A re-referral rate that is too high, may indicate that cases have been closed too early. Where there have been changes in the way the service works with children, it can also take time for these to be understood by partner agencies. This can sometimes result in re-referrals of children that do not reach social care thresholds. That being said, this indicator should not continue to increase. We are reviewing children re-referred to ensure that this is not an area of concern.

### Actions

Indicator 2: Number of children with a Child Protection Plan every 10,000 population under 18

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
21.1	↓	21.0	21.1	Improving
Statistical Neighbour Mean	England Mean	RAG Rating		
38.1	42.1	Green		

### Indicator Description

This indicator shows the number of children at risk of significant harm within the county.

A Child Protection Plan is put in place where a child is at risk of significant harm. This plan sets out the action needed to keep the child safe and to promote their welfare.

This measure is expressed as the rate of children with a Child Protection Plan, at month end, for every 10,000 population (0-17).

Calculation:

$(X/Y) \times 10,000$

Where:

X: The number of children with a Child Protection Plan at month end.

Y: The population of 0 to 17 year old children.

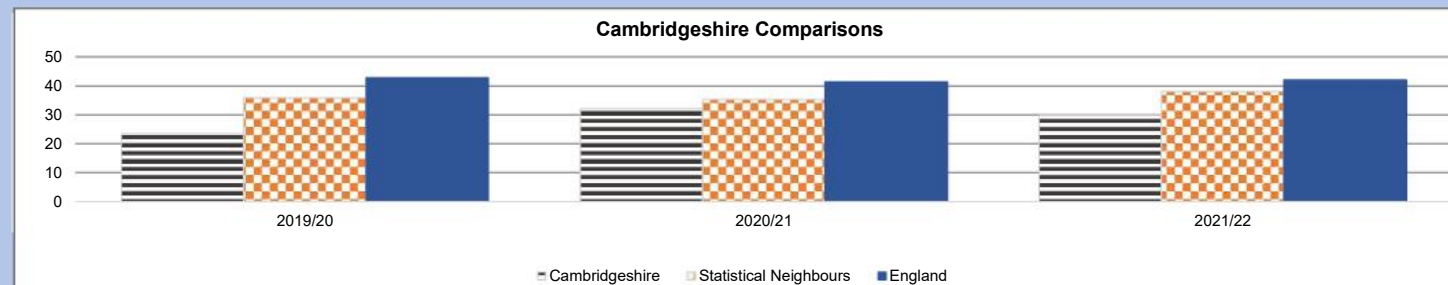
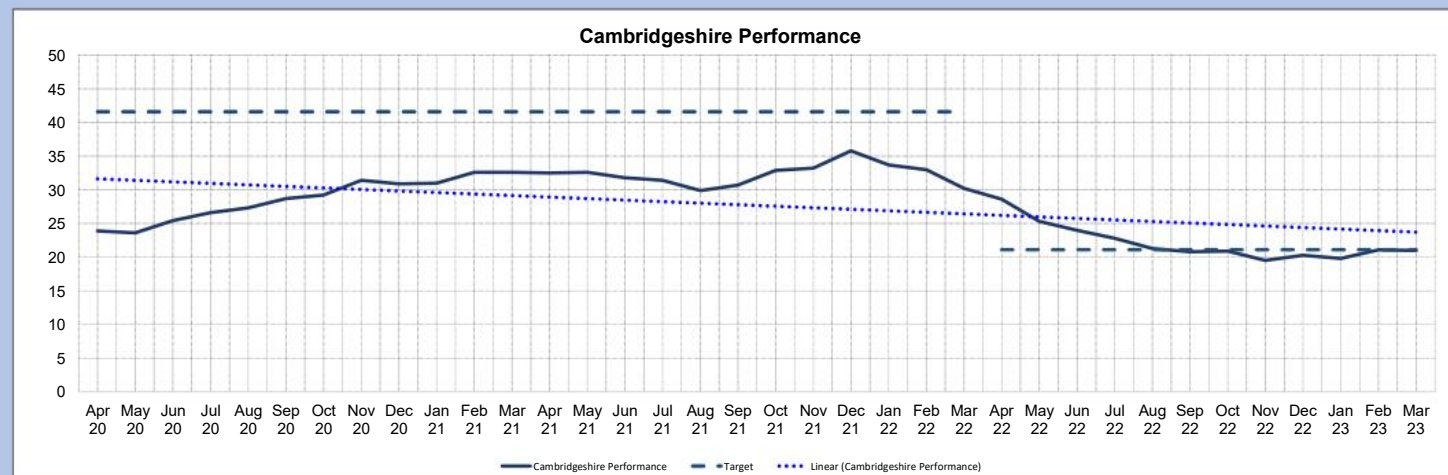
Source: Cambridgeshire County Council Business Intelligence: Childrens Team.

### Useful Links

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)

[Department of Education - Children in Need Statistics](#)



### Commentary

The rate of Child Protection plans has been reducing over the last 18 months and is below the statistical neighbour average. Child Protection Plans should only be in place for children at risk of significant harm, and where parents are not engaging or making progress in addressing issues. We have had a peer review of the family safeguarding model which has identified what needs strengthening and this is being actioned, a report will be published in due course.

### Actions



## Indicator 3: The number children in care every 10,000 population under 18

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
40.0	↓	48.0	47.6	Declining
Statistical Neighbour Mean	England Mean	RAG Rating		
53.1	67.0	Red		

## Indicator Description

This indicator shows the number of children who are in the care of the local authority. This measure is expressed as the number of children in care as a rate for every 10,000 children aged 0 to 17. Children in care include all children being looked after by a local authority:

1. Children subject to a care order under section 31 of the Children Act 1989.
2. Children looked after on a voluntary basis through an agreement with their parents under section 20 of the Children Act 1989.

Calculation:

$$(X/Y) \times 10,000$$

Where:

X = The number of children in care at month end.

Y = The population of 0 to 17 year old children.

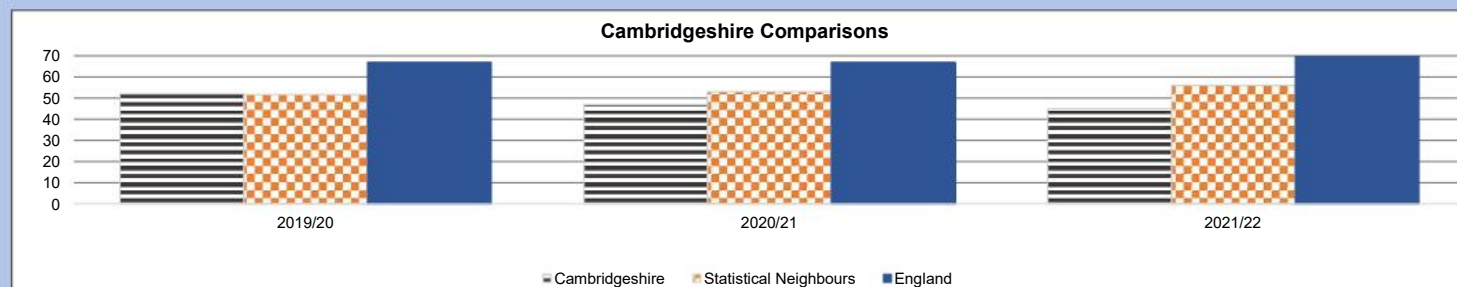
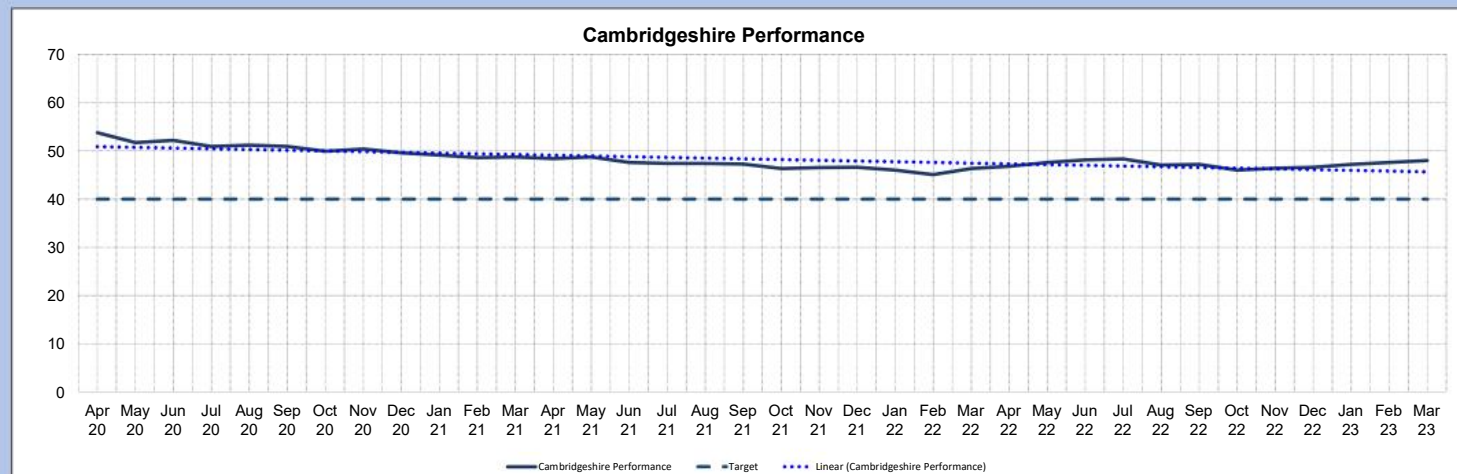
Sources: Department for Education; LG Inform; Cambridgeshire County Council Business Intelligence: Children's Team

## Useful Links

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)

[Department of Education - Children in Need Statistics](#)



## Commentary

Numbers of children in care has increased slightly over the last 12 months, the rate remains below the statistical neighbours and England average. The service is reviewing permanency decision making in line with the low number of Children in Care.

## Actions

## Indicator 6: Number of young people with Special Educational Needs and Disabilities who are Not in Education, Employment or Training, or Unknown, every 10,000 of population

[Return to Index](#)

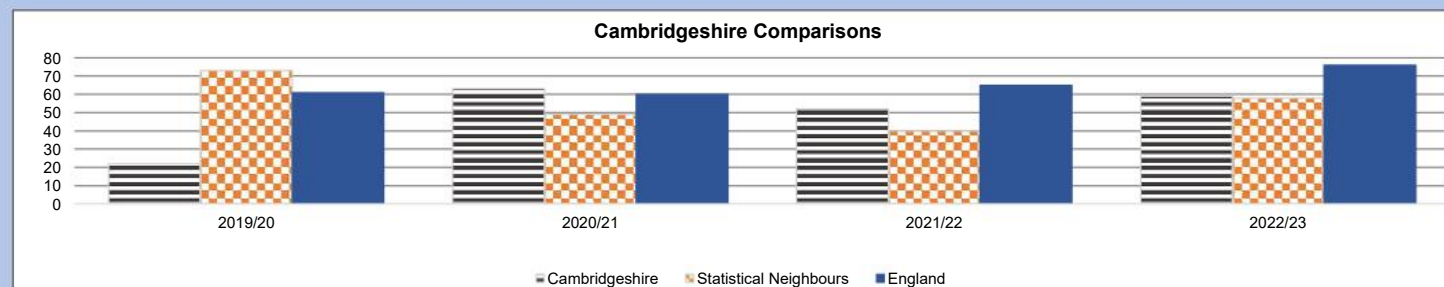
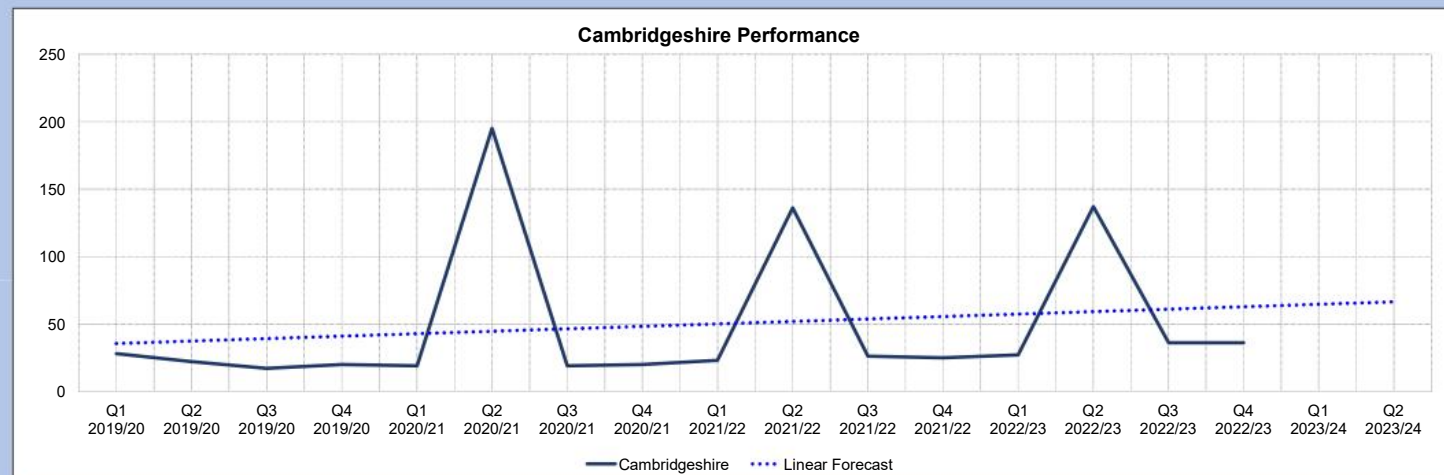
June 2023

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
Contextual	↓	36.0	36.0	Unchanged
Statistical Neighbour Mean	England Mean	RAG Rating		
58.0	76.0	Contextual		

## Indicator Description

Number of young people aged 16&17 who have a current Education, Health and Care Plan and are either Not in education, employment or training (NEET) or their situation is not known as a ratio per 10,000 people.

## Useful Links

[Local Authority Interactive Tool \(LAIT\)](#)
[The local area benchmarking tool from the Local Government Association](#)


## Commentary

Q2 rates are normally higher due to the September roll up. In the system, all young people move up from Year 11 to year 12 to year 13 etc in that month and are automatically given the status of unknown at the start of the new academic year. Client Researchers add the situation of a young person once this becomes known. In 2020/21 the Q2 rate was higher than previous years. This was mainly caused by an increased number of unknowns (271 in 2020/21 compared with 4 in 2019/20). The reason for this is a reduced capacity within the Client Researchers (long term sickness) and difficulty and delay in getting data from schools/colleges due to the COVID-19 pandemic, which was resolved in Q3.

The proportion of young people with SEND who are NEET or Unknown per 10,000 of the population is on an upward trend, though it remains below the rates for England.

## Actions

## Indicator 7: Ofsted - Pupils attending schools that are judged as Good or Outstanding (Nursery Schools)

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
100.0%	↑	100.0%	100.0%	Unchanged
Statistical Neighbour Mean	England Mean	RAG Rating		
100.0%	98.6%	Green		

## Indicator Description

This indicator shows how many children are attending state funded nursery schools which have been judged, by Ofsted inspection, to be Good or Outstanding.

This measure is expressed as the percentage of children in all state funded nursery schools, at month end.  
Calculation:

$$(X/Y)*100$$

Where:

X = The number of children attending state funded nursery schools judged as good or outstanding at their latest Ofsted inspection.

Y = All children attending state funded nursery schools where the school has had an Ofsted inspection.

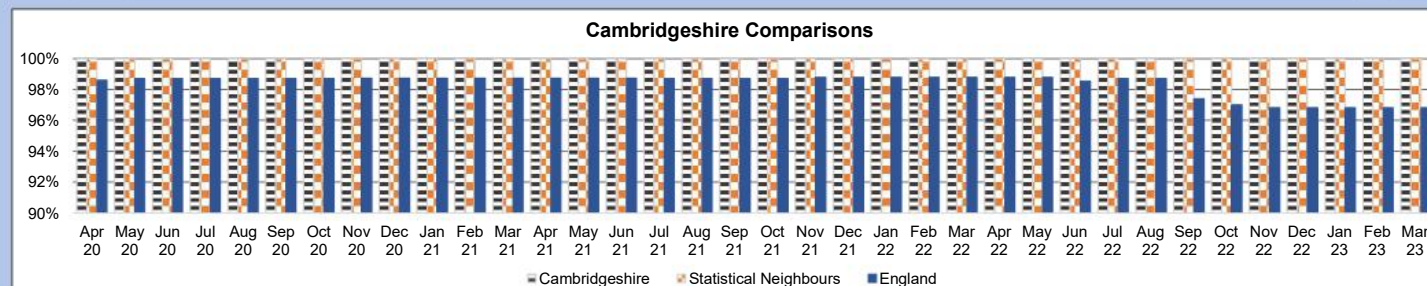
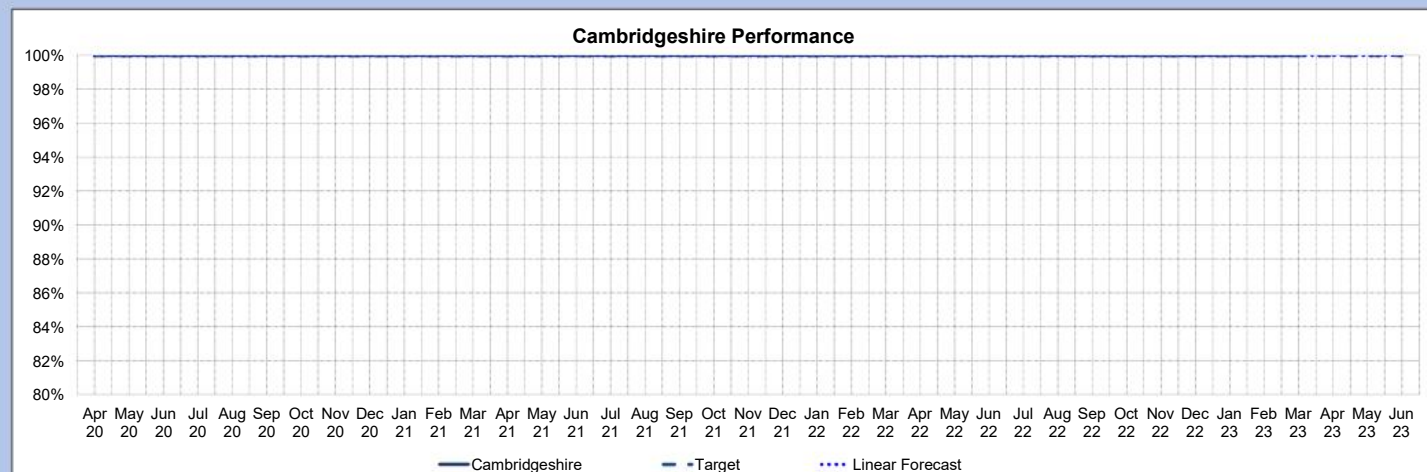
Source: Cambridgeshire County Council Business Intelligence: Education Team.

## Useful Links

[Ofsted Management Information webpage for state funded school inspections and outcomes](#)

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)



## Commentary

There are 7 maintained nursery schools in Cambridgeshire. All have been judged by Ofsted to be either Good or Outstanding.

Due to the COVID pandemic there were no Ofsted inspections between March 2020 and September 2021, with some inspections under the education inspection framework restarting on 4 May 2021. Any slight fluctuations in the data during the pandemic are due to delayed publication of reports or changing pupil numbers in schools.

## Actions

Indicator 8: Ofsted - Pupils attending schools that are judged as Good or Outstanding (Primary Schools)

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
90.0%	↑	86.3%	87.2%	Declining
Statistical Neighbour Mean	England Mean	RAG Rating		
90.7%	91.2%	Amber		

### Indicator Description

This indicator shows how many children are attending state funded primary schools which have been judged, by Ofsted inspection, to be Good or Outstanding.

This measure is expressed as the percentage of children in all state funded primary schools, at month end.

Calculation:

$(X/Y) \times 100$

Where:

X = The number of children attending state funded primary schools judged as good or outstanding at their latest Ofsted inspection.

Y = All children attending state funded primary schools where the school has had an Ofsted inspection.

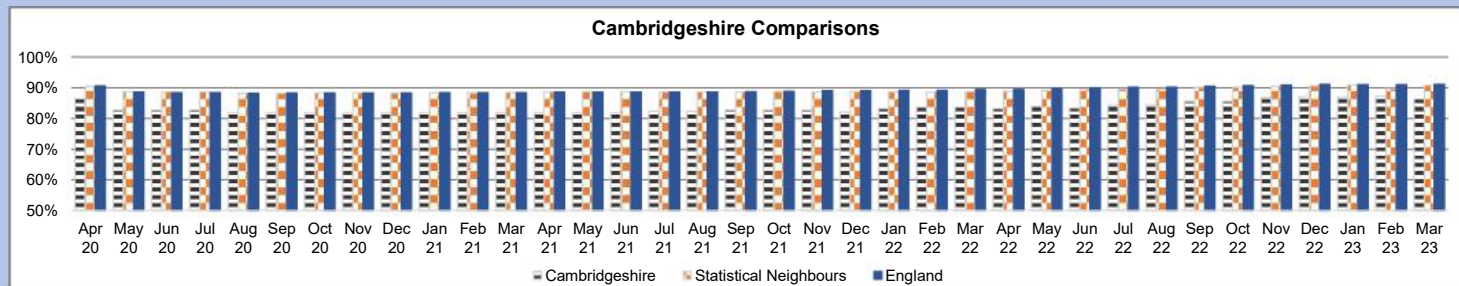
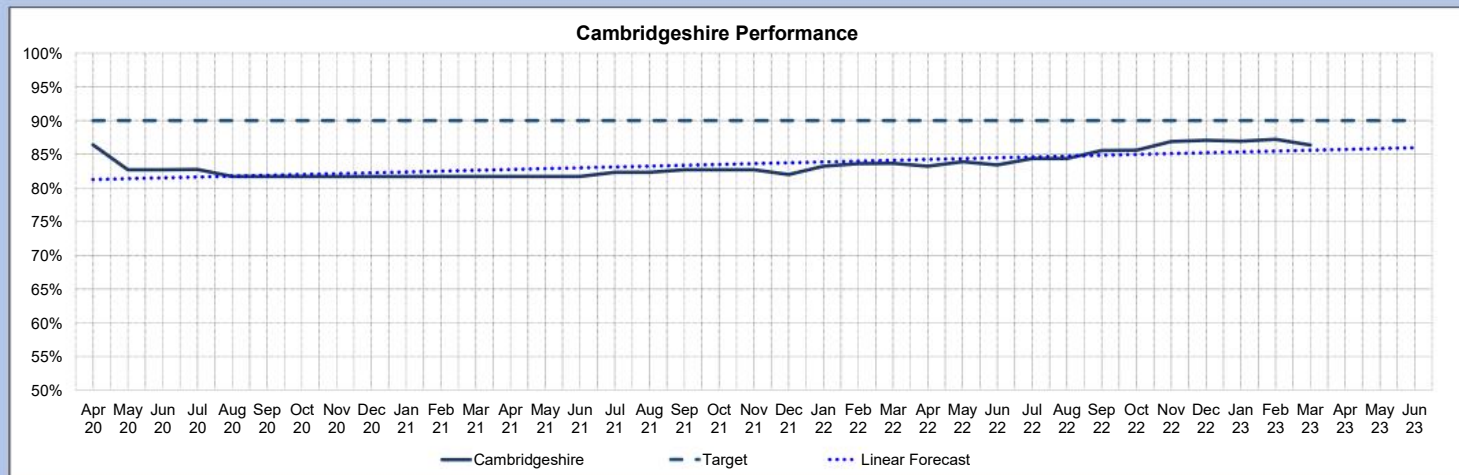
Source: Cambridgeshire County Council Business Intelligence: Education Team.

### Useful Links

[Ofsted Management Information webpage for state funded school inspections and outcomes](#)

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)



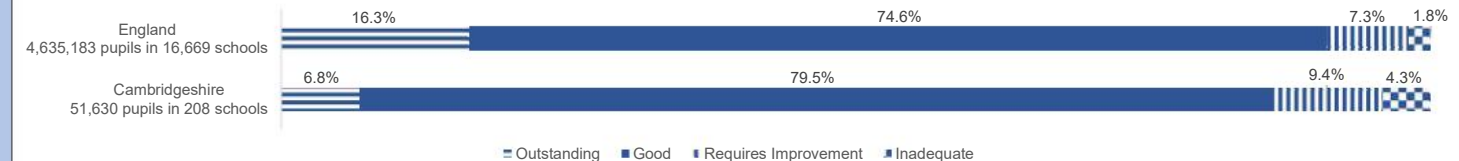
### Commentary

From September 2021, previously exempt outstanding schools are now part of the schedule of the inspectorate.

Due to the COVID pandemic there were no Ofsted inspections between March 2020 and September 2021, with some inspections under the education inspection framework restarting on 4 May 2021. Any slight fluctuations in the data during the pandemic are due to delayed publication of reports or changing pupil numbers in schools.

When inspections resumed after the COVID pandemic the education inspection framework was different, with increased expectations, therefore it is not a like for like comparison.

The chart below show that in primary we have an increased number of good schools against the national picture.



### Actions



# Indicator 9: Ofsted - Pupils attending schools that are judged as Good or Outstanding (Secondary Schools)

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
90.0%	↑	76.7%	76.7%	Unchanged
Statistical Neighbour Mean	England Mean	RAG Rating		
90.7%	83.6%	Red		

## Indicator Description

This indicator shows how many children are attending state funded secondary schools which have been judged, by Ofsted inspection, to be Good or Outstanding.

This measure is expressed as the percentage of children in all state funded secondary schools, at month end.

Calculation:

$(X/Y) \times 100$

Where:

X = The number of children attending state funded secondary schools judged as good or outstanding at their latest Ofsted inspection.

Y = All children attending state funded secondary schools where the school has had an Ofsted inspection.

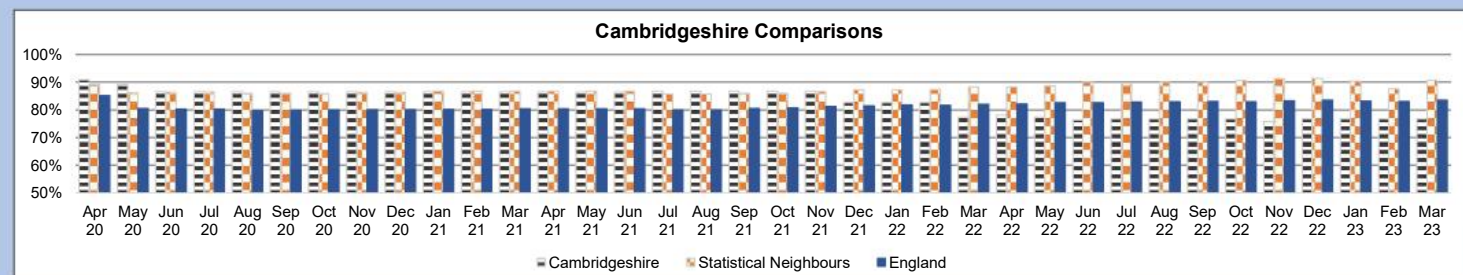
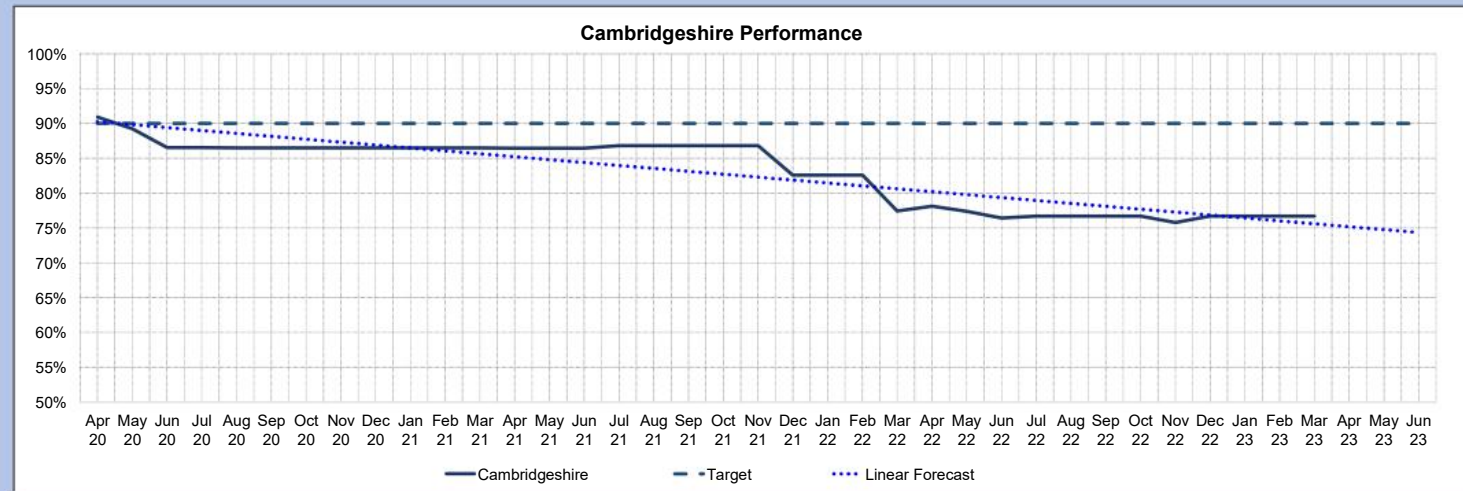
Source: Cambridgeshire County Council Business Intelligence: Education Team.

## Useful Links

[Ofsted Management Information webpage for state funded school inspections and outcomes](#)

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)



## Commentary

Due to the COVID pandemic there were no Ofsted inspections between March 2020 and September 2021, with some inspections under the education inspection framework restarting on 4 May 2021. Any slight fluctuations in the data during the pandemic are due to delayed publication of reports or changing pupil numbers in schools.

When inspections resumed after the COVID pandemic the education inspection framework was different, with increased expectations, therefore it is not a like for like comparison.

The chart below show that secondary does have a larger proportion of outstanding schools which is a risk with raised expectations in the new framework and outstanding inspection now resuming.



## Actions

## Indicator 10: Ofsted - Pupils attending schools that are judged as Good or Outstanding (Special Schools)

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
100.0%	↑	93.4%	93.4%	Unchanged

Statistical Neighbour Mean	England Mean	RAG Rating
90.7%	92.4%	Amber

## Indicator Description

This indicator shows how many children are attending state funded special schools which have been judged, by Ofsted inspection, to be Good or Outstanding.

This measure is expressed as the percentage of children in all state funded special schools, at month end.

Calculation:

$$(X/Y) \times 100$$

Where:

X = The number of children attending state funded special schools judged as good or outstanding at their latest Ofsted inspection.

Y = All children attending state funded special schools where the school has had an Ofsted inspection.

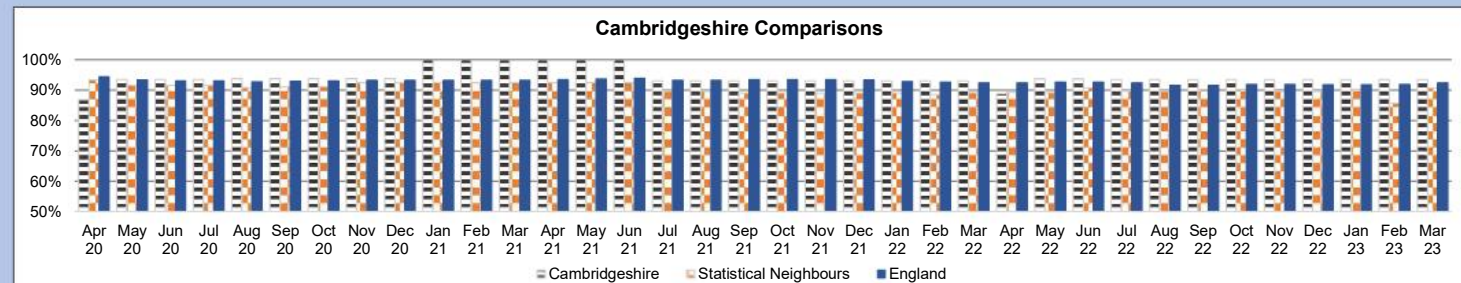
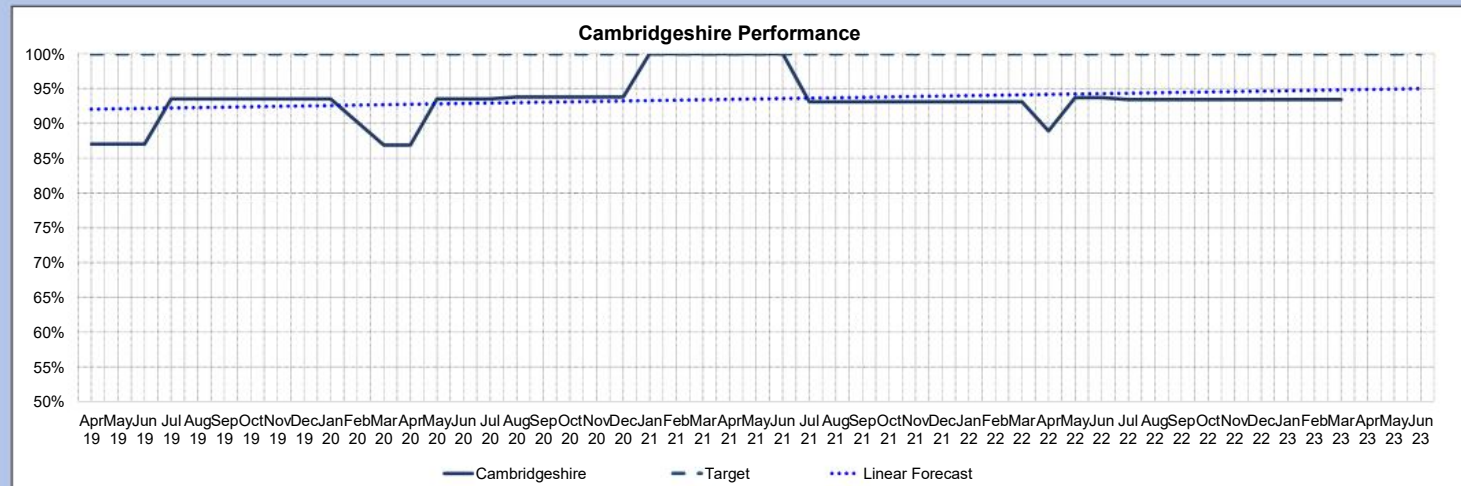
Source: Cambridgeshire County Council Business Intelligence: Education Team.

## Useful Links

[Ofsted Management Information webpage for state funded school inspections and outcomes](#)

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)



## Commentary

There are 12 state funded special schools in Cambridgeshire. Ofsted have judged three to be Outstanding, six to be Good and one as Inadequate. Two schools are yet to be inspected and are excluded from the key performance indicator calculation.

The school graded inadequate was inspected in 2019 and from 01/01/2021 it has become an academy. It has not been inspected since changing to an academy. Of the two schools not yet inspected, both opened since the start of the COVID pandemic in April 2020 and September 2021.

Due to the COVID pandemic there were no Ofsted inspections between March 2020 and September 2021, with some inspections under the education inspection framework restarting on 4 May 2021. Any slight fluctuations in the data during the pandemic are due to delayed publication of reports or changing pupil numbers in schools.

## Actions

## Indicator 11: Percentage of 2 year olds taking up the universal entitlement (15 hours)

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Term	Previous Term	Change in Performance
75.0%	↑	76.2%	63.2%	Improving
Statistical Neighbour Mean	England Mean	RAG Rating		
77.1%	72.0%	Green		

## Indicator Description

This indicator shows the proportion of children benefitting from some funded early education.

All 4 year olds have been entitled to a funded early education place since 1998. In 2004 this was extended to all 3 year olds. From September 2013, the entitlement to 15 hours of funded early education every week was extended to 2 year olds. This was to meet the Department for Education's eligibility criteria.

Calculation:

$(X/Y) \times 100$

Where:

X = The number of 2 year olds taking up places.

Y = All of the 2 year old population eligible for funded early education.

NB: Where they are receiving funded provision at more than one provider, they have only been counted once. This is a unique count of children.

The estimated number of eligible children is derived from data supplied to the Department for Education by the Department for Work and Pensions in November 2016 on the number of children believed to meet the benefit and tax credit eligibility criteria.

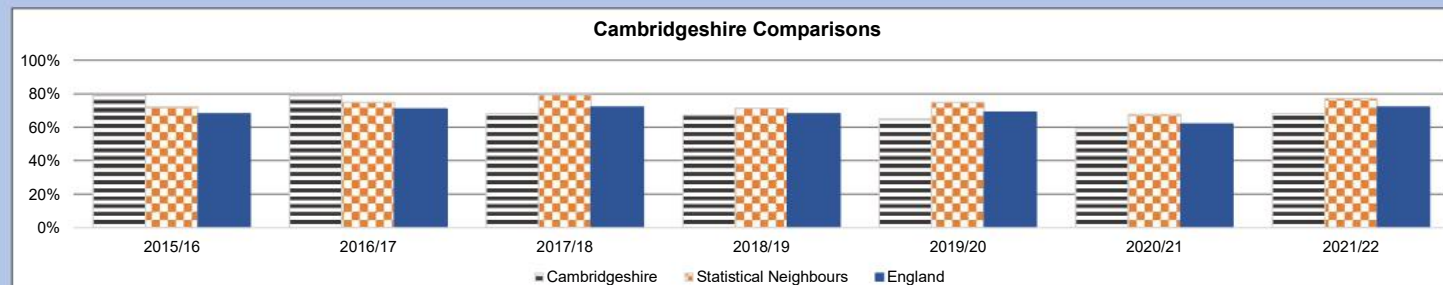
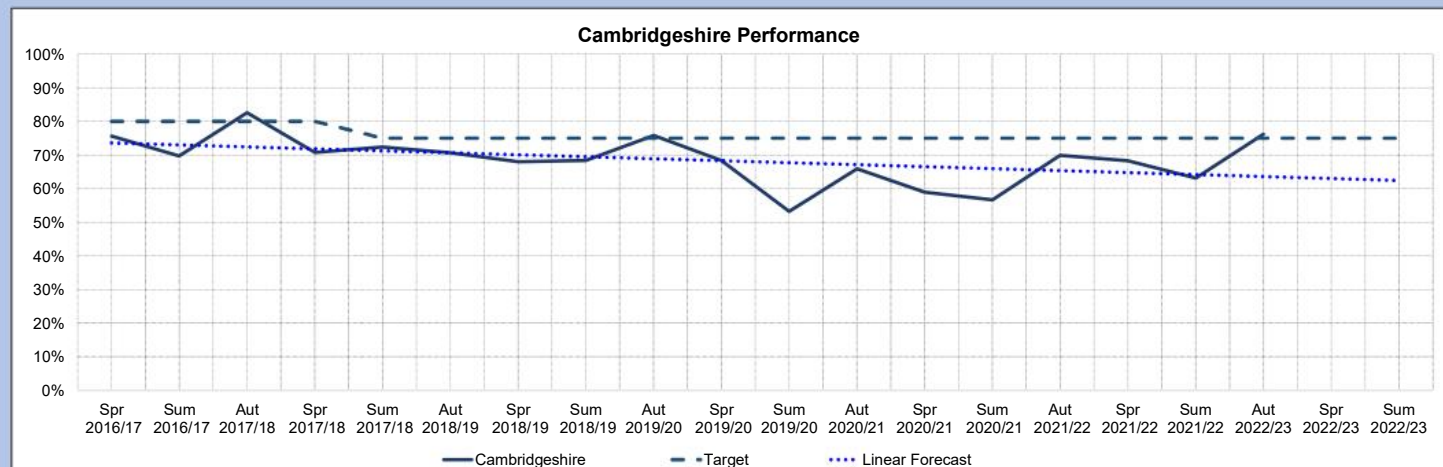
Source: Cambridgeshire County Council Business Intelligence: Education Team.

## Useful Links

[Department for Education Statistics: Childcare and Early Years](#)

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)



## Commentary

## Actions

## Indicator 116: Rate of referrals to Children's Social Care per 10,000 of population under 18

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
25.0	↓	32.0	35.0	Improving
Statistical Neighbour Mean	England Mean	RAG Rating		
41.1	44.8	Red		

## Indicator Description

This indicator shows the level of referrals into children's social care.

A referral is made when there are concerns expressed about the safety and wellbeing of a child.

This measure is expressed as the number of referrals to children's social care for every 10,000 population under 18. A referral is defined as a request for services to be provided by children's social care. It is in respect of a child who is currently not assessed to be in need. A referral may result in:

1. An initial assessment of the child's needs
2. The provision of information or advice
3. The referral to another agency
4. No further action

Calculation:

$$(X/Y) \times 10,000$$

Where:

X = The number of referrals to social care within the month.

Y = The population of 0 to 17 year old children.

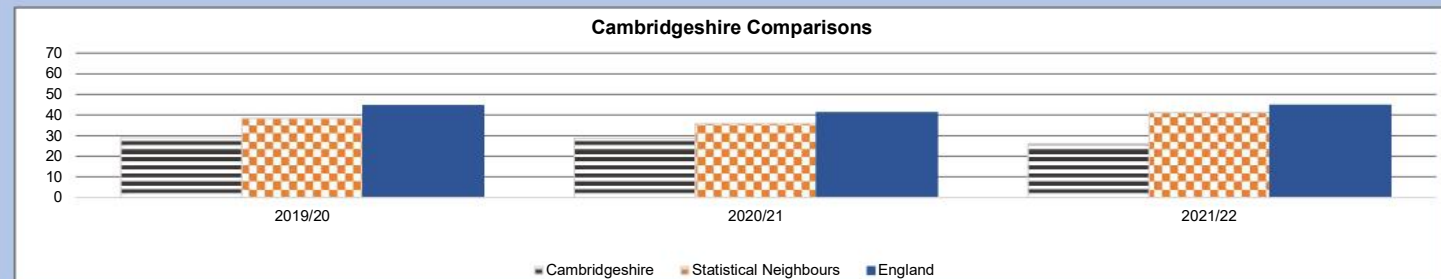
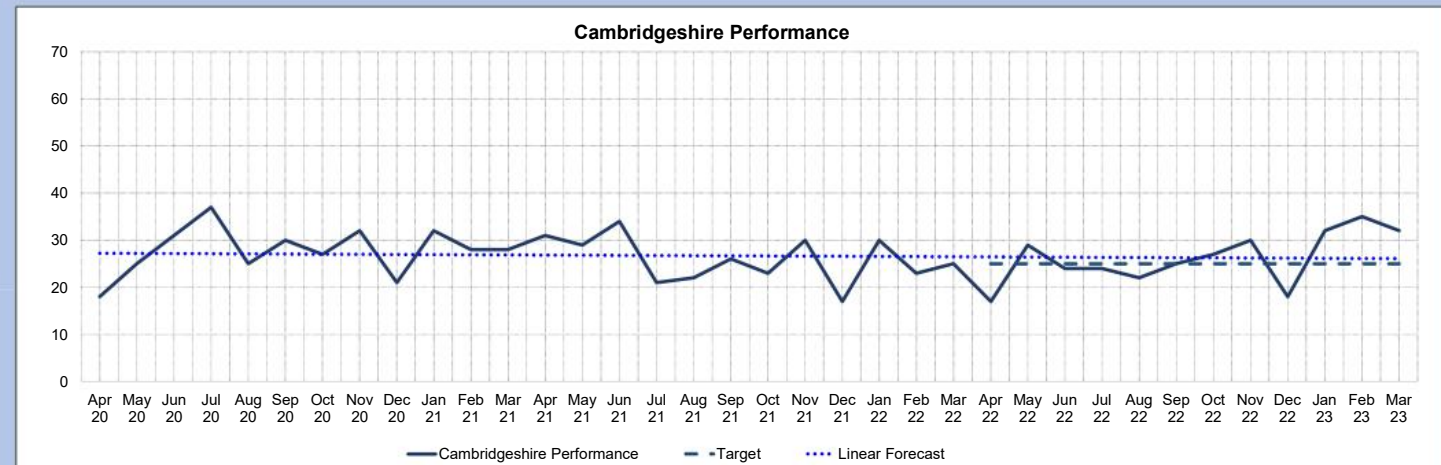
Sources: Department for Education; LG Inform; Cambridgeshire County Council Business Intelligence; Children's Team

## Useful Links

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)

[Department of Education - Children in Need Statistics](#)



## Commentary

Over the last 12 months the number of referrals has been increasing. Latest performance is above target but below the statistical neighbours and England mean. As a service we are just understanding the new norm post-covid so would expect to see an increase in referrals due to the complexity of need now emerging.

## Actions



## Indicator 117: Proportion of children subject to a Child Protection Plan for the second or subsequent time

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
21.0%	↓	32.6%	26.2%	Declining
Statistical Neighbour Mean	England Mean	RAG Rating		
24.6%	23.3%	Red		

## Indicator Description

This indicator shows the number of children at risk of significant harm for a second or more times. Re-registration of a child indicates that the actions to reduce the risk of harm were not successful or significant event has occurred to change their circumstances.

This measure is expressed as a percentage of children who became subject to a Child Protection Plan at any time during the year, who had previously been the subject of a Child Protection Plan, or on the Child Protection Register of that council.

Calculation:

$(X/Y) \times 100$

Where:

X = The number of children with a Child Protection Plan at month end, who have had a previous child protection plan.

Y = The number of children with a Child Protection Plan, at month end.

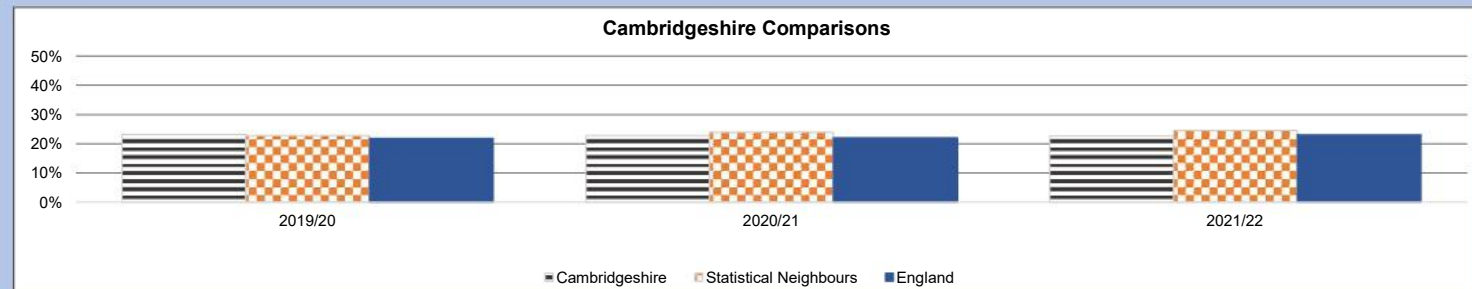
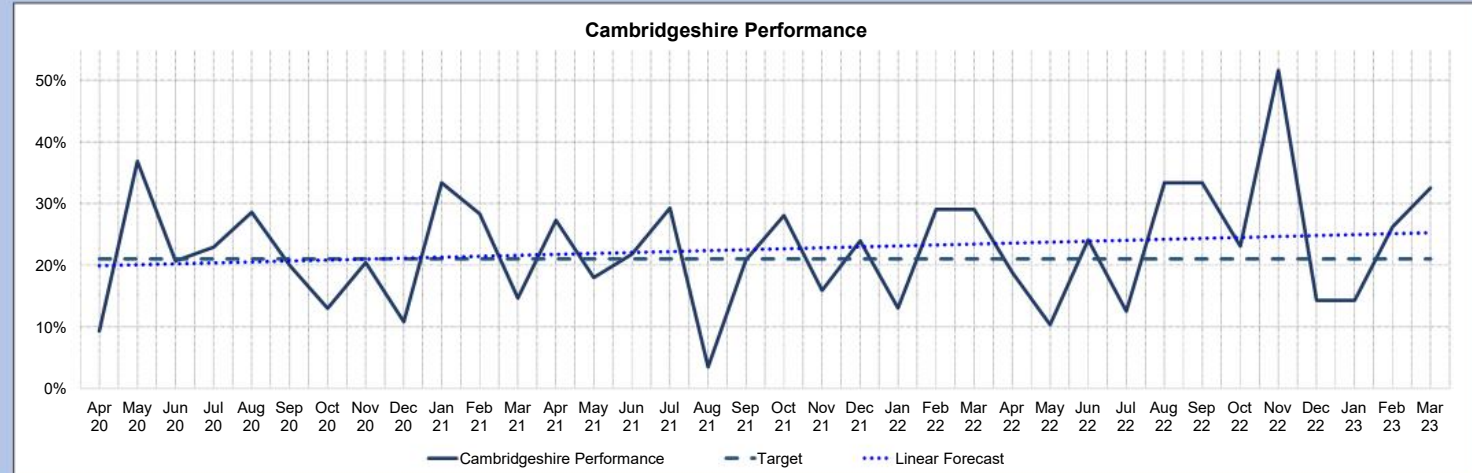
Sources: Department for Education; LG Inform; Cambridgeshire County Council Business Intelligence: Children's Team

## Useful Links

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)

[Department of Education - Children in Need Statistics](#)



## Commentary

The rate of second or subsequent Child Protection Plan has been rising and is above target. It is also above the statistical neighbours and England Average. This indicator fluctuates month on month due to small numbers.

## Actions

## Indicator 118: Number of young first time entrants to the criminal justice system, per 10,000 of population

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
2.6	↓	3.0	3.5	Improving
Statistical Neighbour Mean	England Mean	RAG Rating		
1.0	1.2	Red		

## Indicator Description

This indicator is a Youth Justice Board National measure. It shows the number of first time entrants to the criminal justice system where first time entrants are defined as young people (aged 10 to 17) who receive their first substantive outcome. These are outcomes relating to a youth caution, youth conditional caution or court disposal. The measure is expressed by the rate for every 10,000 population.

Calculation:

$(X/Y) \times 10,000$

Where:

X = The number of first time entrants to the criminal justice system aged 10-17 in the month.

Y = The population of 10 to 17 year old children.

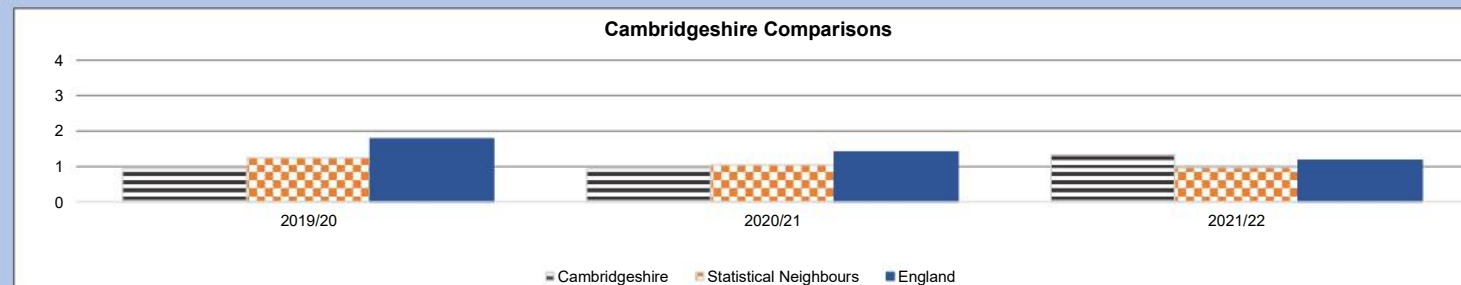
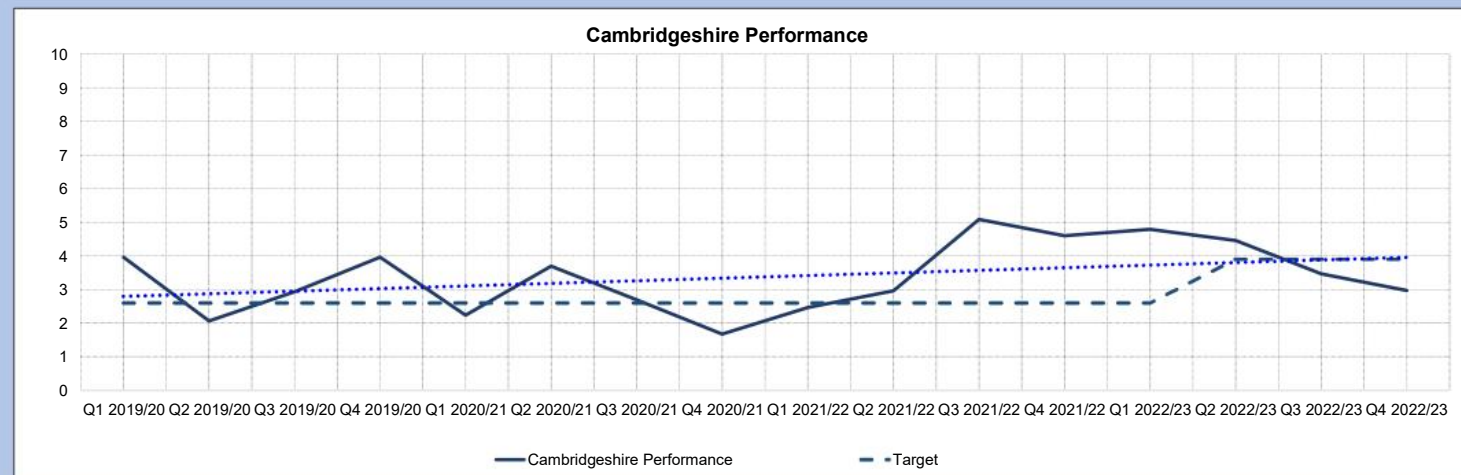
Sources: Ministry of Justice; LG Inform; Cambridgeshire County Council Business Intelligence; Children's Team

## Useful Links

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)

[Department of Education - Children in Need Statistics](#)



## Commentary

The number of first time entrants to the criminal justice system has increased over the last two years and we remain above statistical neighbours and the England average. The service is undertaking a review of the first time entrants to identify any themes.

Please note, that retrospective recording can cause retrospective updates of previous figures. The figures included on this report as the most up-to-date figures at time of publication.

## Actions

## Indicator 128: Percentage of Education, Health and Care plan assessments completed within timescale

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
70.0%	↑	87.0%	84.4%	Improving
Statistical Neighbour Mean	England Mean	RAG rating		
39.9%	57.9%	Blue		

## Indicator Description

Education, Health and Care plans for children and young people aged up to 25 were introduced on 1st September 2014. This was part of the Special Educational Needs and Disability provisions in the Children and Families Act 2014.

This indicator shows the percentage of Education, Health and Care plan assessments completed within 20 weeks. It includes exception cases.

Calculation:

$(X/Y) \times 100$

Where:

X = The number of Education, Health and Care plan assessments issued within the month that took 20 weeks or less to complete. This number includes exception cases.

Y = The number of Education, Health and Care plans assessments issued within the month.

The Cambridgeshire County Council target of 70% was set in June 2018. This was when this indicator was included in corporate performance reporting. Before this, no target was set.

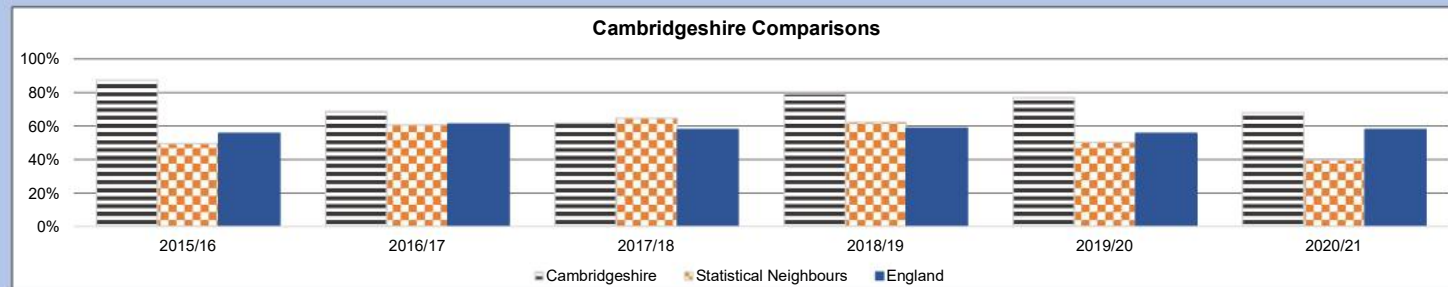
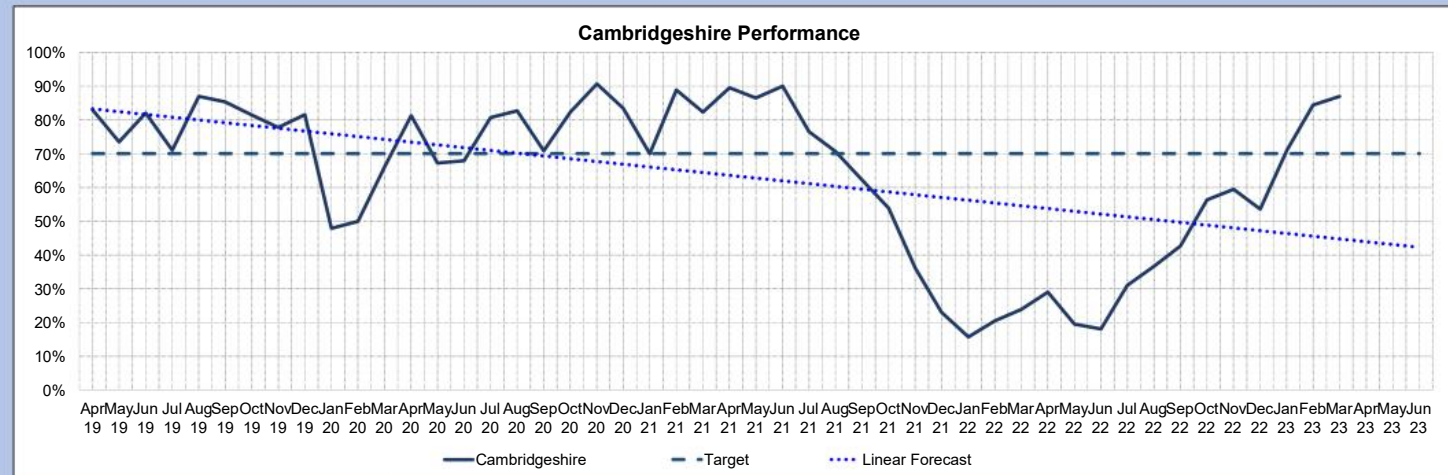
Source: Cambridgeshire County Council Business Intelligence: Education Team.

## Useful Links

[Department for Education Statistics: Special Educational Needs](#)

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)



## Commentary

Though Cambridgeshire had a high proportion of assessments in timescale in 2015/16 increasing numbers of plans have impacted on this and the percentage completed in timescale reduced to 69% in 2016/17. There was a significant increase to 79% in 2018/19 and this was almost sustained in 2019/20 at 77%. In 2020/21 there was a drop to 68% and this drop has continued into 2021/22.

Though the monthly figures fluctuate the annual figure remains above both the England average and our statistical neighbour average.

The DFE data for 2021/22 will be released in June 2023.

## Actions

## Indicator 129: Number of young people who are Not in Education, Employment or Training, or Unknown, every 10,000 of population

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
Contextual	↓	248.0	245.0	Declining
Statistical Neighbour Mean	England Mean	RAG rating		
812.0	882.0	Contextual		

## Indicator Description

Number of young people academic age 16 and 17 who are Not in Education, employment or training (NEET) or their situation is not known as a ratio per 10,000 people.

Calculation:

$$(X/Y) \times 10,000$$

Where:

X = The number of young people aged 16&17 who are NEET/Unknown.

Y = The population of 16&17 year old children.

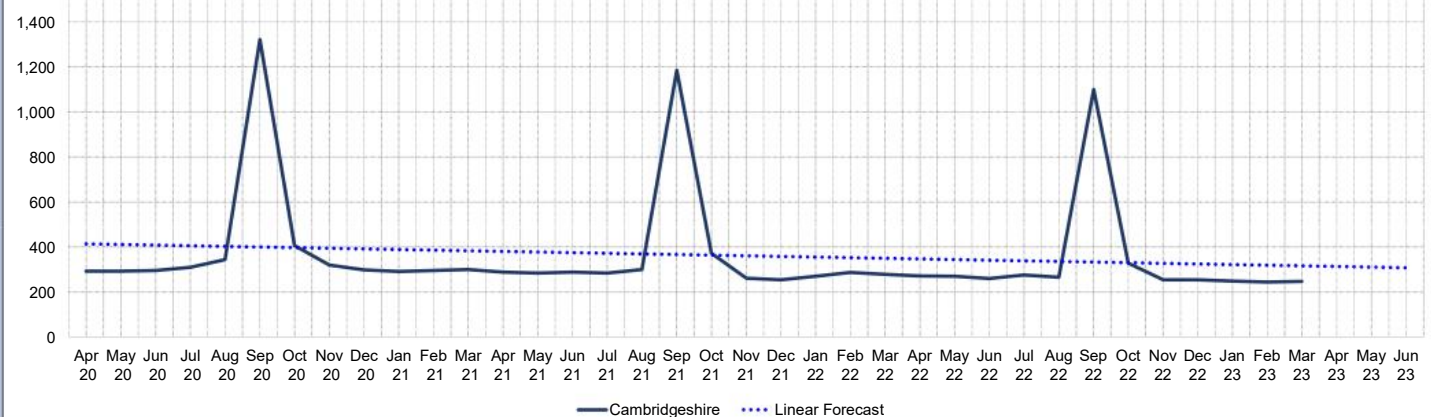
Sources: Cambridgeshire County Council Business Intelligence: Children's Team

## Useful Links

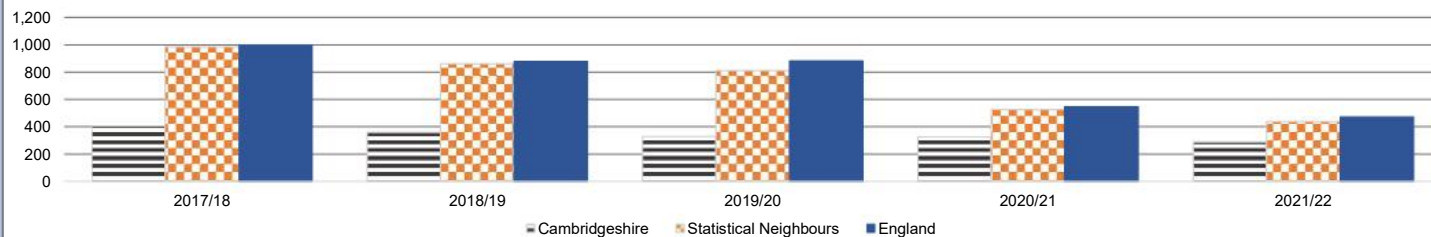
[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)

## Cambridgeshire Performance



## Cambridgeshire Comparisons



## Commentary

September rates are normally higher due to the September roll up. In the system, all young people move up from Year 11 to year 12 to year 13 etc in that month and are automatically given the status of unknown at the start of the new academic year. Client Researchers add the situation of a young person once this becomes known.

## Actions

## Indicator 130: Key Stage 2 Reading, writing and maths combined to the expected standard (All children)

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
65.0%	↑	57.1%	62.8%	Declining
Statistical Neighbour Mean	England Mean	RAG Rating		
57.5%	58.1%	Suspended		

## Indicator Description

This indicator measures the attainment of children, in state-funded schools, at the end of Key Stage 2.

This measure is expressed as the percentage of children in all state funded schools at end the end of the academic year.

Calculation:

$(X/Y) \times 100$

Where:

X = The number of children at the end of Key Stage 2 with a valid result showing they have reached the expected standard in all three subjects.

Y = The number of children at the end of Key Stage 2 with a valid result.

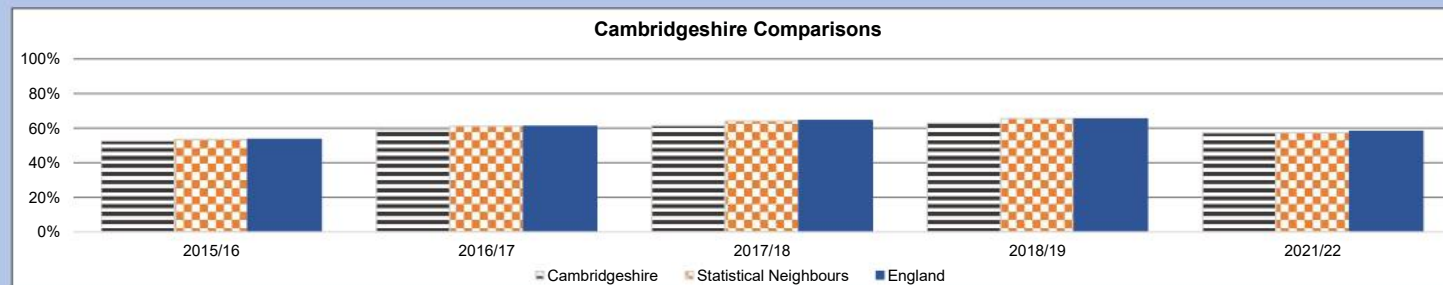
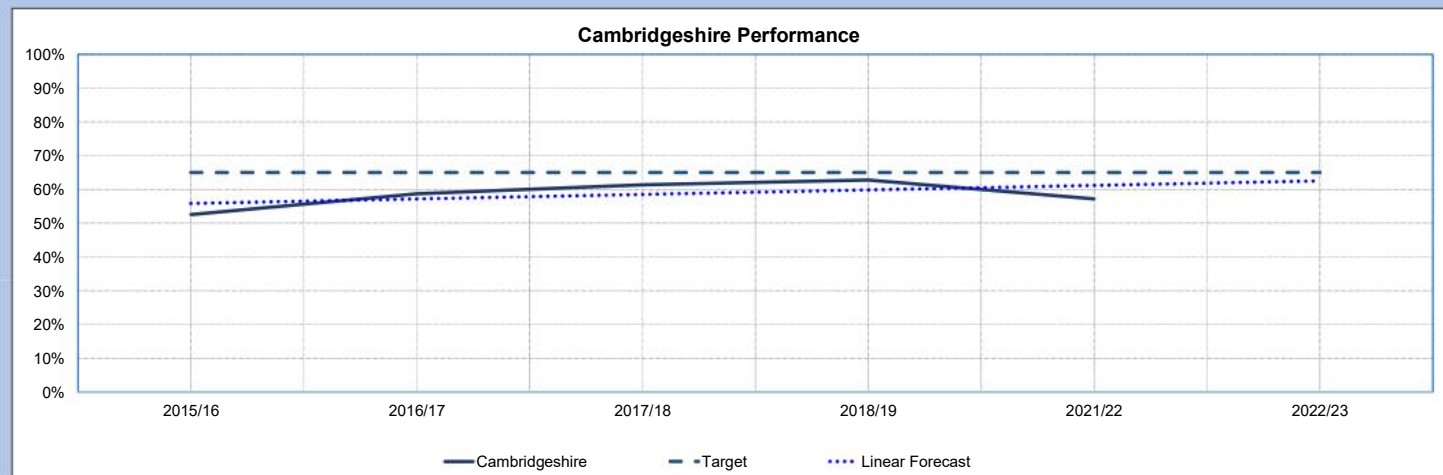
Source: Cambridgeshire County Council Business Intelligence: Education Team.

## Useful Links

[Department for Education Statistics: Key Stage 2](#)

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)



## Commentary

The 2019/20 and 2020/21 national curriculum assessments did not take place due to the COVID 19 pandemic.

## Actions



## Indicator 131: Key Stage 4 Attainment 8 (All children)

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
50.1	↑	51.7	52.7	Declining
Statistical Neighbour Mean	England Mean	RAG Rating		
50.4	48.9	Green		

## Indicator Description

Attainment 8 measures the average achievement of pupils in up to 8 qualifications. These include:

1. English. Double weighted if the combined English qualification, or both language and literature are taken.
  2. Maths. Double weighted.
  3. Three further qualifications that count in the English Baccalaureate.
  4. Three further qualifications that can be GCSE (including English Baccalaureate subjects).
  5. Any other non GCSE qualifications on the Department for Education approved list.
- This measure is expressed as an average score derived from the scores of children in all state funded schools at end of the academic year.

Calculation:

$X/Y$

Where:

X = The sum of all pupils Attainment 8 scores

Y = The number of children at the end of Key Stage 4 with a valid Attainment 8 score.

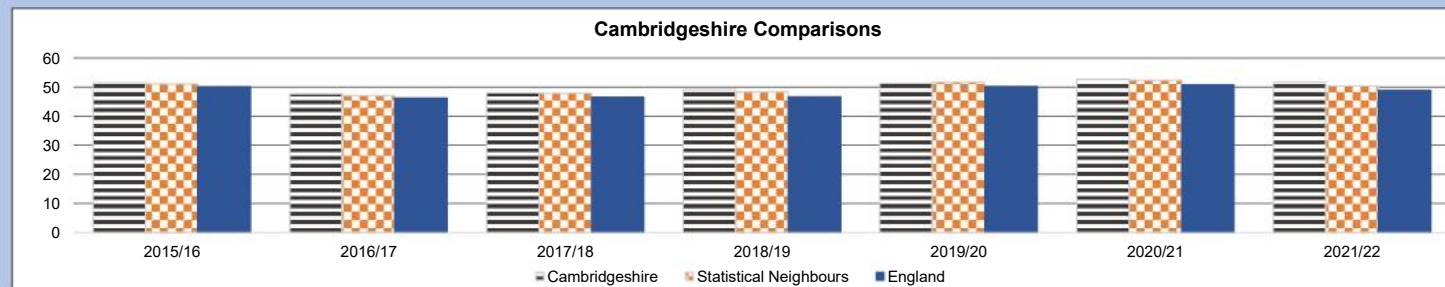
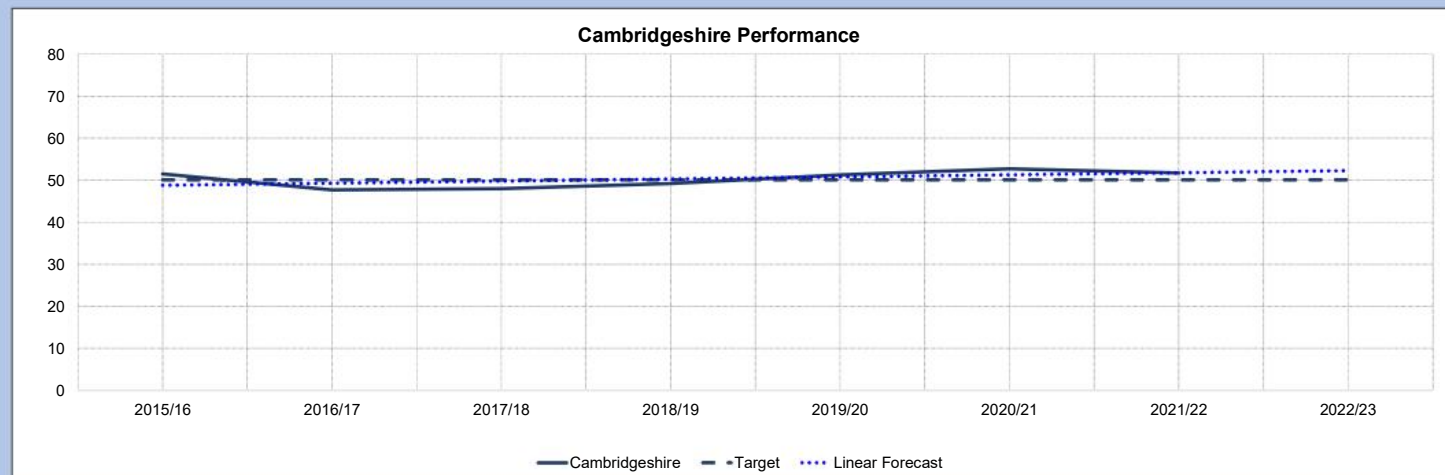
Source: Cambridgeshire County Council Business Intelligence: Education Team.

## Useful Links

[Department for Education Statistics: Key Stage 4](#)

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)



## Commentary

Cambridgeshire's average attainment 8 figure is currently above the national average and the statistical neighbour average. The 2021/22 figure is above target.

There was much disruption to the 2019/20 and 2020/21 national curriculum assessments due to the COVID 19 pandemic which means the results for these years will not be directly comparable with previous years, however they are included here for information.

## Actions

## Indicator 132: Percentage of persistent absence (All children)

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
8.5%	↓	21.2%	10.6%	Declining
Statistical Neighbour Mean	England Mean	RAG Rating		
21.3%	22.5%	Red		

## Indicator Description

In law, parents of children of compulsory school age (5 to 16) are required to make sure their children receive a suitable education by regular attendance at school. Failure to follow this law can lead to prosecution.

Local authorities are responsible in law for making sure that pupils attend school. Schools are required to take attendance registers twice a day. Once at the beginning of the morning session and once during the afternoon session.

In their register, schools are required to say whether pupils are present, away on an approved educational activity, or are absent. Where a pupil of compulsory school age is absent, schools have to show if their absence is authorised or unauthorised by the school.

Since the beginning of the 2015/16 academic year, pupils have been identified as persistent absentees if they miss 10% or more of their possible sessions.

This measure is expressed as a percentage.

Calculation:

$$(X/Y) \times 100$$

Where:

X = The number of enrolments classed as persistent absentees.

Y = The number of enrolments.

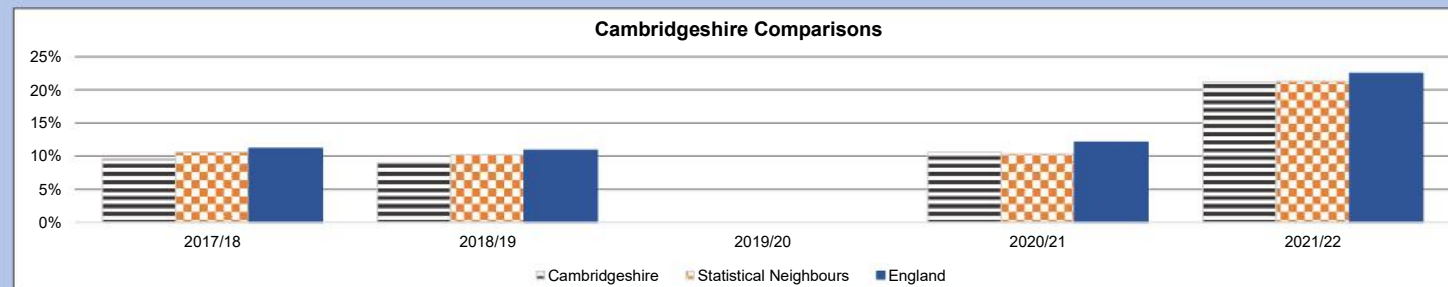
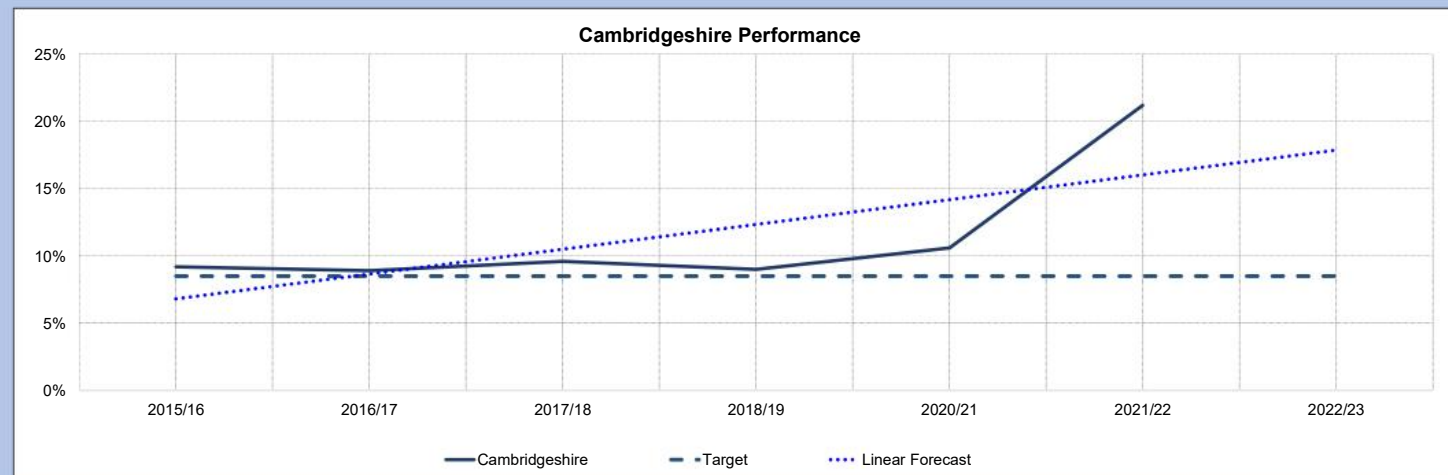
Source: Cambridgeshire County Council Business Intelligence; Education Team.

## Useful Links

[Department for Education Statistics: Pupil Absence](#)

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)



## Commentary

Absence statistics for the 2019/20 academic year were not released due to the Covid 19 pandemic.

The absence data collected for the 2020/21 academic year was the first absence data collected via the school census covering the pandemic. From 1 September 2020 schools were expected to be open throughout the Autumn term although in some schools, where there was a case of coronavirus, pupils were sent home in bubbles to self-isolate. The data for both 2020/21 and 2021/22 includes absences where a pupil could not attend school due to COVID 19 which includes: pupils who were self-isolating; pupils who were advised to shield; pupils quarantining; and class bubbles. Due to this, the DfE suggest caution should be taken with comparisons across years.

The DfE attribute the increase in persistent absences across England in the 2021/22 academic year to an increase in illness absence (including positive COVID cases that may have required isolation up to ten days).

## Actions

The Attendance Service continues to provide interventions and support. This support aims to help schools understand the issues that cause persistent absence. It also makes sure schools intervene early to target support in the right way.

The service recently developed a weekly school helpline. This provides advice and guidance on several attendance related issues. The helpline will increase its operations during the autumn term to help schools with Covid related issues.

To encourage schools to critically reflect on their own progress and performance in relation to pupil attendance, the Attendance Service developed a comprehensive self assessment tool. This tool supports schools to determine ways to improve attendance and manage lateness. The summer has provided the chance to reflect on the self assessment tool. Updates have been made to add the Ofsted framework, a checklist for military families and a redesign for use with multi academy trusts.

## Indicator 133: Percentage suspensions (All children)

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
3.7%	↓	4.1%	3.1%	Declining
Statistical Neighbour Mean	England Mean	RAG Rating		
4.0%	4.3%	Amber		

## Indicator Description

A suspension refers to a pupil who is excluded from a school but remains on the register of that school because they are expected to return when the exclusion period is completed.

This measure is expressed as a percentage.

Calculation:

$$(X/Y) \times 100$$

Where:

X = The number of suspensions recorded across the whole academic year.

Y = The number of pupils (sole and dual main registered) on roll as at census day in January of the academic year.

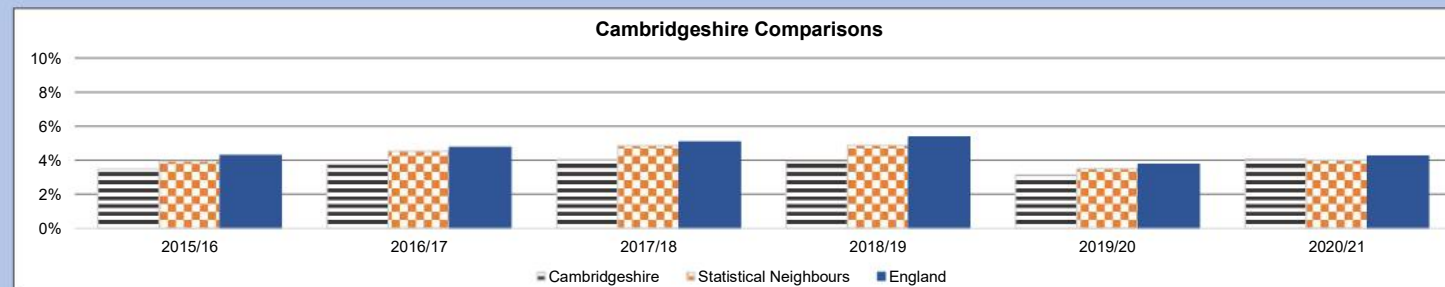
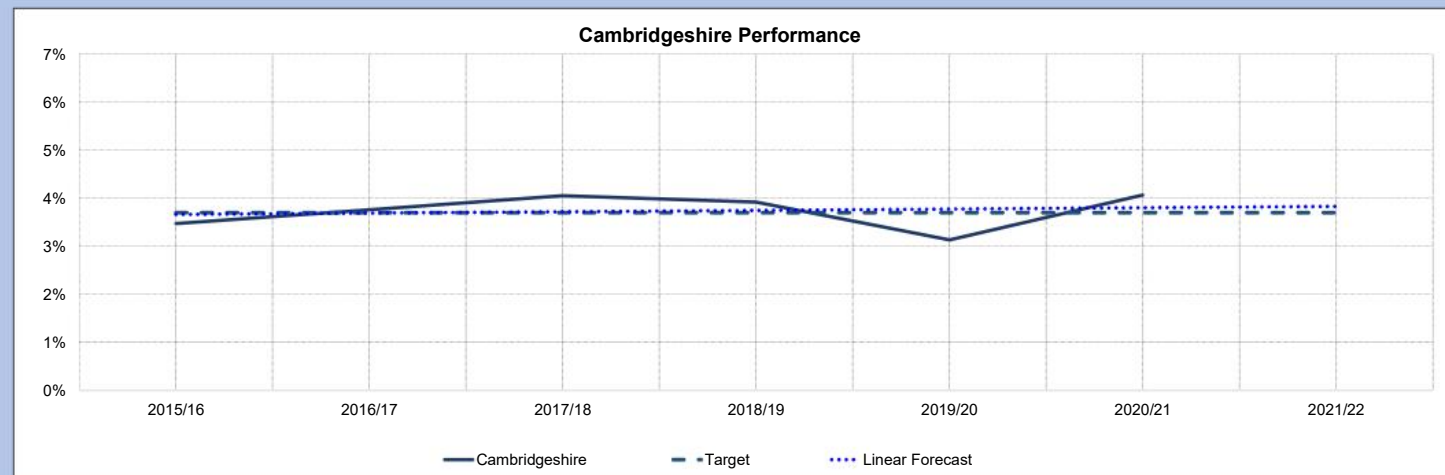
Source: Cambridgeshire County Council Business Intelligence: Education Team.

## Useful Links

[Department for Education Statistics: Exclusions](#)

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)



## Commentary

Although Cambridgeshire successfully dropped below the target to 3.13% during the 2019/20 year, it increased to 4.07% during the 2020/21 year. This is above the statistical neighbour average but below the national average.

Please note that from the 2019/20 publication of this data, the DfE have changed terminology from 'fixed term exclusions' to 'suspensions'. Both the dataset, collection and methodology remain the same as in previous years and it is only the terminology which has been changed.

The data for 2021/22 is due to be released in July 2023.

## Actions



## Indicator 134: Percentage receiving place at first choice school (Primary)

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
93.0%	↑	95.0%	94.5%	Improving
Statistical Neighbour Mean	England Mean	RAG Rating		
91.6%	92.2%	Green		

## Indicator Description

This indicator shows the proportion of applicants for primary school places which have received preferred offers.

This measure is expressed as a percentage.

Calculation:

$$(X/Y) \times 100$$

Where:

X = The number of children receiving a place at their first choice school.

Y = The number of applications received.

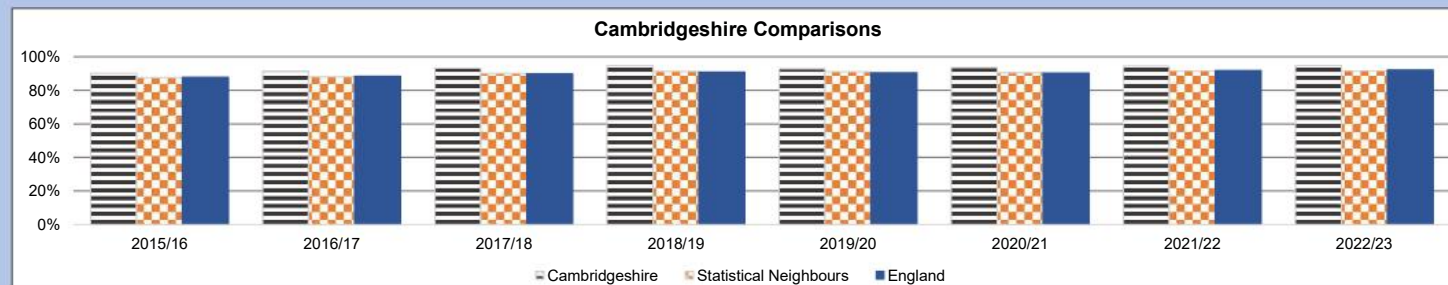
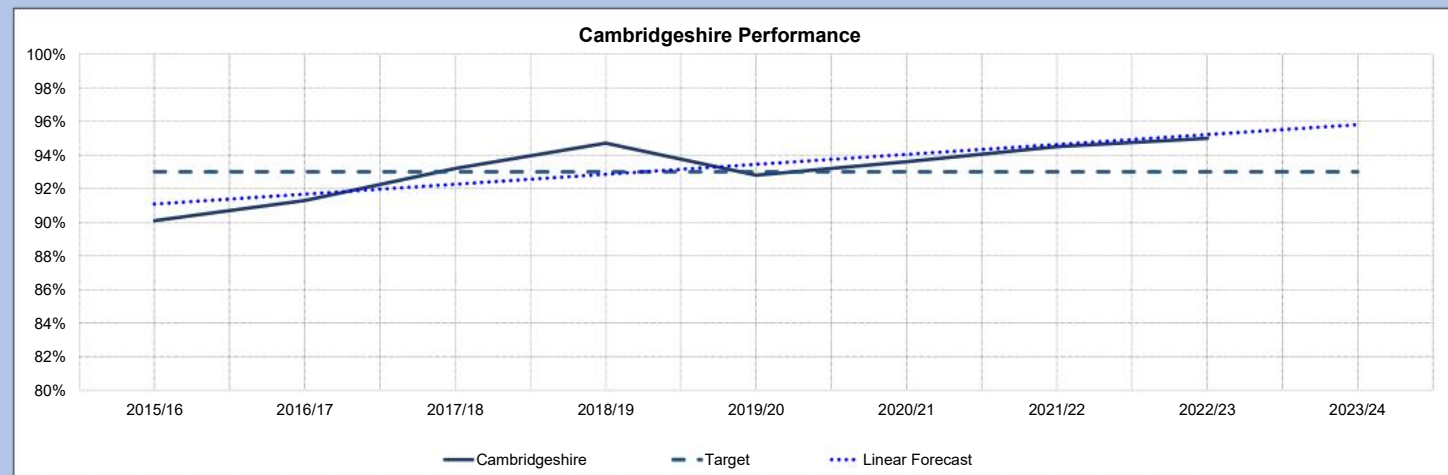
Source: Cambridgeshire County Council Business Intelligence: Education Team.

## Useful Links

[Department for Education Statistics: School Applications](#)

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)



## Commentary

A total of 6483 applications were received for the academic year 2022/23. This means a increase of 135 applications for a primary school place from the previous year. The local authority were able to allocate 94.5% of pupils a place at their parents' first choice school. This is an increase from 93.6% in the 2021/22 academic year.

4.0% of applications were offered their second choice, while 0.6% of applications were offered their third choice. The number of children not receiving one of their top three choices increased from 1.0% to 1.2% (79 pupils).

## Actions

## Indicator 135: Percentage receiving place at first choice school (Secondary)

[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
91.0%	↑	89.7%	90.7%	Declining
Statistical Neighbour Mean	England Mean	RAG Rating		
87.3%	83.3%	Amber		

## Indicator Description

This indicator shows the percentage of applicants for Year 7 places for entry at the start of the new academic year, who were allocated their first choice school. This measure is expressed as a percentage.

Calculation:

$$(X/Y) \times 100$$

Where:

X = The number of children receiving a place at their first choice school.

Y = The number of applications received.

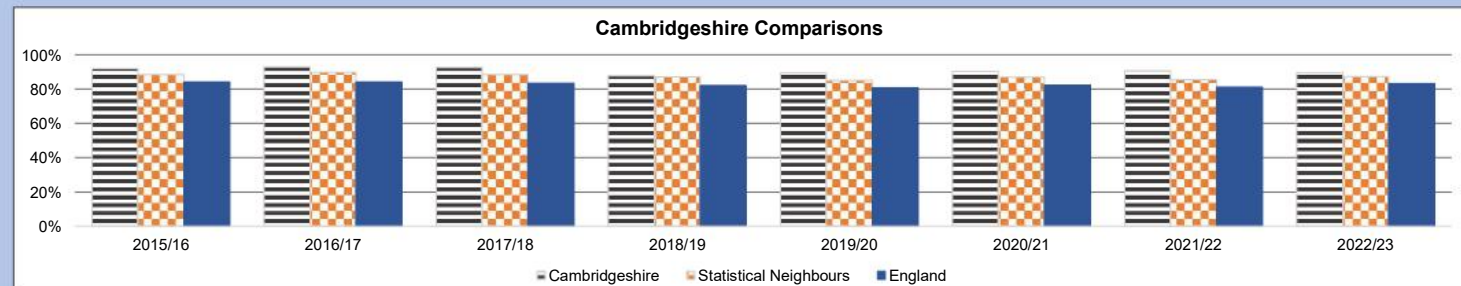
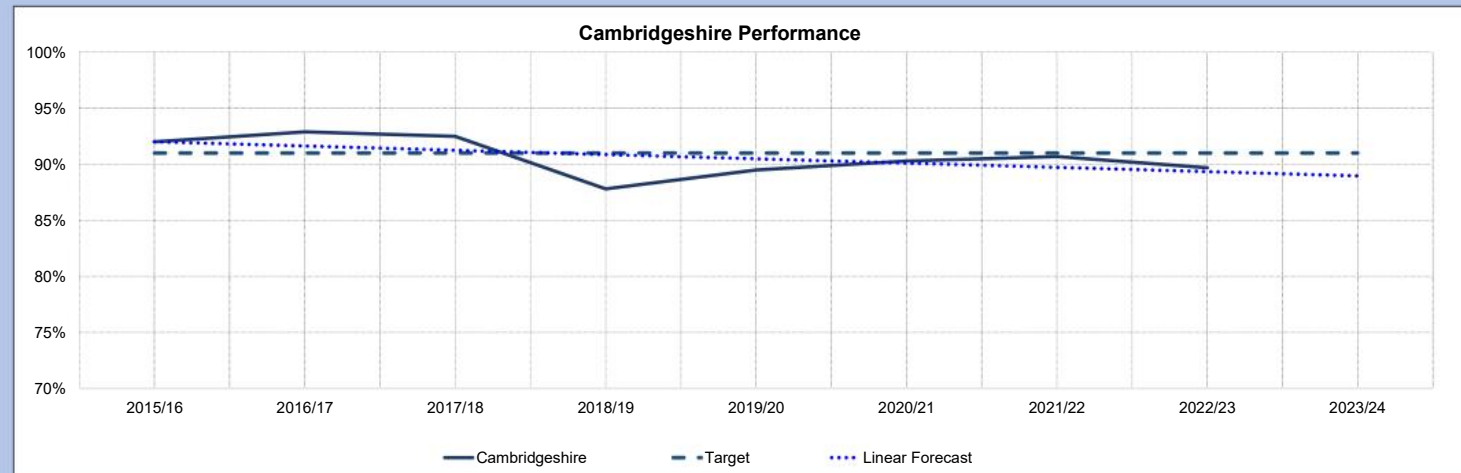
Source: Cambridgeshire County Council Business Intelligence: Education Team.

## Useful Links

[Department for Education Statistics: School Applications](#)

[Local Authority Interactive Tool \(LAIT\)](#)

[The local area benchmarking tool from the Local Government Association](#)



## Commentary

For the 2022/23 academic year the local authority received a total of 6752 applications for secondary school places. This means an increase of 130 applications for a secondary school place from the previous year. The Local Authority were able to allocate 6054 applications to their first choice school. This is 89.7% of pupil applications, a decrease from 90.7% in the 2021/22 academic year.

5.5% of applications were offered their second choice, while 2% of applications were offered their third choice. The percentage of children not receiving one of their top three choices has stayed at 2.9% although the number of children this impacts has increased slightly from 193 children to 197 children.

## Actions

## Children, Education and Families - Directorate Risk Register

To: Children and Young People Committee

Meeting Date: 27<sup>th</sup> June 2023

From: Executive Director for Children, Education and Families

Electoral division(s): All

Key decision: No

Forward Plan ref: n/a

Outcome: Committee members are briefed on the status of risks in relation to Children, Education and Families.

Recommendation: The Committee is recommended to note the current Directorate Risk Register.

### Officer contact:

Name: Denise Revens  
Post: Governance Manager (Children, Education and Families)  
Email: [denise.revens@cambridgeshire.gov.uk](mailto:denise.revens@cambridgeshire.gov.uk)  
Tel: 01223699692

### Member contacts:

Names: Councillor Bryony Goodliffe / Councillor Michael Atkins  
Post: Chair / Vice Chair  
Email: [Bryony.goodliffe@cambridgeshire.gov.uk](mailto:Bryony.goodliffe@cambridgeshire.gov.uk) / [Michael.atkins@cambridgeshire.gov.uk](mailto:Michael.atkins@cambridgeshire.gov.uk)  
Tel: 01223 706398 (office)

## 1. Background

- 1.1 It is a requirement to present an annual risk report to Committee every year. This report focuses on the strategic risks managed at a Directorate level by Children, Education and Families.

## 2. Main Issues

- 2.1 The Cambridgeshire County Council has a clear and approved Risk Management framework, policy and procedures which set out the key aspects of identifying, assessing and mitigating risks for the Council which includes:
- Rating of risks are based upon their probability and their impact from a scale of 1-5 (5 being the highest level of concern) and multiplied to gain a risk score.
  - Impact of risks are scored against five categories:
    - Legal and Regulatory
    - Financial
    - Service Provision
    - People and Safeguarding
    - Reputation
  - The Council tolerable level of risk is set at 16, where all risks of 16 or above will be escalated for further action / decision as required. This could mean; accepting the risk rating at that time; applying additional mitigating actions and/or other actions to lower the risk level as appropriate
- 2.2 The Children, Education and Families Directorate risk register can be found as Appendix 1. There are currently 12 risks. Of these, 7 are rated Red high risks (16 or over) and the remaining 5 are rated Amber.
- 2.3 It should be noted that during COVID, many risks were high as they met or exceeded the Council's tolerable level of risk. In these extreme circumstances this was expected. Over time, alongside the recovery phases, the risks have been amended in line with government guidance changes and mitigating actions applied, which in the main brought the risks down to a much more tolerable level. There are no longer Covid risks within the risk register, although demand for services has increased post pandemic and this has been reflected.
- 2.4 It is important to note that following a Ofsted focussed visit at Peterborough City Council upon the currently shared integrated front door for children's social care, a number of areas for focus and improvement has been identified and these included:
- Multi-agency safeguarding arrangements
  - Operational management of the Integrated Front Door (IFD) and timeliness of response to contacts and referrals
  - Quality assurance processes
- 2.5 Following several 'deep dives' commissioned by the interim shared Executive Director of Children's Services improvements to these areas are currently being progressed and these have been reflected in the risk register under Risk A. This includes the establishment of a 'Strengthening Services Board' approved by Children and Young People Committee in

March 2023.

- 2.5 In addition, organisational change has been highlighted as a significant risk, as the separation of historic shared services spanning Children's and Adult Social Care, Education and Commissioning services between Cambridgeshire County Council and Peterborough City Council takes place. To ensure that Cambridgeshire County Council has the experienced strategic leadership for our new Children, Education and Families Directorate, the Staffing and Appeals Committee of the County Council, advised by the Chief Executive, successfully appointed to the permanent role of Executive Director for Children, Education and Families, who will also hold the statutory remit of Director of Children Services (DCS). The new Executive Director took up his post on 12 June 2023.
- 2.6 Within the Education Service, there is a key risk around insufficient education provision across Cambridgeshire within specific geographical areas and/or within age cohorts. There is particular demand in Special Educational Needs and Disabilities (SEND) placements currently.
- 2.7 In addition, home-to-school transport for those with SEND is a particular financial and capacity pressure, in which a transport transformation strategy was considered by CYP Committee in April 2023.
- 2.8 There are a number of other key areas of risk for Children, Education and Families and these include:
- Increase of those with complex needs needing to come into care
  - Insufficient availability of children in care (CIC) placements
  - Financial pressures within the children and education services
  - Workforce capacity in terms of retention and recruitment of staff

### 3. Alignment with ambitions

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

There are no significant implications for this ambition.

- 3.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition.

- 3.3 Health inequalities are reduced

There are no significant implications for this ambition.

- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition.

3.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition.

3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

There are no significant implications for this ambition.

3.7 Children and young people have opportunities to thrive

Appendix 1 sets out the implications for this ambition.

## 4. Significant Implications

4.1 Resource Implications

There are potential implications which will continue to be monitored as part of business as usual.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

Any related procurement activity will be compliant with the Council's Contract Procedure Rules

4.3 Statutory, Legal and Risk Implications

Appendix 1 contains all the Children, Education & Families risk register.

4.4 Equality and Diversity Implications

There are no significant implications for this priority.

4.5 Engagement and Communications Implications

There are no significant implications for this priority.

4.6 Localism and Local Member Involvement

There are no significant implications for this priority.

4.7 Public Health Implications

There are no significant implications for this priority.

4.8 Environment and Climate Change Implications on Priority Areas:

4.8.1 Implication 1: Energy efficient, low carbon buildings.

Positive/neutral/negative Status: neutral

Explanation: No direct impact

4.8.2 Implication 2: Low carbon transport.

Positive/neutral/negative Status: neutral

Explanation: no direct impact

4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Positive/neutral/negative Status: neutral  
Explanation: no direct impact

4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.  
Positive/neutral/negative Status: neutral  
Explanation: no direct impact

4.8.5 Implication 5: Water use, availability and management:  
Positive/neutral/negative Status: neutral  
Explanation: no direct impact

4.8.6 Implication 6: Air Pollution.  
Positive/neutral/negative Status: neutral  
Explanation: no direct impact

4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.  
Positive/neutral/negative Status: neutral  
Explanation: no direct impact

Have the resource implications been cleared by Finance? Yes  
Name of Financial Officer: Martin Wade.

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement? Yes  
Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? Yes  
Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your Service Contact? Yes  
Name of Officer:

Have any engagement and communication implications been cleared by Communications? Yes  
Name of Officer: Simon Cobby

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes  
Name of Officer: Elaine Redding

Have any Public Health implications been cleared by Public Health? Yes  
Name of Officer: Raj Lakshman

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer?

Yes

Name of Officer: Emily Bolton

## 5. Source documents guidance

5.1 None.



## **APPENDIX 1 – CHILDREN, EDUCATION AND FAMILIES RISK LOG – April 2023**

The below table outlines how risks are scored on the likelihood and impact of each risk. Any score of 16 or over is above the Council's tolerable level and will be highlighted as a high Red risk. These will be escalated and discussed for the next appropriate action.

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

### **Children, Education and Families Matrix of risks:**

The below matrix provides an overview of the current risk scores for all risks relating to Children, Education and Families. The letters indicate which risk it relates too.

VERY HIGH			I,	A, D,	
HIGH			J, K, L	B, C, E, E G, H,	
MEDIUM					
LOW					
NEGLIABLE					
IMPACT					
LIKELIHOOD	VERY RARE	UNLIKELY	POSSIBLE	LIKELY	VERY LIKELY

<b>CCC - Title</b>	<b>A. Failure of the Council's arrangements to safeguard vulnerable children &amp; young people</b>			
<b>RAG:</b>	Likelihood = 4	Impact = 5	Score = 20	Direction of risk: ↑
<b>Triggers:</b>	<ul style="list-style-type: none"> <li>• High caseloads in Children's Social Care.</li> <li>• Lack of financial resilience.</li> <li>• Non-compliance with safeguarding processes and procedures.</li> <li>• Inability to recruit and retain experienced Social Workers.</li> <li>• Lack of placement sufficiency to meet the needs of complex children and young people.</li> <li>• Failure to secure a requires improvement outcome from Ofsted inspection.</li> <li>• Major incident results in inability to access Council systems, records or buildings.</li> <li>• Changes in regulatory requirements for children's social care (Stable Homes Built On Love).</li> <li>• Lack of senior management capacity.</li> <li>• Lack of capacity to deliver effective services within SEND.</li> </ul>			
<b>Mitigations &amp; Controls</b>	1. Multiagency safeguarding Boards	Provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity specific safeguarding situation between partners. <ul style="list-style-type: none"> <li>• The County Council has acted as a single agent to ensure the right focus on safeguarding, with a lead from the interim shared Executive Director of Children's Services.</li> <li>• The Chief Executive supported by the interim shared Executive Director for Children's Services has agreed an Executive Board for all the Chief Executives/Chief Constable to meet on a quarterly basis, terms of reference have been drafted for this new group.</li> </ul>		
	2. Information-sharing and coordinated work between multi-agency partners, providers, and regulators.	In particular the Constabulary, the County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the Safeguarding Boards. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission. <ul style="list-style-type: none"> <li>• Independent Safeguarding Board Chair is working collaboratively with partners, including the County Council to mobilise the response required following the Ofsted focused visit at Peterborough City Council.</li> </ul>		
	3. Comprehensive and up-to-date safeguarding Policies, procedures and Practice standards	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 <ul style="list-style-type: none"> <li>• Ensuring that safeguarding handbook and threshold documents that are understood by all staff and partners.</li> </ul>		

Mitigations & Controls		<ul style="list-style-type: none"><li>Partnership developing tools and pathways that support best practice around exploitation and safeguarding of vulnerable children and young people.</li></ul>		
	4. Safeguarding Training & Development	Comprehensive and robust safeguarding training, ongoing development opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice. <ul style="list-style-type: none"><li>The outcomes of quality assurance should provide assurance over the effectiveness of staff training and development and inform areas where further training is needed.</li></ul>		
	5. Quality Assurance Framework	Robust process of internal Quality Assurance (QA) framework including case auditing and monitoring of performance. <ul style="list-style-type: none"><li>QA framework that is understood by all that are using it; reflects the lived experience of children; and helps with practice improvement, whilst supporting practice standards</li></ul>		
	6. Clear processes for reporting concerns	Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice.		
	7. Family Safeguarding Approach	Family Safeguarding involves multi-disciplinary teams in children's social care, to keep families together and ensure children and adults services work jointly for the best outcome for the family <ul style="list-style-type: none"><li>Department for Education (DfE) Peer Review requested to establish a baseline for the practice model to improve its implementation</li></ul>		
	8. Role of Schools Intervention Service & Schools Causing Concern	The Council's Schools Intervention Service supports good governance in maintained schools and conducts regular reviews of safeguarding and safe recruitment practice in schools. The Schools Causing Concern process enables concerns about school safeguarding practice to be escalated, monitored and managed by the County.		
Action Plan:	ACTION		BY WHEN	BY WHOM
	<ul style="list-style-type: none"><li><b>Corporate response to Ofsted focused visit</b> – Independent scrutiny of internal improvement board has commenced and preparation is underway to create the right environment to the success of the strengthening services board with the partnership</li><li><b>Children's workforce programme</b> – a business case has been developed and is being presented to request a contribution towards to the creation of a social work academy.<ul style="list-style-type: none"><li>Social work academy to be implemented</li></ul></li><li><b>Children's placement sufficiency</b> – strategy is currently being updated to scope out the increased capacity required</li><li><b>Appointment of an independent Chair</b> (in post since January). Partnership agreement on priority actions following Ofsted focused visit.</li><li><b>Multi-agency agreed action plan</b> to be implemented with pace and purpose</li></ul>		September 2023   May 2023 (completed)  June 2023 January 2023 (completed)  End May 2023  End June 2023	Director of Children Services (DCS)   DCS DCS DCS DCS DCS

	<ul style="list-style-type: none"> <li><b>Partnership developing tools and pathways</b> that support best practice around exploitation and safeguarding of vulnerable children and young people</li> <li>Complete a review of the notification process</li> </ul>	End June 2023  Completed	DCS
<b>Risk review:</b>	Elaine Redding, Interim shared Executive Director of Children's Services		
<b>Risk date:</b>	12 June 2023		

<b>CCC - Title</b>	<b>B. Insufficient capacity to manage organisational change</b>			
<b>RAG:</b>	Likelihood = 4	Impact = 4	Score = 16	Direction of risk: ↓
<b>Triggers:</b>	<ol style="list-style-type: none"> <li>Staffing restructure plans in preparation to separate shared services result in loss of staff or diversion of attention from service users.</li> <li>Aging workforce and succession planning is challenging</li> <li>New political administration</li> <li>Change in senior leadership and direction of travel</li> </ol>			
<b>Mitigations &amp; Controls</b>	Leadership & Additional resource	<ul style="list-style-type: none"> <li>Recruitment of permanent DCS</li> <li>Interim DCS in currently in place</li> <li>Resource focussed appropriately where needed to deliver savings.</li> <li>Transformation team in place and supporting the changes across the organisation.</li> </ul>		
	Governance	<ul style="list-style-type: none"> <li>DMT's review business plan and check that capacity is aligned correctly</li> <li>Governance programme and project boards in place and a place for issues to be escalated</li> </ul>		
	Communications	<ul style="list-style-type: none"> <li>Increase in regular communication to staff of ongoing changes</li> <li>Clear external messaging during recruitment of why there are a number of roles now being recruited as external recruitment begins.</li> </ul>		
	Separation programme	<ul style="list-style-type: none"> <li>The separation from PCC and CCC has a programme of works which includes elements for People, Process and Business systems</li> <li>Transitional arrangements are being developed to ensure capacity is assured throughout this period and agreement has been provided by the Chief Executives</li> <li>Business Systems implications outlined and workshops with services have taken place</li> </ul>		

Action Plan:	ACTION	BY WHEN	BY WHOM
	<ul style="list-style-type: none"> <li><b>Permanent recruitment of DCS</b> – appointed and started on June 12<sup>th</sup> 2023</li> <li><b>Recruitment of Senior Leadership Team in Children's</b> – action plan to be developed for the recruitment of senior roles within Cambridgeshire. Interim arrangements are in place since late May 2023 and recruitment of Service Directors is underway nationally.</li> <li><b>Transitional plans</b> – develop transitional plans to ensure shared roles continue across both Local Authorities until there is a safe transition and adequate recruitment</li> <li><b>Consultation</b> assimilation process completed and gap analysis of vacancies identified and being progressed.</li> </ul>	<p>June 2023 (completed)</p> <p>End July 2023</p> <p>End May 2023 (completed)</p> <p>End April 2023 (completed)</p>	<p>Members/Chief Executive</p> <p>Chief Executive and DCS.</p> <p>DCS</p> <p>Chief Executives and HR.</p>
Risk review:	Elaine Redding, interim shared Executive Director of Children's Services		
Risk date:	12 June 2023		

CCC - Title	C. Increase in the number of young people with complex needs needing to come into care			
RAG:	Likelihood = 4	Impact = 4	Score = 16	Direction of risk: ↑
Triggers:	<ol style="list-style-type: none"> <li>Lack of suitable provision (Community, rapid response, early intervention)</li> <li>Tier 4 step-downs</li> <li>Complexity of joint funding arrangements</li> </ol>			
Mitigations & Controls	Governance arrangements	<ol style="list-style-type: none"> <li>Joint Child Health and Wellbeing Commissioning Board chaired by the Executive Director of Children's Services offering collective management oversight of jointly commissioned provision offering challenge and agreed actions to improve performance/outcomes.</li> <li>JASP / Partnership working more effectively to share costs to address the needs of these children.</li> <li>0-25 Complex Cases Monthly meetings tracking children in tier 4 provision supporting timely and appropriate discharge.</li> <li>Monthly Placement Mix Meetings scrutinising placement activity and performance, identifying themes and trends, and agreeing mitigating actions.</li> <li>Monthly Access to Resources Performance Dashboards circulated to all stakeholders advising of activity and emerging trends.</li> </ol>		

	Sufficiency Strategy	Sufficiency Strategy Position Statement being drafted		
Action Plan:	ACTION	BY WHEN	BY WHOM	
	<ul style="list-style-type: none"><li>• <b>Regional Sufficiency Review</b> in train and report expected this summer, scoping opportunities for collaborative arrangements to ensure sufficiency of provision.</li><li>• <b>Draft Residential Services Strategy</b> - scheduled for CYP Committee to consider in June 23</li><li>• <b>Investment in the Positive Behaviour Service</b> to support CYP to remain at home.</li><li>• <b>Development of the Clinical Services offer.</b></li><li>• <b>Intensive Therapeutic Short Breaks Service</b> – Innovation funded by DFE.</li><li>• <b>Investment in the residential short breaks offer in CCC</b>, services now Good</li><li>• <b>DfE funded Intensive Therapeutic Short Breaks Hub</b></li> <li>• <b>Weekly Placement Cost Scrutiny</b></li> <li>• <b>Scope opportunities for a local/regional tier 4 step-down service provision with ICB</b></li></ul>	July 2023	HOS – Children’s Commissioning	
		June 2023	DCS	
		Funded - ongoing	HOS – Children’s Commissioning	
		Ongoing	HOS – Children’s Commissioning	
		Funded – ongoing	HOS – Children’s Commissioning	
		Funded - ongoing	HOS – Children’s Commissioning	
		Funded Implementation Phase and completion Summer 2024.	HoS Children’s Commissioning	
		Ongoing	HoS Children’s Commissioning	
TBC	HoS Children’s Commissioning			
Risk review:	Helene Carr – Head of Children’s Commissioning			
Risk date:	15.6.23			

CCC - Title	D. Insufficient availability of Children in Care (CIC) placements			
RAG:	Likelihood = 4	Impact = 5	Score = 20	Direction of risk: ↑
Triggers:	<ol style="list-style-type: none"> <li>1. The local authority ends up in a position where a child is placed in an unregistered placement, in hours and out of hours</li> <li>2. Children are placed at distance and out of area .</li> <li>3. Lack of care plan placement type results in escalation in resource [i.e. no availability of foster placements by default results in a residential search being undertaken].</li> <li>4. Demands on the service are such that resilience is eroded and highly skilled and knowledgeable staff resign.</li> <li>5. Demand is outstripping supply with little or no ability to manage. Each LA is in competition for external registered limited resources, this is and continues to impact on the Placement Budget overspend position.</li> </ol>			
Mitigations & Controls	Managing Demand	<ol style="list-style-type: none"> <li>1. Children's Strengthening Services Board.</li> <li>2. Resources Panels</li> <li>3. Placement Mix Monthly Meetings scrutinizing Placement Activity</li> <li>4. Increased Management Capacity overseeing requests to accommodate children and young people.</li> <li>5. Reunification and Placement Stability Service – supporting children and young people to return home where in their best interests.</li> <li>6. Family Group Conferencing service, supporting families to manage and support children and young people within their family networks to prevent care entry.</li> <li>7. Robust Access to Resources processes and approvals.</li> </ol>		
Action Plan:	ACTION		BY WHEN	BY WHOM
	<ol style="list-style-type: none"> <li>1. <b>Working with providers</b> as much as possible to increase capacity in area/offer upcoming placements to the ART Service</li> <li>2. <b>DPS opening</b> to encourage new providers to join Summer 2023</li> <li>3. <b>Working to increase the number of internal foster carers</b> and LINK carers through improved recruitment strategies</li> <li>4. <b>Creating and developing capacity inhouse</b> which meets the residential demands for children requiring such placement provision.</li> <li>5. <b>Development of a Residential Services Strategy</b> for a phased approach to opening up 4 children's homes offering 10 beds [Committee in June]</li> </ol>		Ongoing   Complete  Ongoing June 2023  Summer 2023	Commissioning  Head of Children's Commissioning  Head of Service - Fostering Head of Children's Commissioning

	6. <b>Refreshing the Sufficiency Strategy</b> with a Position Statement 7. <b>Eastern Region review of sufficiency</b> needs pan authorities due to report Summer 2023.	July 2023	Head of Children's Commissioning
<b>Risk review:</b>	Helene Carr, Head of Children's Commissioning		
<b>Risk date:</b>	15.6.23		

<b>CCC - Title</b>	<b>E. Financial pressures in Children, Education and Families</b>			
<b>RAG:</b>	Likelihood = 4	Impact = 4	Score = 16	Direction of risk: ↔
<b>Triggers:</b>	<p>There is a continued risk to manage budgets and deliver savings, as a result of:</p> <ul style="list-style-type: none"> <li>growing demand on services, and latent demand from covid being hard to forecast</li> <li>significant inflationary and workforce pressures on the provider market, impacting on the cost of care</li> <li>lack of availability of capacity, resulting in higher costs to place care</li> <li>key partners are also under significant strain, which may impact on demand management is not managed or increases</li> <li>Implementation of the Integrated Care System</li> </ul>			
<b>Controls &amp; Mitigation</b>	Managing demand	<ul style="list-style-type: none"> <li>Early help services are operating more effectively to meet demand</li> <li>Key improvements to the integrated front door have been identified and being implemented to meet demand</li> </ul>		
	Transformation projects	<ul style="list-style-type: none"> <li>Safety valve programme is being developed with additional funding from Government</li> <li>SEND transformation project is in development</li> </ul>		
	Separation programme	Additional resources have been allocated for key leadership roles within Children and Education to reflect the separation programme.		
	Education projects	Educational arrangements around SEND transport is being considered to reduce expenditure in areas where the LA does not have a statutory duty to provide		
<b>Action Plan:</b>	<b>ACTION</b>		<b>BY WHEN</b>	<b>BY WHOM</b>
	<ul style="list-style-type: none"> <li><b>Safety Valve programme</b> – additional funding from the government</li> <li><b>SEND transformation project</b> in development</li> </ul>		Funding secured Ongoing	Director of Education Director of Education



	<ul style="list-style-type: none"> <li><b>SEND Transport</b> being considered by CYP Committee in April &amp; June 2023</li> </ul>	June 2023	Director of Education
<b>Risk review:</b>	Elaine Redding, interim shared Executive Director of Children's Services		
<b>Risk date:</b>	12 June 23		

CCC - Title	F. Ineffective recruitment, retention and succession planning			
RAG:	Likelihood = 4	Impact = 4	Score = 16	Direction of risk: ↓
Triggers:	<ul style="list-style-type: none"><li>Increases in demand</li><li>Potential service impacts &amp; ability to deliver statutory functions</li><li>Lack of experienced staff</li><li>Budget constraints</li><li>Lack of leadership</li><li>Increased costs due to use of agency workers</li><li>Reduction in quality of service</li></ul>		<ul style="list-style-type: none"><li>Insufficient strategic management control and planning in some areas</li><li>Staff turnover (capacity)</li><li>Loss of skilled/experienced staff</li><li>Missed opportunity to develop and retain talent "in house"</li><li>Recruitment Costs</li></ul>	
Mitigations & Controls	Social Work Academy	The development of a social work academy in Cambridgeshire: <ul style="list-style-type: none"><li>A Business Case was successful presented to the Department for Education for a contribution towards the creation of a social work academy. Formal grant acceptance for the Academy was signed by the Chief Executive on behalf of the Council on 15<sup>th</sup> June 2023. Corporate commitment to the funding of recruitment of AYSEs and international social workers. This has been completed at the end of May 2023.</li></ul>		
	Recruitment campaigns	<ul style="list-style-type: none"><li>Ensuring recruitment campaigns are well organised and timely to encourage</li><li>Retention scheme in place for hard to recruit teams</li><li>Onboarding and Exit interviews conducted</li><li>Keeping up to date on national/local trends</li><li>Service Welcome Sessions with the Service Director for all new starters</li><li>Horizon scanning and review of other Council offers as part of recruitment campaigns</li><li>Social worker awards</li><li>Retention payments</li></ul>		

	ASYE Scheme & apprenticeships	Support the newly qualified social care workforce and encourage in-house apprenticeships		
	Separation Programme	The consultation is now complete and a recruitment plan for key vacant roles has been developed and is being implemented. In addition, transitional arrangements will be in place until recruitment of key roles has been completed.		
Action Plan:	<b>ACTION</b>		<b>BY WHEN</b>	<b>BY WHOM</b>
	<ul style="list-style-type: none"> <li>• <b>Permanent recruitment of substantive, statutory DCS for Cambridgeshire County Council only</b> – appointed and started on June 12<sup>th</sup> 2023</li> <li>• <b>Recruitment of Senior Leadership Team in Children's</b> – good progress being made to appoint to senior roles within the Cambridgeshire County Council structure, including nationally executive search and selection for key roles. Effective acting up and interim arrangements are in place since for all key Service Director roles and reduced reliance on senior interim assignments will rapidly accelerate in the coming weeks.</li> <li>• <b>Social Work Academy</b> - Business Case was successfully presented to the DfE for a contribution towards the creation of a social work academy. Corporate commitment to the funding of recruitment of AYSEs and international social workers.</li> </ul>		June 2023 (completed)  End July 2023  End May 2023 (completed)	Members / Chief Executive  Chief Executive and DCS  Chief Executive and DCS
Risk review:	Elaine Redding, interim shared Executive Director of Children's Services			
Risk date:	12 June 2023			

CCC - Title	G. Insufficient education provision across Cambridgeshire within early year & childcare settings, school places, specialist SEND places & post 16 access to provision including SEND			
RAG:	Likelihood = 4	Impact = 4	Score = 16	Direction of risk: ↑
Triggers:	<ul style="list-style-type: none"><li>• Lack of school places available within particular geographical areas or within age cohorts</li><li>• Demand for SEND places outstripping supply</li><li>• Increased transport costs due to relocating pupils out of their nominated area in order to meet demand</li></ul>			
Mitigations & Controls	Effective Planning	Ensure adequate forecasting and future planning for Education places		
	New provision to timescale & budget	Ensure continuous improvement of new provision within set timescales and to funding availability. Ongoing discussions with the DfE in relation to Safety Valve capital funded projects.		
	Maintain good working relations with partners	Continue good working relations with DfE, Providers, contractors and planners		
	Legislation	Continue to keep up with changing legislation with the ability to respond quickly and timely to additional demands		
	Communications	Ensure continuous and good communications with key stakeholders		
	Effective forecasting	Continually develop effective and future forecasting to ensure availability of places are maintained		
Updates:	Risk revised and reviewed with mitigating actions and RAG status			
Risk review:	Service Director: Jon Lewis Assistant Director: Fran Cox			
Risk date:	8 June 2023			

CCC – Title	H. Capacity and financial sustainability of the SEND offer in Cambridgeshire			
RAG:	Likelihood = 4	Impact = 4	Score = 16	Direction of risk:   ↑
Triggers:	• Increased demand for Education, Health, Care Plans (EHCP's), financial carry forward becomes unsustainable			
Mitigations & Controls	DfE Bid	Successful bid for the DfE safety Valve programme. This will start the delivery of the SEND transformation programme, system improvement and performance of management information. Quarterly monitoring is taking place		
	Management and deliver of the SEND Transformation programme	Effective management and delivery of the SEND Transformation programme over the next 3 Years		
Updates:	Risk revised and reviewed with mitigating actions and RAG status			
Risk review:	Service Director: Jon Lewis Assistant Director: Fran Cox			
Risk date:	8 June 2023			

CCC - Title	I. Increased budgetary and operational pressures on education and social care transport as a result of more children with complex needs requiring individualised transport arrangements and operators charging significantly more than previously, in particular taxi operators.			
RAG:	Likelihood = 3	Impact = 5	Score = 15	Direction of risk: ↑
Triggers:	<ul style="list-style-type: none"><li>increase in the number of children and young people with complex SEND requiring and EHCP and specialist transport eg a tail-lift vehicle capable of accommodating one or more children in a wheelchair or ambulance transport has impacted on the budgeted cost for this service.</li><li>Increase in the number of children and young people whose behaviour as a result of their complex SEND means that it is unsafe for them to travel with other children or young people.</li><li>Requests from schools and/or parents for transport assistance due to concerns over safeguarding risks in respect of a child or young person's ability to walk to and from school even accompanied by an adult.</li><li>Increase in the number of contract handbacks has resulted in higher cost contracts and demand on staff capacity to manage procurement processes</li><li>Increased operation and overhead costs eg fuel, insurance</li><li>Operators having insufficient numbers of drivers and/or passenger assistants to be able to fulfil contracts</li></ul>			
Mitigations & Controls	Additional Capacity of SEND 0-25  Transport Transformation Strategy	Funding secured to appoint additional members of staff who will focus on reducing the number of single occupancy taxis and work with colleagues in the SEND 0-25 teams and in Social Care to ensure that consideration of transport requirements and the cost of these is embedded into the annual review process and conversations with parents/carers and educational establishments.  Transport transformation strategy adopted by Committee and being monitored by Passenger Transport Board. Savings targets directly linked to strategy activity.		
Updates:	Risk revised and reviewed with mitigating actions and RAG status			
Risk review:	Service Director: Jon Lewis Assistant Director: Fran Cox			
Risk date:	8 June 2023			

CCC - Title	J. Increase of Child Protection Plans			
RAG:	Likelihood = 3	Impact = 4	Score = 12	Direction of risk: ↔
Triggers:	Ordinarily, an increased child protection population will be followed by an increase in numbers in care. We are seeing increased need from families where children are typically of mid-primary age - this is significant since this is the age range where children coming into care are most likely to remain in care through to age 18.			
Mitigations & Controls	Family Safeguarding Model	Family Safeguarding model is shown to be more effective in working		
	Timely response to assessments ensuring that understanding of needs are identified quickly	Effective assessment of family's needs identifying supports across the partnership to reduce risk: <ul style="list-style-type: none"><li>• Clear plans agreed with families to work towards</li><li>• Ensuring that children remaining in families have safety plans and interventions which reduce risk and improve outcomes</li></ul>		
	Timely response through MASH	Partnership collaboration identifying needs and risks in timely way to ensure that assessments can be progressed: <ul style="list-style-type: none"><li>• The effective and timely processing of contacts and information sharing to targets will enable interventions to families at the right time and level in line with Thresholds.</li></ul>		
	Developing a holistic approach to working effectively with young people at risk of exploitation	Review of current working processes and teams to ensure that a multi-agency approach to working with teenagers is developed and embedded: <ul style="list-style-type: none"><li>• This will create modern approaches to working with those young people at risk from external factors which need multi agency coordination and responses to reduce risks</li></ul>		
	Develop placement sufficiency	This will provide options for short term respite provision to enable children to be supported whilst direct work with families is undertaken to reduce risks: <ul style="list-style-type: none"><li>• This would reduce the need to dual register children and young people where there is challenges to placements</li></ul>		
	To ensure that Family Group Conference (FGC) approaches are used with families at an early stage to support wider family networks to support children at home	Front load work with families using FGC and network meetings to ensure that families are able to understand risk early and develop safety plans to reduce the need for statutory interventions: <ul style="list-style-type: none"><li>• This will create greater partnership working with families enabling them to develop and understand how to ensure that children are safe without requiring statutory interventions</li></ul>		
Updates:	<ul style="list-style-type: none"><li>• Review of current service provision underway in respect of exploitation with partnership.</li><li>• Peer review of Family Safeguarding undertaken in March 2023 and will inform next steps development and training.</li></ul>			

	<ul style="list-style-type: none"> <li>• Reform of Integrated Front door processes has been completed and implemented.</li> <li>• Assessment team capacity has been enhanced to reduce backlog of cases and review of ongoing capacity needs being undertaken.</li> <li>• Review of transfer policy completed to enable timely transfer of cases against threshold and enabling families to be receiving correct interventions</li> </ul>
<b>Risk review:</b>	Samantha Howlett, Acting Service Director: Children's Social Care and Targeted Support.
<b>Risk date:</b>	12 June 2023

CCC - Title	K. Implementation and embedding of integrated Care System (ICS)			
RAG:	Likelihood = 3	Impact = 4	Score = 12	Direction of risk: ↓
Triggers:	The reorganisation of the health system in ICS, may impact on the way our services work with NHS services and current integrated arrangements.			
Mitigations & Controls	Working relationships	<ul style="list-style-type: none"><li>• Close working relationships have been established and appropriate representation on key strategic meetings</li><li>• Local Authority considerations have been discussed fully with Elected Members.</li><li>• ICS implemented from 1st July 2022 - LA engaging with key ICS implementation and strategic meetings</li></ul>		
	Development of key priorities and work areas	<ul style="list-style-type: none"><li>• Joint priorities are being developed with partners for areas of focus, these include Children and Young People Mental Health and SEND.</li></ul>		
Updates:	<ul style="list-style-type: none"><li>• The County Council is fully engaged in the governance arrangements for the Integrated Care Board via the Chief Executive as a voting director and Executive Director of Public Health as a non-voting director. The Integrated Care Partnership and Joint Health and Wellbeing Board is equally well supported at senior political and managerial levels.</li><li>• The Integrated Care System Accountable Business Unit for Children and Young People is also fully engaged with by the County Council at senior officer levels.</li><li>• A review of how this structure impacts on existing partner groups is underway to determine how best to contribute to key areas of focus such as best start in life, SEND, CYP Mental Health etc which should be completed by end May 2023.</li></ul>			
Risk review:	Elaine Redding, interim shared Executive Director of Children's Services			
Risk date:	12 May 23			



CCC - Title	L. The impact of the national disruption to the education sector			
RAG:	Likelihood = 3	Impact = 4	Score = 12	Direction of risk: ↔
Triggers:	<ul style="list-style-type: none"><li>Industrial actions and strikes</li><li>Shortage of staff retention and recruitment (Headteacher / Teachers, Teaching assistants, Care takers)</li><li>Staff absence due to illness (i.e. Covid, Strep B, Stress etc)</li><li>National funding formula likely to add further pressures to already stretched school budgets.</li></ul>			
Mitigations & Controls	Recruitment & Retention campaigns	Development and implementation of a recruitment and retention campaign		
	Communications	Continuous communications with key partners including schools and trusts, underpinned by strong collaborative working between Education and the Communications/Web Team.		
	Support for staff	Continuous support for CCC employed staff working within schools		
Updates:	Risk revised and reviewed with mitigating actions and RAG status			
Risk review:	Service Director: Jon Lewis Assistant Director: Fran Cox			
Risk date:	8 June 2023			



## Children's Feedback and Complaints Annual Report 2022/23

To: Children and Young People Committee

Meeting Date: 27<sup>th</sup> June 2023

From: Executive Director: Children, Education and Families

Electoral division(s): All

Key decision: No

Forward Plan ref: n/a

Outcome: To provide committee members with a summary of all feedback received in relation to Children's Services, including compliments, enquiries, MP and councillor enquiries and complaints.

Recommendation: The Committee is recommended to:

- a) To consider the content of the report and appendix.
- b) Request a further report in 12 months.

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## 1. Background

- 1.1 In accordance with The Children Act 1989 Representations Procedure (England) Regulations 2006, every Local Authority must:
- Appoint one of their Officers as a designated Complaints Manager to assist the Authority in the co-ordination of all aspects of their consideration of representations;
  - Take all reasonable steps to see that everyone involved in the handling and consideration of representations is familiar with the procedure set out in these Regulations (elected members play a primary role in ensuring local accountability); and
  - Deal expeditiously in the handling and consideration of representations under these Regulations.
- 1.2 Every Local Authority must monitor the arrangements that they have made with a view to ensuring that they comply with these Regulations insofar as they regulate the procedure for the consideration of representations under Section 26 of the Act and must as soon as possible after the end of each financial year compile a report on the operation in that year of the procedure set out in these Regulations.
- 1.3 Please find attached Cambridgeshire's Children's Complaints and Feedback Team Annual Report for 2022/23 in Appendix 1.

## 2. Main Issues

- 2.1 The Annual Report details statistical data on the number of compliments, public enquiries, Member of Parliament (MP) and Councillor (Cllr) enquiries and complaints received and responded to within 2022/23, as well as themes, learning and actions from these.

### **Context**

- 2.2 There were a total of 4516 children whom a safeguarding referral was received about within the year. This figure was taken from the Child in Need (CIN) Census (our annual return to the DfE). As such, the number of new Stage 1 complaints received relating to Children's Social Care has increased to 5.27% of this total, from the previous year's 4.306% which was an increase on the 3% rate over the 5 years preceding that.
- 2.3 Whilst there has been a significant reduction in Children's Social Care complaints being investigated through the Statutory Complaint Procedure since 2020, due to a change in guidance (2020), these complaints have still been investigated through the Corporate Complaint Procedure. (Statutory Complaints are investigated in accordance with The Children Act 1989 Representations Procedure (England) Regulations 2006 whereas Corporate Complaints follow the Council's own 3 Stage Complaint Procedure).
- 2.4 Despite fewer Children's Social Care complaints being investigated through the Statutory Complaint Procedure, the overall number of Stage 1 complaints received (Corporate and Statutory combined) remains stable, largely due to the increase in complaints received about Special Educational Needs & Disabilities (SEND) Services and in particular the

Statutory Assessment Team (SAT). This has also led to a significant increase in escalation requests to Corporate Stage 2 (52%) and Corporate Stage 3 (143%). This increase in demand has placed pressure upon the Children's Complaints and Feedback Team (CCFT), the SAT and SEND Services to fulfil such investigations as they can be complex and protracted in nature.

- 2.5 As mentioned earlier, the service area that received the most complaints this year was SEND Services (including the SAT) with 190 complaints, followed by the Integrated Front Door (IFD) and Assessment Teams with 85 complaints received.
- 2.6 The largest areas of concern raised relates to Plans (34%), Communication (23%) and Assessments (12%). The main concern regarding Plans, whether it be Child in Need (CiN) Plans, Child Protection (CP) Plans, Child in Care (CiC) Plans or Education Health and Care Plans (EHCP) is that the worker has not taken into consideration the complainant's concerns which, in turn, has resulted in perceived inadequacies. Complainants often report that their child's needs have not been adequately reflected in the Assessment or Report, which results in Plans being made which do not fully support their child's needs. Other related areas of concern are the turnover of workers leading to inconsistency and a lack of progress with a Plan. With respect to the second most common theme (Communication), complainants report not being able to contact their worker or not receiving calls back to discuss their concerns.
- 2.7 Out of the 132 complaints received specifically about the SAT, the most common issues being complained about largely relate to either the Education Health and Care Needs Assessment (EHCNA) process or concerns relating to EHCPs which include; delays of the issuance of plans (frustrating the parent's right to appeal), EHCNAs failing to include necessary information from relevant agencies, concerns relating to the availability of special school places, provision as stated in the EHCP not being delivered, and poor communication from the SAT.
- 2.8 Out of the 456 (Stages 1-3 Statutory/Corporate combined) complaints received this year, 42 were made by young people (9%), of which 37 were assisted by an Advocate. The majority of young people complaints relate to Corporate Parenting (35), whether that be CiC or Care Leaving Teams.
- 2.9 Common complaint themes raised by care leavers or children and young people in care relate to poor communication with their allocated worker, late allocation of a Personal Adviser (PA), lack of appropriate support and delays in transition planning.
- 2.10 There has been lots of rich learning arising from complaints concluded this year which has in turn led to several notable service improvements;
- Guidance on the implementation of EHCP Annual Reviews to be co-produced with parent / carer representatives, the Local Authority, schools, and other educational settings.
  - Training in relation to best practice for conducting Annual Reviews to be prepared and is expected to be rolled out to schools.
  - A new financial policy has been prepared which includes clearly outlined procedures, with timescales for submitting, reviewing and appealing applications for post-

adoption allowances.

- Details about the Local Offer are moving to a new microsite, a new leaflet and fact sheet is also being developed explaining the EHCNA process.
- The Educational Psychology Service to develop guidance on 'What to expect from an Educational Psychology Assessment' to be shared with parents who have requested an EHCNA.
- Guidance leaflets to be provided for families which outlines the role and responsibility of the Local Authority;
  - (i) when children are placed/transferred/relocated out of borough, and
  - (ii) when children are placed with connected carers.
- The SAT to review information provided to schools and parents concerning the implementation of EHCP Annual Reviews. This should be shared with parents and schools at the commencement of an EHCP and again at Annual Review meetings outlining the statutory due dates.
- SEND Service to implement a Communication Protocol to ensure information, including updates on progress, will be provided to parent/carers and young people.
- A leaflet will be co-produced with parents and sent to all parents/carers whose children are undergoing an EHCNA. This will make it clear what to expect from different professionals including Health.
- The SAT will ensure there is clear and accessible information on the Local Authority website about parental requests for a change of school placement. This will include the range of SEND provision available from mainstream schools, educational settings, and special schools. It will also include a summary of their offer, the entry criteria, application procedure and timescales.
- The Local Authority will work with young people and parent / carers to develop and publish information on a graduated pathway for children with Social Emotional and Mental Health (SEMH) needs. This will include Attention Deficit Hyperactivity Disorder (ADHD), Tourette's, and Anxiety.

### 3. Alignment with ambitions

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.

There are no significant implications for this ambition.

- 3.2 Travel across the county is safer and more environmentally sustainable.

There are no significant implications for this ambition.

- 3.3 Health inequalities are reduced.

There are no significant implications for this ambition.

- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs.

There are no significant implications for this ambition.

- 3.5 Helping people out of poverty and income inequality.

There are no significant implications for this ambition.

- 3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.

There are no significant implications for this ambition.

- 3.7 Children and young people have opportunities to thrive.

There are no significant implications for this ambition.

## 4. Significant Implications

- 4.1 Resource Implications.

There are no significant implications within this category.

- 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications.

There are no significant implications within this category.

- 4.3 Statutory, Legal and Risk Implications.

There are no significant implications within this category.

- 4.4 Equality and Diversity Implications.

There are no significant implications within this category.

- 4.5 Engagement and Communications Implications.

There are no significant implications within this category.

- 4.6 Localism and Local Member Involvement.

There are no significant implications within this category.

- 4.7 Public Health Implications.

There are no significant implications within this category.

4.8 Climate Change and Environment Implications on Priority Areas.

There are no significant implications within this category.

5. Source documents

5.1 None.



# The Year In Review



## Children's Complaints and Feedback Team

Annual Report  
April 2022 - March 2023



# Message from the Children's Complaints and Feedback Team

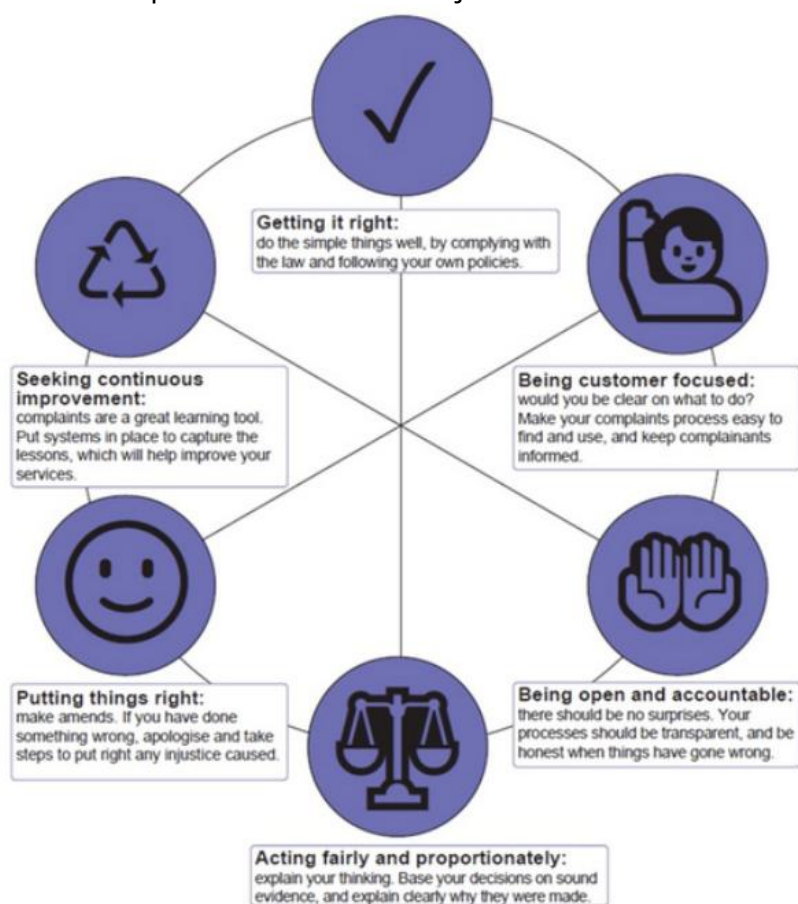
Publishing an Annual Report every financial year is a statutory requirement placed upon each Local Authority (regulation 13(3) The Children Act 1989 Representations Procedure (England) Regulations 2006). The Report should be presented to the workforce, relevant Local Authority Committee, and made available to the Regulator and the general public.

Following feedback received at last year's Children and Young People's (CYP) Committee, the Complaints and Feedback Team (CCFT) reflected on Members' suggestions that future Reports should; *show a balance between the numbers of compliments and complaints received, the quotes provided relating to each and an analysis of what these showed.* The CCFT also undertook that the 2022-23 Annual Report would include; *specific reference to the number of complaints received in relation to Education, Health and Care Plans (EHCPs), and also to how learning and actions taken in response to complaints are monitored.*

As a result of this helpful feedback, the CCFT revised the format of the previous Annual Report, producing this 'new look' version which also hopefully demonstrates how information about complaints is being used to improve services and delivery, and how our quality assurance system includes a cycle of planning with outcomes fed back into operational delivery.

Learning as a result of complaints is relevant to all in Children's Services. Recently, and as a result of feedback received, the CCFT has sought to review its complaint policies and processes, specifically in relation to how it responds to complainants with disabilities to ensure there are no barriers to access. The CCFT have worked with an Equality, Diversity and

Inclusion (EDI) Business Partner to review all children's complaint literature to ensure we are compliant with Equality Act 2010 requirements, including; documents being made available in alternative formats (i.e. braille, coloured paper, large print, e-version etc), advocacy support, and other anticipated reasonable adjustments.



In addition to collating learning from complaints, the CCFT monitor the effectiveness of the complaints procedure as a measure of performance and means of quality control; with information derived from complaints contributing to practice development, staff training, commissioning, and service planning. Actions and recommendations arising from complaints are also monitored through the maintenance of an action tracker which is regularly shared with Senior Managers, to ensure practice and Service improvements are followed through.

Having undertaken a workforce survey during Summer 2022, to measure how effective the CCFT are at for the workforce, we have revised and refreshed our internal Quarterly Reports (in which we disseminate learning), complaint training programme, and organised three training sessions for responding managers in January, February, and March 2023 delivered by the Local Government and Social Care Ombudsman.

**Children's Services**  
Change Lives. Every Day.

**Cambridgeshire County Council**

**How Did We Do?**

**The Children's Complaints Manager**  
FREEPOST  
BU72401  
Buttsgrove Centre  
28 Buttsgrove Way  
Huntingdon  
PE29 5LY

Please complete the form and return within 20 days of receipt. You can return this form either by post using the FREEPOST address above, or via email to [ChildrensComplaints@ccfeedbackteam@cambridgeshire.gov.uk](mailto:ChildrensComplaints@ccfeedbackteam@cambridgeshire.gov.uk). Thank you.

Full along the dotted line, seal and post. No stamp is required.

Today's date \_\_\_\_\_

Your name \_\_\_\_\_

Your email address \_\_\_\_\_

Your address \_\_\_\_\_

**About you (optional)**  
This helps us learn whether there are any distinct needs amongst minority groups which are not currently being met.

**GENDER**  
☐ Female  
☐ Male  
☐ Transgender  
☐ Non-binary  
☐ Other \_\_\_\_\_  
☐ Prefer not to say

**AGE**  
☐ 0-10 years  
☐ 11-14 years  
☐ 15-17 years  
☐ 18-24 years  
☐ 25-34 years  
☐ 35-44 years  
☐ 45+ years  
☐ Prefer not to say

**ETHNICITY**  
☐ Asian / Asian British  
☐ Black / Black British  
☐ Mixed / Multiple Ethnic Groups  
☐ White / White British / Irish / Gypsy or Irish Traveller  
☐ Other \_\_\_\_\_  
☐ Prefer not to say

**SEXUAL ORIENTATION**  
☐ Heterosexual  
☐ Gay / Lesbian  
☐ Bisexual  
☐ Transsexual  
☐ Other \_\_\_\_\_  
☐ Prefer not to say

**ABILITY**  
Do you consider yourself to have a physical, mental, or emotional disability or limitation?  
☐ Yes  
☐ No  
If yes, please describe: \_\_\_\_\_

**How did you feel about your complaint response?**  
Very Dissatisfied ☐ Dissatisfied ☐ Neutral ☐ Satisfied ☐ Very Satisfied ☐

**Please tell us about your experience with the complaints process.**  
But on a scale from 1 (not at all) to 5 (very much).

How to make a complaint was very unclear \_\_\_\_\_

I wasn't contacted about my complaint / I wasn't listened to \_\_\_\_\_

Nobody gave me any information about the complaints process \_\_\_\_\_

My complaint hasn't been thoroughly investigated \_\_\_\_\_

I don't think my complaint mattered to anyone else \_\_\_\_\_

Do you want the Local Authority to take further action regarding your complaint?  
☐ Yes ☐ No

Please use the below field to describe why you had a positive experience with the complaints process, or why you feel your complaint remains unresolved.  
(Please attach additional sheets of paper if necessary)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Jo Shickell  
Children's Complaints Manager

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# At a Glance

Considering all representations  
received in the year

 compliments: **206** (204) \*

 enquiries

general: **16** (30) councillor: **15** (7) MP: **112** (68)

## Statutory

 stage 1: **52** (74)

 stage 2: **7** (15)

 stage 3: **3** (5)

## Corporate

 stage 1: **339** (319)

 stage 2: **38** (25)

 stage 3: **17** (7)

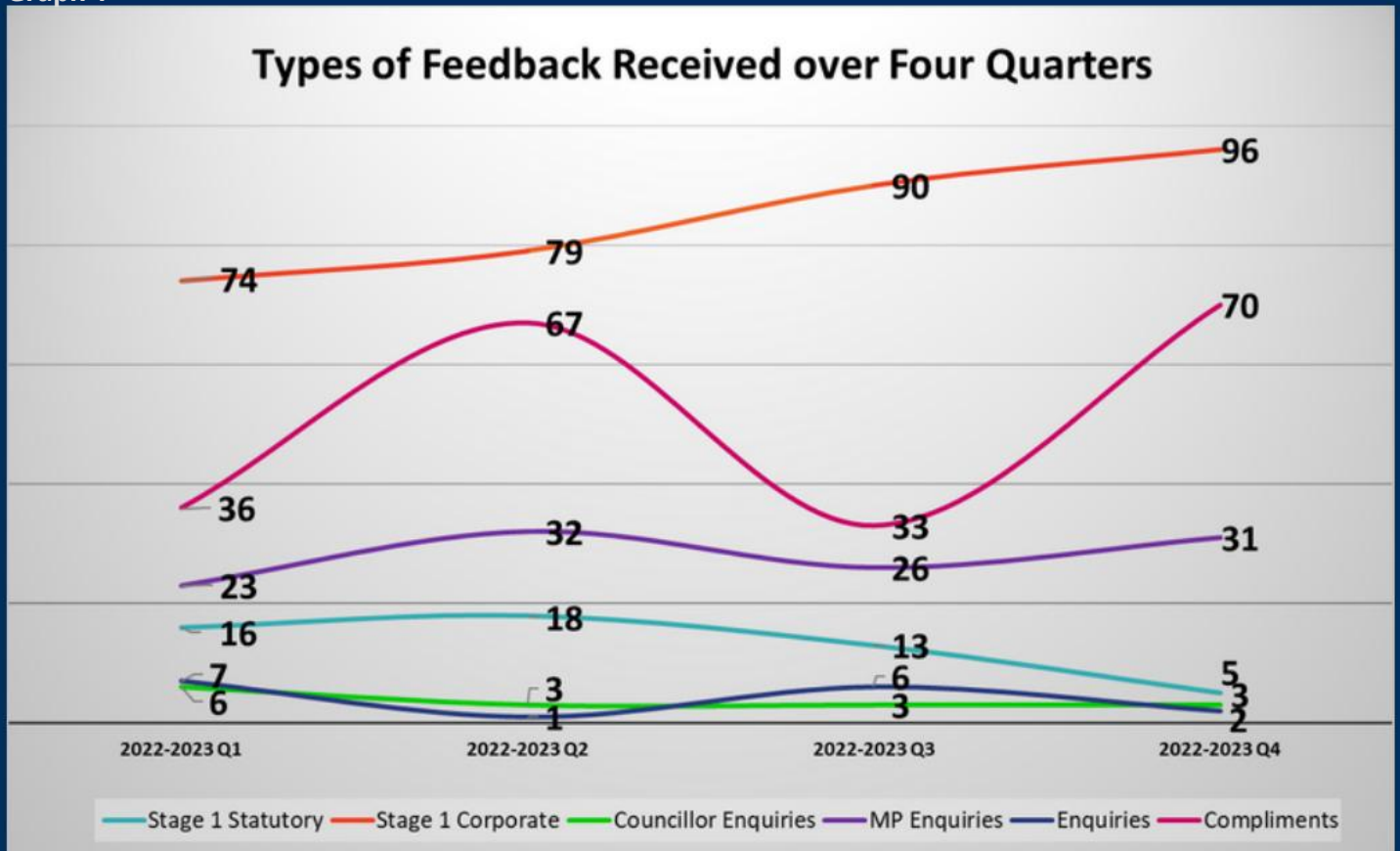
 LGO enquiries: **29** (20)

\* Figures in brackets are for the preceding year: April 2021 – March 2022



# Feedback Summary

Graph 1



The Children's Complaints and Feedback Team (CCFT) are responsible for receiving and recording all forms of feedback regarding Children's Services across Cambridgeshire County Council. Graph 1 gives an indication of the volume of different types of feedback received throughout the past four quarters.

As indicated in the graph, the CCFT facilitates responses to MP and Councillor enquiries relating to children. Whilst enquiries are dealt with outside of the Council's Complaints Procedure, they are investigated with the same level of rigor as complaints, and written in the expectation that they will be shared by the MP or Councillor with their constituent or resident.

In addition to the types of feedback recorded in the graph, the CCFT also deals with complaints which have escalated to Stages 2 and 3, as well as other forms of feedback throughout the year:

**Resolving Professional Differences**

11

**Correspondences**

15

**Safeguarding Partnership Board Complaints**

2

1

2

5

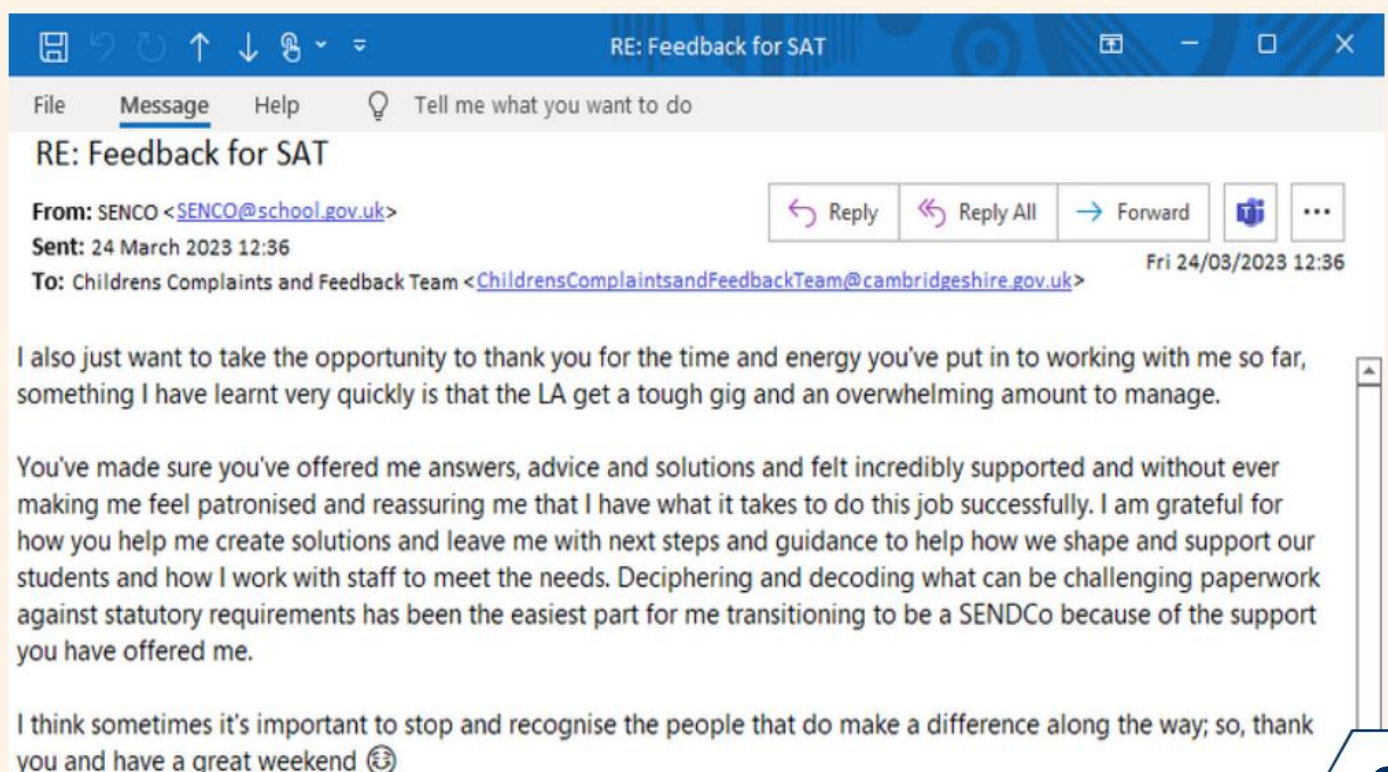
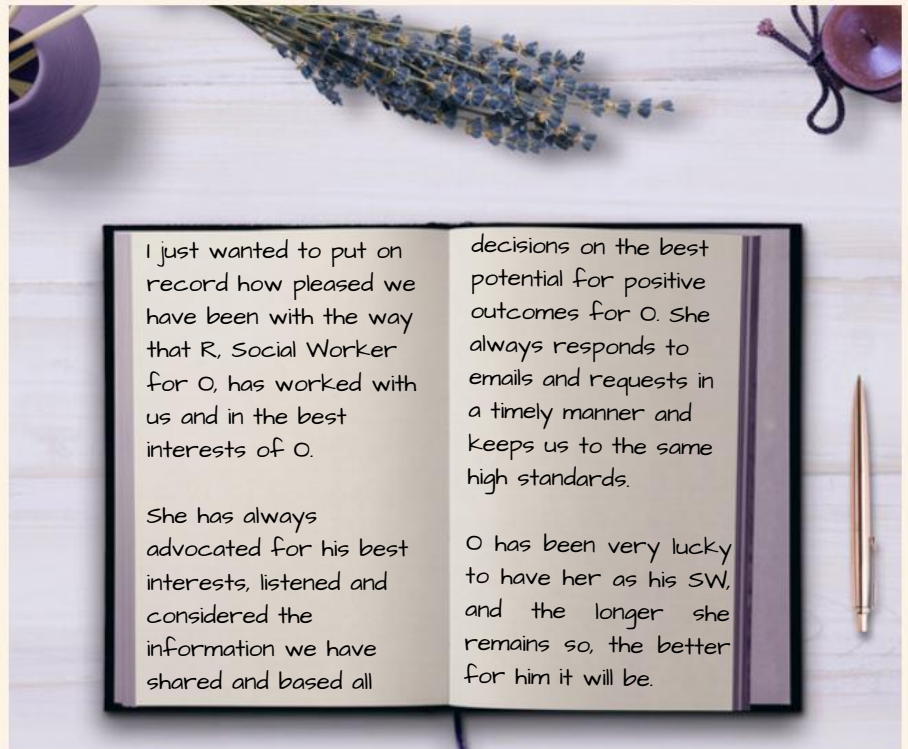
**Social Work England**

**Representations**

# Celebrating Success

Between the period of April 2022 and March 2023, the CCFT received 206 compliments. The highest number of compliments received related to the Special Educational Needs and Disabilities (SEND) Service, which includes the Statutory Assessment Team (SAT) with 98 compliments, followed by the Targeted Support Service with 81 compliments.

What is most evident from all the compliments received is when workers listen, it makes all the difference. Feeling that their children or family's worries are important to the worker and that the worker is taking the time to really understand what is going on, even if the outcome isn't as they would have hoped, can reassure families that workers care, and are transparent and fair. Feeling heard can make the difference between being satisfied and feeling compelled to complain.





# Thank You

I was really nervous to have M visit us as I knew her a little from nursery and I've never had any help with the children and was worried what she may think.

Within very little time M had reassured me and made me feel at ease with her. I've always felt like abit of a nusense but as my situation quickly got worse I was contacted M for advice quite often. M could understand my situation better than I could and responded to me phone calls promptly reassuring me that I wasn't a nusense and that it was a good thing to ask for help. M picked up on the fact myself and the children had been abused in different ways very quickly, after being married for 17 years I was unaware of the emotional abuse I had

suffered, M was very tactful in the way she made me realise what was right and wrong. M was great with all of my children and understood their needs. M was again was tactful in the way she helped me see what I needed to do to help the children.

M has honestly helped change my life, although my time with her was not long, M really opened my eyes, she gave me so much help and support and knew that she needed to gradually tell me what was happening as wouldve found it hard to handle in one go. Life is up and down for us at the minute but we have so much help and support to start a new life. I will be forever grateful to M for helping me take that big leap, its scary but I can already see positive changes in the children. I will miss M, she is amazing at her job.

All of the compliments we received throughout the year are available online:

[www.cambridgeshire.gov.uk/council/contact-us/council-complaints-procedures](http://www.cambridgeshire.gov.uk/council/contact-us/council-complaints-procedures)

and that's great!

3:22 pm

Oh god, were do I start... Over the years we spent together from crying, laughing, having our debates and hours in silence, to our stubbornness We are here today many years later. Now I want to thank you :) so much for everything you have done for me, you really are one of a kind, I've never met someone like you who not just fights for me, saves my ass and held me like you do! You have helped me so much and despite the very frustrating, stressful moments you still gave everything for me!

5:20 pm

Thinking about it now I wouldn't be sitting next to you right now if it wasn't for you truly. Despite at times it felt like a dead end you still remained and oh god! You are so stubborn! We had good times together, I will alway remember them! I still take dad to five guys and sit on the wall in Cambridge, ever since we did! I'm not saying goodbye to you, this isnt the end! It will be strange not working with you but it was a big plesure to work with you :) I am forever grateful for everything truly! You have made a huge difference to me, even if you don't see it.

5:21 pm

RE: parental feedback for EP fenland area - Message...

File Message Help Tell me what you want to do

Share to Teams Find

RE: parental feedback for EP fenland area

From: D's Mum <[dsmum@anonymised.com](mailto:dsmum@anonymised.com)>  
Sent: 11 July 2022 12:56  
To: Excellent EP <[EP.MadeADifference@cambridgeshire.gov.uk](mailto:EP.MadeADifference@cambridgeshire.gov.uk)>  
Cc: Childrens Complaints and Feedback Team <[ChildrensComplaintsandFeedbackTeam@cambridgeshire.gov.uk](mailto:ChildrensComplaintsandFeedbackTeam@cambridgeshire.gov.uk)>  
Subject: parental feedback for EP fenland area

11/07/2022

I have just read the report and I am very happy and pleased with what I read. [...] I got quite emotional reading the goals as obviously we don't know what D will be able to learn and it does not matter to us at all but.. its just lovley to read as if one day he is able to do them things it will be very special to us all!

I have nothing I would ask for you to change or add as I think you have written it beautifully! Can I please just give you some feedback regarding the video call? I have never felt so comfortable so quickly with someone as I did with you! We are very lucky there are people out there such as yourself able to do these things for our children. I am very excited for D and his future.

# Complaints

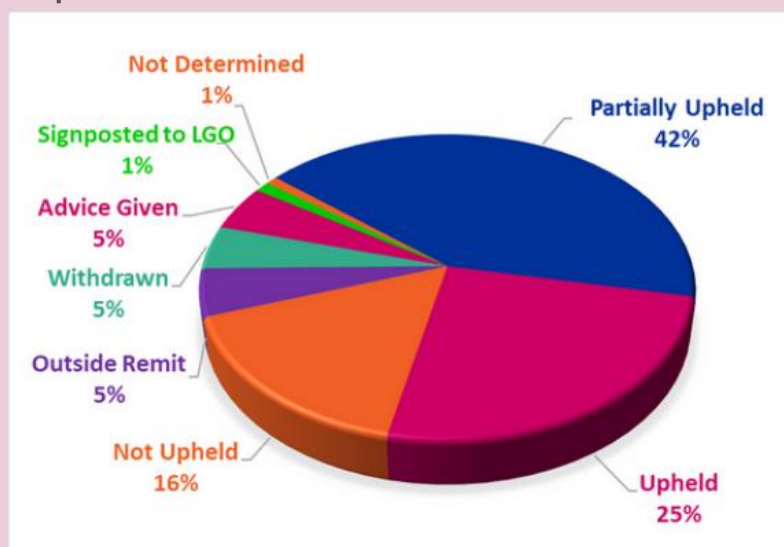
Children's Social Care has a formal complaints procedure offering three Stages, as set out in legislation and National Guidance. A detailed description of Cambridgeshire's procedure is available on the [Cambridgeshire County Council website](#).

In this past year, the CCFT received a total of 456 (432) Statutory and Corporate complaints combined across all three stages of the complaints process. Of these, 45 were Stage 2 complaints, and 20 were Stage 3 complaints. Out of the 459 complaints which concluded this year, the majority were partially upheld (42%) or fully upheld (25%).

In the year, 10% of complaints were reopened at Stage 1 following dissatisfied feedback from complainants, indicating some portion of their original investigation or response failed to address or resolve the concerns raised.

Out of the 456 complaints received this year, 42 were made by young people, of which 37 were assisted by an Advocate.

Graph 2



## National Youth Advocacy Service (NYAS)

Telephone: 0808 808 1001

Email: [help@nyas.net](mailto:help@nyas.net)

Website: [www.nyas.net](http://www.nyas.net)

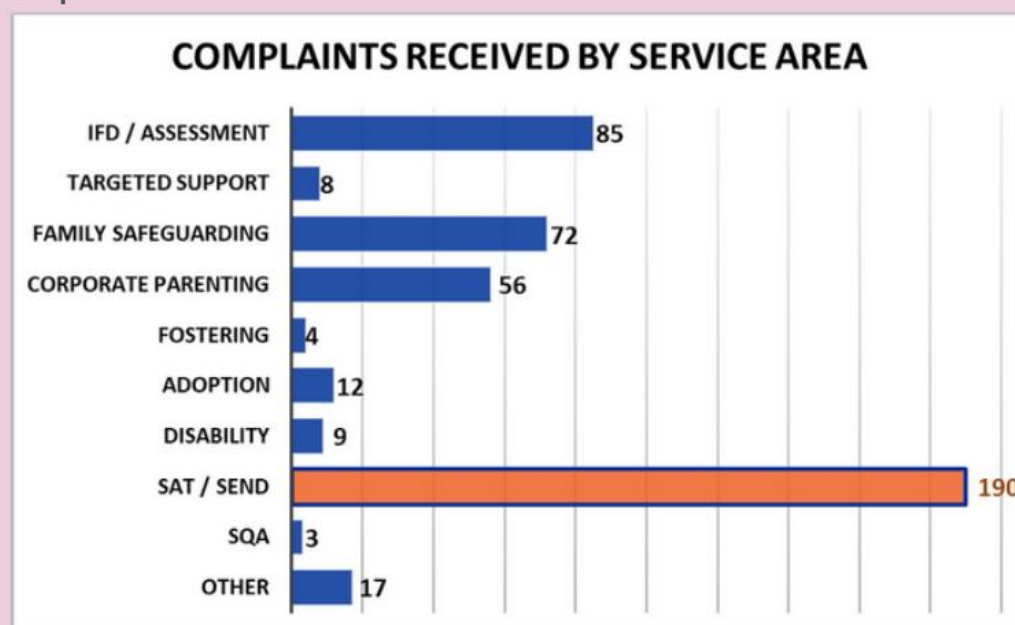
## VoiceAbility Advocacy

Telephone: 0300 303 1660

Email: [helpline@voiceability.org](mailto:helpline@voiceability.org)

Website: [www.voiceability.org](http://www.voiceability.org)

Graph 3

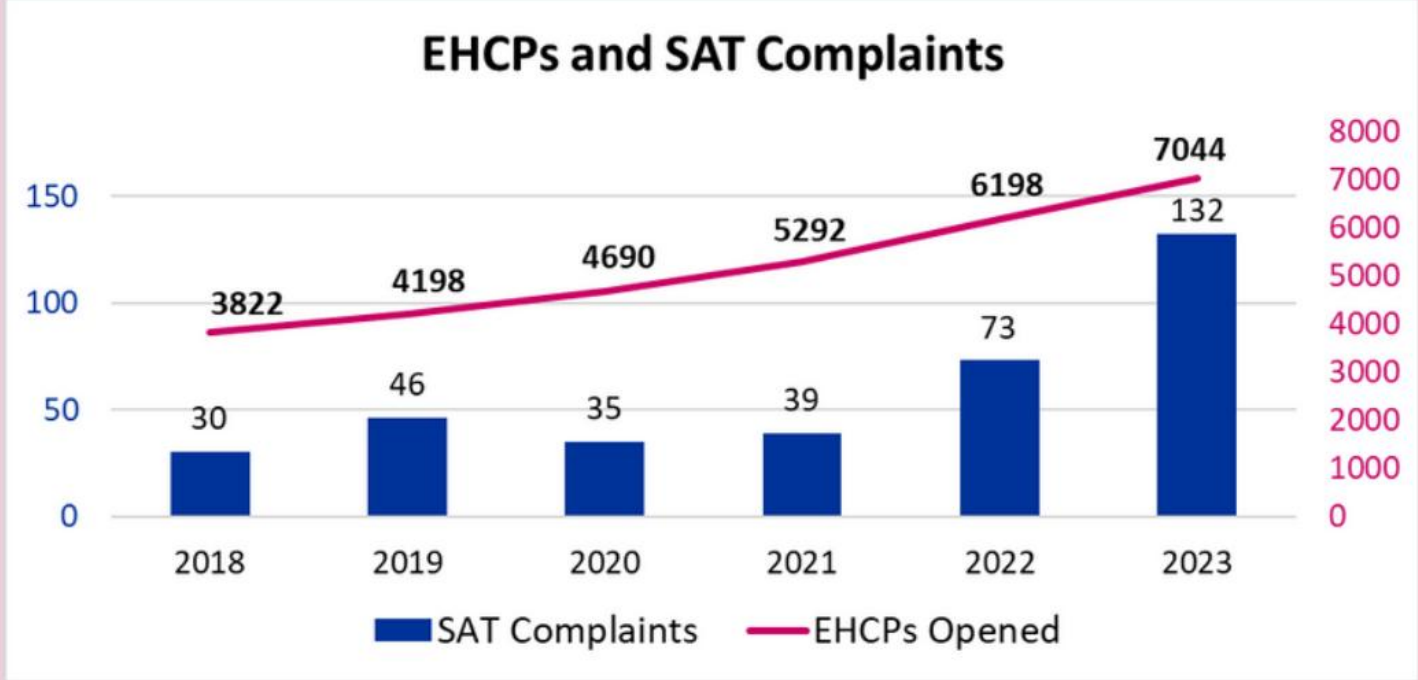


There were 459 complaints responded to this year. Out of these, 176 were extended beyond the initial timescale. Out of the 459 complaints responded to this year, 166 (equating to 36%) were responded to outside of the prescribed timescale (whether it was the initial or the extended timescale).



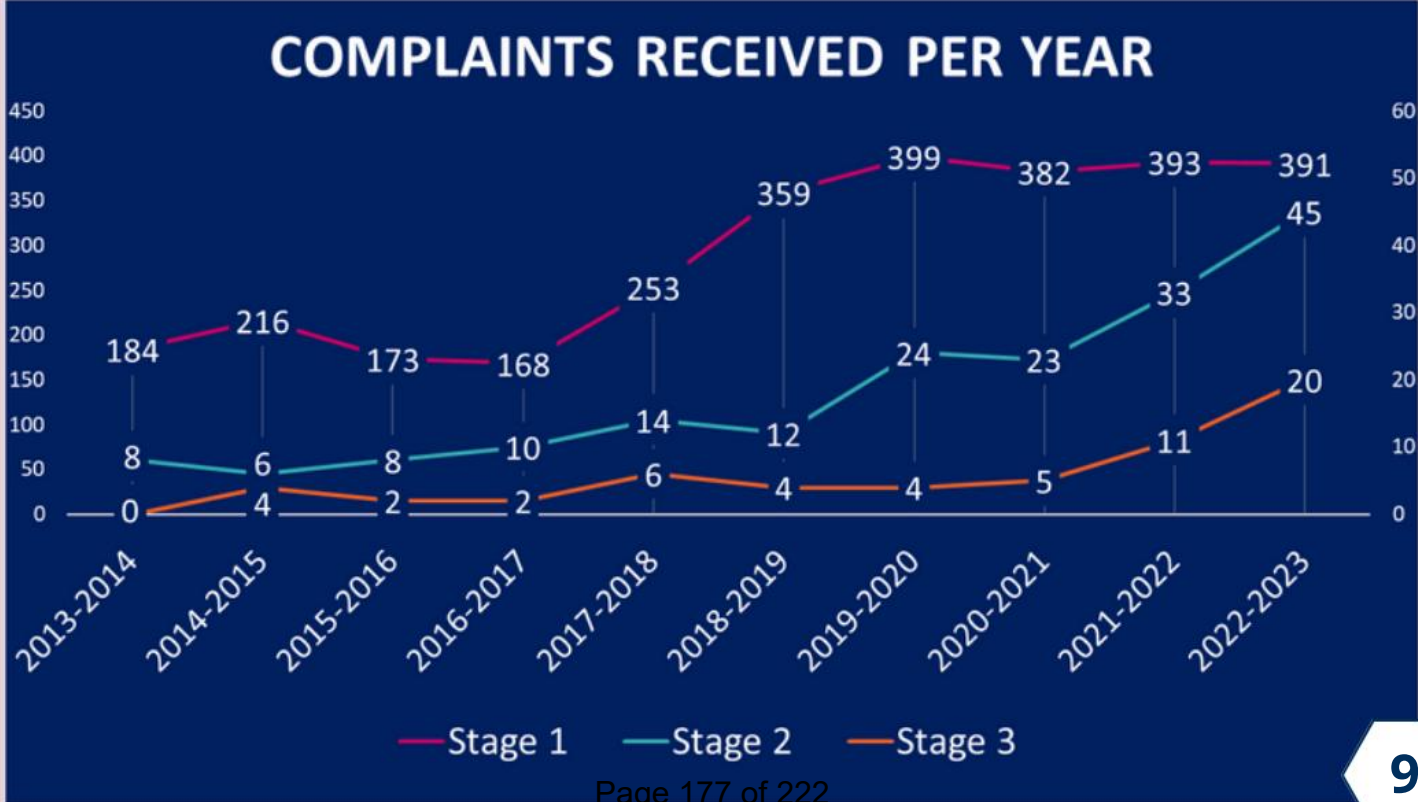
The service area that received the most complaints was the SEND Services, in particular the SAT with 190 complaints received this year, followed by the Integrated Front Door (IFD) and Assessment Teams with 85 complaints received. Over the past six years, the SAT has seen a marked year-on-year increase in the number of Education Health and Care Plans (EHCPs) being issued.

Graph 4



As illustrated above in graph 4, we have also seen a significant increase in SAT complaints since 2020, however in 2022-23 this rise has grown disproportionately relative to the number of EHCPs issued.

Graph 5



The issues being complained about largely relate to either the Education Health and Care Needs Assessment (EHCNA) process or concerns relating to EHCPs, including; delays of the issuance of plans (frustrating the parent’s right to appeal), EHCNAs failing to include necessary information from relevant agencies, concerns relating to the availability of special school places, provision as stated in the EHCP not being delivered, and poor communication from SAT.

There was a stark increase in SEND/SAT combined complaints from 77 in 2021-22 to 146 in 2022-23. This significant increase led to an overall increase in the number of Corporate Stage 2 complaints worked on from 25 in 2021-22 to 39 (27 of which relate to SEND/SAT) in 2022-23 and 7 Corporate Stage 3 complaints in 2021-22 to 19 (15 of which relate to SEND/SAT) in 2022-23.

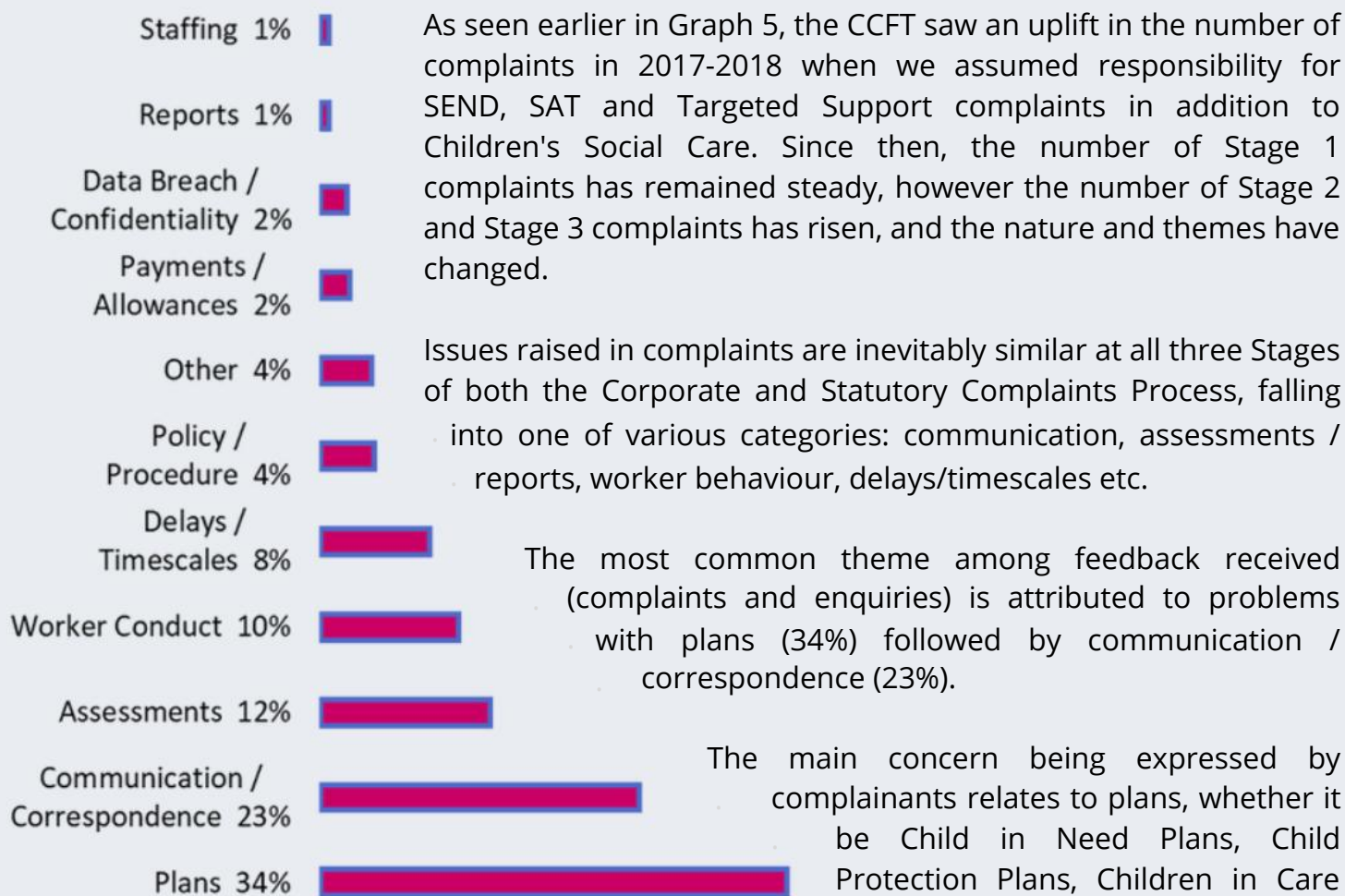
Complaints are a good indication of what is not working well in the organisation, and we know that SEND areas need significant focus; special school places, EHCP processes and timeliness, SEN Support, information sharing (Local Offer) and building confidence in the system. The overriding principle of the SEND Transformation Programme, in line with the joint SEND Strategy, is early prevention, ensuring support is in place as early as possible to support children and young people and their families. The vision being children and young people with SEND will have their needs and outcomes more effectively met at all stages of their journey through the system.

The collage features several documents and a website screenshot. At the top left is a document titled 'Local Offer: Special Educational Needs and Disability What do these words mean? (A-Z)' from Cambridgeshire County Council, defining terms like Advocate, Care Plan, and Co-production. Below it is a document titled 'Requesting an Education, Health and Care Needs Assessment' with a photo of children. To the right is a screenshot of the 'Local Offer' webpage, showing a navigation menu and a list of services including 'Children, education, & families' and 'Local Offer'.





# Complaint Themes



As seen earlier in Graph 5, the CCFT saw an uplift in the number of complaints in 2017-2018 when we assumed responsibility for SEND, SAT and Targeted Support complaints in addition to Children's Social Care. Since then, the number of Stage 1 complaints has remained steady, however the number of Stage 2 and Stage 3 complaints has risen, and the nature and themes have changed.

Issues raised in complaints are inevitably similar at all three Stages of both the Corporate and Statutory Complaints Process, falling into one of various categories: communication, assessments / reports, worker behaviour, delays/timescales etc.

The most common theme among feedback received (complaints and enquiries) is attributed to problems with plans (34%) followed by communication / correspondence (23%).

The main concern being expressed by complainants relates to plans, whether it be Child in Need Plans, Child Protection Plans, Children in Care Plans or EHCPs. Often, they report feeling that their worker has not taken into consideration their

## FEEDBACK BY THEME

concerns which, in turn, has resulted in inadequacies with plans or indeed inaccurate information being contained in assessments and reports.

Occasionally, complainants report that their child's needs have not been adequately reflected in an assessment or report, which results in plans being made which do not fully support their child's needs. Other related areas of concern are the turnover of workers leading to inconsistency and a lack of progress.

The second most common theme is poor communication. In such instances, complainants report not being able to contact their worker or not receiving calls back to discuss their concerns.

With delays and exceeded timescales being another common complaint theme, sending complaint responses out late (36% were sent outside of best practice timescales this year) can compound matters.

We have also seen a recent increase in complaints from non-resident parents, often fathers, concerned about bias being afforded to the resident parent.

# Local Government Ombudsman

A complainant retains the right to approach the Local Government Ombudsman (LGO) at any point in the 3 Stage complaint process, however, the Ombudsman would ordinarily expect the Local Authority to consider their complaint first, so may direct the complainant back to complete all 3 Stages before considering their concerns further.

From April 2022 to March 2023, the CCFT worked with 38 Local Government Ombudsman enquiries. 9 were received in a previous year, and 15 remained ongoing as of the end of this year. Therefore, a final LGO decision was reached for 23 enquiries this year.

**1 not upheld**  
**3 partially upheld**  
**5 upheld**  
**14 outside of remit**

Of the 29 enquiries received this year, 2 were in relation to Adoption, 6 for Family Safeguarding, 1 for Fostering, 5 for Integrated Front Door / Assessment, 14 for Statutory Assessment Team / SEND, and 1 Other.

Of the 23 LGO enquires which concluded this year, the most common theme was in relation to plans (43%).

In the first quarter of the year, the LGO issued a Public Report relating to a Cambridgeshire EHCP case entitled '*Upheld; maladministration and injustice following a final decision on a Statutory Assessment Team complaint*'. To remedy the injustice caused, the LGO recommended the following;

- apologise to the parents and young person, for the faults identified;
- arrange alternative provision for the young person, suitable for their age, ability and aptitude until they can return to school, and keep this under review;
- issue an amended final EHC plan in line with the agreed amendments in the latest version of the working document, and advise the parents of their right of appeal to the SEND tribunal; secure the provision in this amended final EHC plan and explain to the parents how the provision will be delivered;
- set a date for an Annual Review following the issue of this amended final EHC plan;
- pay the family £7,000 to recognise the lack of education and special educational needs





provision from September 2020 to February 2022;

- pay a further £1,000 to recognise the stress, frustration and time and trouble caused to the family by the faults identified in the investigation;
- consider appointing an Officer with no previous involvement to oversee the next steps in this case;
- remind officers of the limited circumstances in which families have a right of mediation or appeal and the timescales for each process;
- remind officers of the need to involve children and their parents in discussions about alternative provision when they cannot attend due to health reasons, and the circumstances in which parents can be asked to seek further medical evidence;

Since the Public Report was issued, the Local Authority have held an Annual Review meeting which led to the agreement of a package of alternative provision. The package was agreed for the remaining period of the academic year and the Authority agreed to a further payment to provide additional support for a period

when the package was less than the parental request. The alternative provision package increased from September 2022 and has been agreed in the form of an Education Personal Budget.

The LGO will be issuing their Annual Review letters to Local Authorities on 19 July 2023, sending them to the Chief Executive, the Council Leader, and the Chair of the relevant Scrutiny Committee. The letters will include a summary of complaints for which the LGO has issued final decisions for the year ending 31 March 2023. On 26 July 2023, the LGO will publish all Annual Review letters on their website, uploading Councils' 2022/23 data to their **Your Council's Performance** interactive map which includes spreadsheets of all Authorities' complaints data.

The LGO have a number of useful resources on their website, including Cambridgeshire's performance in relation to complaints;

[www.lgo.org.uk/your-councils-performance/cambridgeshire-county-council/statistics](http://www.lgo.org.uk/your-councils-performance/cambridgeshire-county-council/statistics)

## Contact Information

PO Box 4771  
Coventry  
CV4 0EH

Telephone: 0300 061 0614

Email: [advice@lgo.org.uk](mailto:advice@lgo.org.uk)

Website: [www.lgo.org.uk](http://www.lgo.org.uk)



# CASE



## SAT: Duty to Deliver on EHCP Provision, Not Met

Child A's parent complained that the Local Authority (LA) named their child's local mainstream primary school in their recently obtained Education Health and Care Plan (EHCP), despite the school stating they were unable to meet their special educational needs. The parent outlined how the local primary was not delivering the provision as stated in the EHCP, including Speech and Language Therapy (SALT) and Occupational Therapy (OT), and wanted the LA to change the EHCP to name an independent school instead.

The parent's complaint was investigated at both stages 1 and 2 of the Corporate Complaint Procedure before it was finally escalated to stage 3 for review. At stage 2, the parent was

advised that the named local primary remained child A's current school whilst the Local Authority explored the parental preference request, and child A was entitled to continue their education whilst this option was being explored as children cannot be left without a school placement. The parent was also advised that following the conclusion of stage 1, the SEND District Teams were asked to provide support to the school in implementing the provision, and an Educational Psychologist (EP) was assigned to meet with school staff. Following the EP's visit, the EP assured the school that specific named training would be delivered and they would investigate other training/packages of support to meet the identified need.

During the stage 2 investigation it was also found that SALT and OT had not been commissioned and therefore, the provision outlined in child A's EHCP had not been delivered since it had been issued some three months earlier. This oversight, misinformation, and lack of communication from the Statutory Assessment Team, plus a poor handover of casework caused delays in the provision of SALT and OT for child A.

- It was agreed that a Specialist Teacher and/or Specialist Practitioner from the District Team would help implement the identified interventions, through modelling and support to school to meet child A's needs.
- There would be a review of the funding provided to school to meet the identified need.
- The Statutory Assessment Team have been reminded to alert the SEND District Teams when a school is raising concerns around meeting a child's needs.
- The Link Specialist Teachers and Educational Psychologists will remind their schools to ensure pupils are raised, discussed and involvement requested as soon as support is required.
- Contact has been made with SALT, and a therapist has now started one-hour weekly sessions for twelve weeks.
- An ICT Assessment has also been booked.
- The SEND Head of Service is to review the process for handover of casework from a Statutory Assessment Casework Officer to a Monitoring and Review Casework Officer, following issuing of a Final EHCP.
- The Local Authority agreed an additional package of six hours of OT support and an additional 12 hours of SALT provision to be delivered over the summer holiday period.

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How We Put  
Things Right

# Learning Points

The Local Authority have a duty to ensure the content of an EHCP is being delivered and although this duty is delegated to our schools, support ought to be offered where a school requests it.

The Local Authority could have responded more supportively at the point that the primary school raised concerns with meeting child A's needs. Once support was offered to the school, a review of the funding could have been undertaken to ensure appropriate funding was allocated to deliver the identified provision.

The Statutory Assessment Team could have made contact with the SEND District Teams sooner to ask that they become involved with supporting the school.

The investigation also noted that the timely commissioning of SALT and OT services could have been improved with better communication between SAT, Casework Officers and the school.

## CASE 2 Failure to acknowledge or assess Kinship Carer

**April 2021** – Over Easter, whilst the children were staying with an extended family member, several safeguarding referrals were received relating to the care provided to the children by their parent. As a result, the extended family member was asked to temporarily continue to care for their relative's children. However, CSC failed to conduct a Section 47 enquiry and wrongly considered the arrangement to be a private family matter. As such, the extended family member was not

assessed, nor visited and did not receive any financial support or assistance to meet the children's needs. As the family member lived in another Authority's area, Cambridgeshire attempted to transfer the case, however, the receiving Authority refused to accept the case due to a lack of assessment and plan.

When the family carer asked Cambridgeshire for respite assistance, the allocated Social Worker suggested the parents be contacted, contrary to a Court Order denying direct contact. Whilst it was accepted the intention was not that the parents should provide respite directly, rather be consulted as to other respite options, it was acknowledged that this communication was ambiguous.

It was also found that there had been multiple delays in sharing CiN minutes with the family carer, with drift and delay in addressing the emotional and psychological needs of the children due to an intention to transfer the case out of County.



It was agreed to back date the equivalent Connected Persons' financial contributions to the family carer from April 2021 (plus holiday and birthday money), until the Court awarded a Child Arrangement Order (CAO) (Private Law case), plus interest payments based upon the Retail Price Index (RPI) average for the period of arrears. It was also agreed that Cambridgeshire would pay the family carer a CAO allowance for two years from the date the CAO was made.

A Cambridgeshire Social Worker was allocated to arrange a meeting with the family carer's home Authority, inviting the family carer's local Housing Association to the meeting so they might consider what support they could provide moving forward. It was also agreed the Social Worker would complete a Later Life Letter for each child and to offer guidance on how to best to manage contact with the children's birth parents.

The family carer was awarded £300 in recognition of the time and trouble taken in bringing about their complaint, an additional £500 in recognition of having failed to be assessed as a Carer, £150 for each child in recognition of the distress and uncertainty they faced and £1600 to cover initial setting up home costs for the children.

A Senior Manager will arrange a workshop for both the Assessment Service and Family Safeguarding Service to cover the key learning from this complaint, and will ensure information is available on-line and in leaflet format to inform families of the role and responsibility of the Local Authority when children are placed/transferred/relocated out of County and when children are placed with connected carers.

## How We Put Things Right

## Learning Points

The family member should have been assessed as a Kinship Carer under Regulation 24 as soon as it was clear that the children would be staying with them under a longer-term arrangement.

It was also accepted that the children should have been referred to their family carer's home Authority prior to the closure of their case in Cambridgeshire.

# CASE 3

## Care Leaver: Raised Expectations Over EU Settled Status Leading to a Loss of Opportunity

A Lithuanian care leaver was incorrectly informed that, following their EU Settled Status application, they had been granted settled status by their social worker.

During the complaint investigation, it was found the care leaver's application for EU settled status had been incorrectly recorded as having been made in 2021 by a Child in Care (CiC) social worker,

on an internal tracker. The tracker was reviewed in November 2021, prior to transfer to the leaving care team, with the care leaver's status noted as 'not received' at that point.

Later it was found that the application had not been made, nor had this action been handed over from the CiC team to the leaving care team during the transfer in December 2021.

By not having EU Settled Status this hindered the care leaver's ability to gain employment.

### How We Put Things Right

Financial remedy of £1000 was paid to the care leaver in recognition of loss of opportunity.

An application for EU Settled Status was made in March 2022 and the care leaver received a letter in June 2022, confirming their application had been received.

### Learning Points

References numbers will be added to the tracker to evidence the application has been made and by whom, so this can be followed up.



# CASE 4

## SAT: Statutory Duties to Consult during EHC Needs Assessment

**March 2022** – Parent submitted an EHCP Needs Assessment request, asking for the Local Authority (LA) to consult with Children's Social Care and seven other partner agencies including a paediatric assessment for Autistic Spectrum Disorder (ASD). Additionally, during the assessment period, the parent requested a referral to Audiology for an Auditory Processing Disorder assessment for their child.

**June 2022** - Parent raised a stage 1 complaint over the time taken to consult with the requested partner agencies and delay in issuing the draft EHCP.

**July 2022** – As part of the stage 1 response, the parent was advised that having consulted with the requested partner agencies, as the child was not known, the agencies were unable to share any information to contribute to the EHC needs assessment. The stage 1 response concluded by signposting the parent to the school and GP so referrals could be made citing SAT were unable to make referrals for assessments. The parent was also advised that they could seek their own private assessments at their own expense and submit these during the process, as the Local Authority does not commission assessments from providers outside the Local Offer.

**July/Aug 2022** - Disappointed with the stage 1 response, the parent escalated their complaint to stage 2. As part of the parent's Stage 2 complaint, they reiterated their view that the LA

has a legal obligation to complete the requested assessments and obtain advice from the range of professionals identified. Again, the Stage 2 response concluded that the LA can only obtain advice for an EHCNA where the child is known to the professional or Service and they hold information about the child. The LA maintained it does not consider it reasonable to seek assessments from Services who have no knowledge of the child, nor would they commission independent assessments as these would incur unreasonable costs to the public purse, suggesting the only professional that the LA must seek advice from during the Needs Assessment process is an Educational Psychologist (EP).

**Aug/Sept 2022** – Dissatisfied with the Stage 2 response, the parent asked the Chief Executive to undertake a review at stage 3 of the complaint process. During this period, legal advice was sought to clarify the LA's understanding of this complex piece of legislation.

Advice received regarding SEND Regulations 6 (1) that there is a legal duty for a Local Authority to seek advice, (Paragraph 9.46): ***The local authority must gather advice from relevant professionals about the child or young person's education, health and care needs, desired outcomes and special educational, health and care provision that may be required to meet identified needs and achieve desired outcomes***, and under Regulation 6(1) of the Regulations it states the following:

(1) *Where the local authority secures an EHC Needs Assessment for a child or young person, it must seek advice and information, on the needs of the child or young person, and what provision may be required to meet such needs and the outcomes that are intended to be achieved by the child or young person receiving that provision—*

(a) *advice and information from the child's parent or the young person*

- (b) *medical advice and information from a Healthcare professional identified by the responsible commissioning body*
- (c) *advice and information from any person the child's parent or young person reasonably requests that the Local Authority seek advice from*

## How We Put Things Right

- Legal advice to inform a change of practice.
- A Children's Social Care (CSC) eligibility Assessment is now underway which will be completed within 35 days.
- Should Health Services not be able to facilitate completion of an Assessment within a reasonable timescale, SAT to work with the parent on all areas of need identified to identify appropriate private professionals to undertake these Assessments.
- A remedy payment of £800 to be paid in recognition of the frustration, distress, loss of opportunity and time taken in bringing about the complaint.

Further to this, legal advice highlighted that The Local Government and Social Care Ombudsman (LGSCO) found against another Local Authority (19 020 776) in a decision dated 3 September 2022, in which it states:

- ***the “not known to this Service” response is not compliant with SEND Regulation 6(1).***
- ***The Council maintains overall responsibility for ensuring EHC Plans address all areas of need so has some responsibility for seeking the advice it needs to write a robust plan.***

## Learning Points

Whilst there is some difficulty in absolutely clarifying what is meant by obtaining information and advice during the EHCNA process, the duty is clear, and this remains with the Local Authority. Therefore, should Health Services not be able to provide full advice and information within such timescales, the LA will need to work with the parent to identify and privately commission an Assessment, paid for by the Local Authority and if necessary, charged back to NHS Health Services.







# Children's Complaints and Feedback Team

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ChildrensComplaintsAndFeedbackTeam  
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## Children and Young People Committee agenda plan, training plan and appointments to Outside Bodies and Internal Advisory Groups

To: Children and Young People Committee

Meeting Date: 27 June 2023

From: Democratic Services Officer

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: To review the Committee's agenda plan, training plan and appointments to Outside Bodies and Internal Advisory Groups within the Committee's remit.

It is important that the Council is represented on a wide range of outside bodies to enable it to provide clear leadership to the community in partnership with citizens, businesses and other organisations.

Recommendation: It is recommended that the Committee:

- a) review its agenda plan attached at Appendix 1.
- b) review its training plan attached at Appendix 2.
- c) review the appointments to Outside Bodies within the Committee's remit at Appendix 3.
- d) review the appointments to Internal Advisory Groups and Panels at Appendix 4.
- e) appoint the Chair and Vice Chair of the Corporate Parenting Sub-Committee for 2023/24.
- f) Note the appointment of Cllr C Daunton to the Cambridgeshire Culture Steering Group on 9<sup>th</sup> May 2023.

Voting: Co-opted members of the Committee are not eligible to vote on this report.

Officer contact:

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Member contacts:

Names: Councillors B Goodliffe and M Atkins  
Role: Chair/ Vice-Chair  
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Tel: 01223 706398 (office)



## 1. Background

- 1.1 The Children and Young People (CYP) Committee reviews its agenda plan and training plan at each meeting. The current agenda plan is attached at Appendix 1 and the training plan at Appendix 2.

## 2. Appointments

- 2.1 The Council's Constitution states that appointments to Outside Bodies and Internal Advisory Groups and Panels are agreed by the relevant Policy and Service Committee.
- 2.2 The Committee is invited to review its appointments to outside bodies, as set out in Appendix 3. Vacancies exist on the Cambridgeshire Community Services NHS Foundation Trust Quarterly Liaison Group (this appointment will be made by the Adults and Health Committee), the East of England Local Government Association Children's Services and Education Portfolio-Holder Network and for a substitute member on the F40 Group.
- 2.3 The Committee's appointments to internal advisory groups and panels are set out for review in Appendix 4. One vacancy exists on the Educational Achievement Board, and this is open to all Members. A vacancy also exists on the Standing Advisory Council for Religious Education (SACRE) for a Conservative member (the SACRE Constitution requires appointments to be politically proportionate). Appointments to the Joint Consultative Committee (Teachers) remain in abeyance pending proposals on future arrangements.
- 2.4 CYP is responsible each year for selecting and appointing the Chair and Vice Chair of the Corporate Parenting Sub-Committee from the Sub-Committee's membership. The current members are:
- Cllr M Atkins
  - Cllr A Bradnam
  - Cllr A Bulat
  - Cllr A Hay
  - Cllr M MacGuire
- 2.5 The Committee no longer recommends elected Members to the Fostering Panel for consideration, but all county councillors are encouraged to consider whether they might want to undertake the application process to join the Fostering Panel. Councillors Hay and S King are currently appointed to the Fostering Panel.
- 2.6 The Constitution contains a standing delegation to all executive directors and directors, *'To approve nominations to outside bodies, in consultation with the chair of the relevant committee (or in their absence the vice-chair).'* Any appointments made under this delegation are reported to the Committee at its next meeting. Members are invited to note the appointment of Councillor C Daunton to the Cambridgeshire Culture Steering Group on 9<sup>th</sup> May 2023. The

appointment was made by the Interim Executive Director of Children's Services under delegated authority following consultation with CYP Spokes.

### 3. Alignment with ambitions

3.1 There are no significant implications for the following ambitions:

- Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes
- Travel across the county is safer and more environmentally sustainable
- Health inequalities are reduced
- People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs
- Helping people out of poverty and income inequality
- Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
- Children and young people have opportunities to thrive

### 4. Significant Implications

4.1 There are no significant implications within these categories:

Resource Implications  
Procurement/Contractual/Council Contract Procedure Rules Implications  
Statutory, Legal and Risk Implications  
Equality and Diversity Implications  
Engagement and Communications Implications  
Localism and Local Member Involvement  
Public Health Implications  
Environment and Climate Change Implications on Priority Areas

### 5. Source documents

5.1 [Membership of Outside Bodies and Internal Advisory Groups and Panels](#)

## Children and Young People Committee Agenda Plan

Agenda Item No: 11 – Appendix 1

Published: 1<sup>st</sup> June 2023  
Updated: 19<sup>th</sup> June 2023

### Notes

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.

The following are standing agenda items which are considered at every Committee meeting:

- Minutes of previous meeting and Action Log
- Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels

27/06/23	1. Notification of Chair and Vice Chair of the Children and Young People Committee 2023/24	R Greenhill	Not applicable	04/04/23	06/04/23
	2. Finance Monitoring Report	M Wade	Not applicable		
	3. Corporate Performance Report – Children and Young People Committee (Q3/4)	H Parkinson	Not applicable		
	4. Children's Feedback and Complaints Annual Report 2022/23	J Shickell	Not applicable		
	5. Risk Register	D Revens	Not applicable		
	6. Draft Residential Service Strategy	H Carr	KD2023/065		

	7. Implementation of a Post 16 Provision Framework	Z Redfern-Nichols	KD2023/072		
[12/09/23] Reserve date				31/08/23	04/09/23
10/10/23	1. Finance Monitoring Report	M Wade	Not applicable	28/09/23	02/10/23
	2. Special Education Needs and Disabilities (SEND) Safety Valve	J Lewis	KD2023/058		
	3. CYP Supported Accommodation services for young people in care aged 16+	C Howard	KD2023/70		
	4. Regular Review of Methodology for Estimating Demand For Education Provision Arising From New Housing Developments	F Cox	Not applicable		
	5. Ofsted Inspection Preparation	M Purbrick	Not applicable		
28/11/23	1. Finance Monitoring Report	M Wade	Not applicable	16/11/23	20/11/23
	2. Transport Strategy	F Cox	TBC		
	3. Corporate Performance Report – Children and Young People Committee (Q1/2)	H Parkinson	Not applicable		
16/01/24	1. Schools and Early Years Revenue Funding Arrangements 2024/25	J Lewis	KD2024/003	04/01/24	08/01/24
	2. Determined Admissions Arrangements for the 2024/2025 academic year	F Cox	Not applicable		
	3. Finance Monitoring Report	M Wade	Not applicable		
	4. Fire Sprinkler Systems in Schools: Annual Report	I Trafford	Not applicable		

12/03/24	1. Finance Monitoring Report	M Wade	Not applicable	29/02/24	04/03/24
	2. Corporate Performance Report – Children and Young People Committee (Q3)	H Parkinson	Not applicable		
[16/04/24] Reserve date				[04/04/24]	[08/04/24]

Please contact Democratic Services [democraticservices@cambridgeshire.gov.uk](mailto:democraticservices@cambridgeshire.gov.uk) if you require this information in a more accessible format



## Children and Young People (CYP) Committee Training Plan

The training plan provides details of training sessions which have taken place during the current Council and topics for potential future training sessions and visits.

	Subject	Desired Learning Outcome/ Success Measures	Priority	Date	Responsibility	Nature of Training	Audience	Attendance By	% of elected members of the Committee attending
1.	Children & Young People Committee induction	To brief Members of the role and responsibilities of the Children and Young People Committee	High	15.06.21 12.00-2.00pm	Executive Director: People and Communities	Teams	All CYP Members	Cllrs Ambrose Smith Atkins Bywater Bradnam Bird Bulat Coutts Daunton Goodliffe Gowing Hay Hoy Prentice Kindersley M King J King Sharp Slatter Thompson Taylor van de Ven	63%

	Member Induction Programme: Corporate Parenting Sub-Committee	To brief new and returning Members and Substitute Members on the responsibilities of the Corporate Parenting Sub-Committee	High	12.07.21	Nicola Curley/ Myra O'Farrell	Teams	Members and Substitute Members of the Corporate Parenting Sub-Committee	Cllrs Ambrose Smith Bird Bradnam Bulat Goodliffe M King Slatter van de Ven	60%
2.	Safeguarding	To brief Members on safeguarding issues and responsibilities	High	08.10.21	Director of Children's Services	Teams	All Members	Cllrs Bulat Goodliffe Taylor Thompson Bird Bradnam Coutts Cox Condron Gowing Nethsingha van de Ven Meschini	40%
3.	Corporate Parenting and the Fostering Service		High	22.10.21 10.00am - 12.30pm	Assistant Director: Regional Adoption and Fostering	Virtual	All Members	Cllrs Atkins Bulat Goodliffe Hay Slatter Taylor Kindersley Nethsingha van de Ven	60%



4.	Ofsted – Inspection Framework – Key areas of focus in assessing quality	Cambridgeshire children's services will have a focussed visit from Ofsted at some time in 2022, and a graded inspection in 2023. The aim:  Introduce to the framework for inspection used by Ofsted  How we ensure that we are prepared for inspections.	Director of Children's Services	02.12.21 12pm – 1pm	Director of Children's Services	Virtual	CYP Members and Corporate Parenting sub committee		
5.	Education - FINANCE	Members gain a clear understanding of education funding and council decision making.		10 <sup>th</sup> Jan 2022 12.30 – 2pm	Service Director: Education & Strategic Finance Business Partner	Teams	All CYP Members	Atkins, Bulat, Goodliffe, Daunton, Coutts, Meschini, Bywater, Slatter, Taylor, M King, Bradnam	34%
6.	Education - SEND	Outline of session: What is SEND?  SEND Support in schools and settings		17 <sup>th</sup> January 2022 12.30 – 2 pm	Assistant Director: SEND & Inclusion	Teams	All CYP Members		

		<p>Exclusions</p> <p>Education, Health and Care Plans (EHCP)</p> <p>High Needs Block and EHCP Demand in Cambridgeshire</p> <p>Cambridgeshire's SEND Transformation Programme</p>							
7.	Performance Management Framework	An introduction to the Performance Management Framework and review of the Children and Young People's Committee's key performance indicators.	Medium	24.02.22	Service Director: Education		All CYP Members invited		
8.	Place Planning 0-19; Admissions, Attendance, Elective Home Education (EHE), Children in Entertainment,	<p>To brief Members about:</p> <ul style="list-style-type: none"> <li>the Council's statutory responsibilities with regard to commissioning educational provision and</li> </ul>	Medium	1 March 2022	Head of Place Planning 0-19	Teams	All Members		

Children in Employment	<p>DfE guidance which informs decisions on design and build projects</p> <ul style="list-style-type: none"> <li>the roles and responsibilities of internal and external partner organisations, including the DfE, Multi-Academy Trusts and the Diocesan Boards for Education</li> <li>the business planning processes involved in commissioning educational provision</li> </ul>							
Education - Attainment	Members gain a clear understanding of the assessment system used in schools.		23 <sup>rd</sup> March 2022 12 – 1.30 pm	Service Director: Education	Teams	All CYP Members	Cllrs Atkins, Daunton, Bulat, Coutts, Hay, Kindersley, M King, Taylor	50%

9.	Supporting the mental and emotional health needs of children in care/on the edge of care	To introduce CYP Members and the Corporate Parenting Sub Committee to the clinical framework and how it supports our foster carers and contributes to the emotional wellbeing of children and young people.		7 <sup>th</sup> April 2022 1.30 – 2.30	Assistant Director Safeguarding and Quality Assurance	Virtual	CYP Members and Corporate Parenting Sub Committee	Cllrs Atkins, Bradnam, Goodliffe, M King, Hay, Hoy and Slatter	60%
10.	Journeys for children in care including types of placements, placement matching and seeking permanent placements	To gain an understanding of the various placement types offered to our children and young people in care that supports them achieving permanence.		4 <sup>th</sup> May 2022 12.30 – 2.00	Assistant Director for Fostering, Regional Adoption and Specialist your Peoples Service	Virtual	All Members		
11	The Role of the Foster Carer	To introduce CYP Members and the Corporate Parenting Sub Committee to the role of the Foster Carer, and the part they play in impacting positively on the lives of children in care		21 October 2022 – confirmed & booked 12pm-1pm	Ricky Cooper Fiona Van Den Hout	Virtual	All Members	Cllrs: G Wilson, C Daunton, A Whelan, H Cox Condrón, S King, A Bradnam, A Bulat, S Taylor,	40%

								B Goodliffe	
12	Family Hubs	To expand on report to CYP committee in May 2022 and explain plans for roll out		25 <sup>th</sup> November 2022 1pm-2pm	Jenny Goodes Lisa Riddle	Virtual	All CYP members Corporate Parenting Sub-Committee		
13	Contextual Safeguarding	To brief member on contextual safeguarding approach		Postponed Date to be re-issued.	Ricky Cooper Anna Jack	Virtual	All members		
14	Children and Maternity Collaborative and Integrated Care System	Awareness raising of new health provision		Postponed Date to be re-issued.	Director of Children's Services/Raj Lakshman	Virtual	All CYP members Corporate Parenting Sub-Committee		
15	Meeting with - (Young People's Council)			TBC 2022/23	Service Director: Children's	Virtual	All CYP Members invited		
16	Commissioning Services – what services are commissioned and how our services are commissioned across Children Services			TBC 2022/23	Service Director: Children's / Head of Children's Commissioning		All CYP Members invited		

17	Visit Family Safeguarding Team			TBC 2022/23	Head of Safeguarding		All CYP Members invited		
18	The role and scope of Children's Commissioning within Cambridgeshire	<p>How Cambridgeshire's needs are <b>Analysed</b> to inform recommendations made to internal governance boards, and ultimately Committees.</p> <p>How we work with internal and external partners and stakeholders to <b>Plan</b> and develop services responding to gaps in need and themes in demand.</p> <p>What we <b>Do</b> to deliver this need, via open and transparent procurement activity</p> <p>How we <b>Review</b> both internal and externally commissioned services to evidence value for money, positive outcomes and to continually</p>		22 June 23 12-2	Head of Services Children and Commissioning		All Members		

		shape service delivery.							
19.	Education Transport			TBC					

An accessible version of this report is available on request from [Emma Nederpel](#)





## Appointments to outside bodies, partnership liaison and advisory groups

Name of body	Meetings per year	Reps appointed	Representative(s)	Guidance classification	Contact details
<p>Cambridgeshire Community Services NHS Foundation Trust Quarterly Liaison Group</p> <p>The Adults and Health Committee invites CYP to nominate two representatives to attend quarterly liaison meetings with Cambridgeshire Community Services NHS Trust. Any appointments will be made by the Adults and Health Committee.</p>	4	2	<ol style="list-style-type: none"> <li>1. Cllr Goodliffe (Lab)</li> <li>2. Vacancy</li> </ol>	Other Public Body Representative	<p>Richenda Greenhill Democratic Services Officer 01223 699171 <a href="mailto:Richenda.Greenhill@cambridgeshire.gov.uk">Richenda.Greenhill@cambridgeshire.gov.uk</a></p>
<p>Cambridgeshire Music Hub</p> <p>A partnership of school music providers, led by the County Council, to deliver the</p>	3	2	<ol style="list-style-type: none"> <li>1. Councillor M Atkins (LD)</li> </ol>	Other Public Body Representative	<p>Jonathan Lewis Service Director: Education  01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a>  Matthew Gunn</p>

Name of body	Meetings per year	Reps appointed	Representative(s)	Guidance classification	Contact details
government's National Plan for School Music.			2. Councillor F Thompson (LD)		Head of Cambridgeshire Music  01480 373500/ 01480 373830 <a href="mailto:Matthew.Gunn@cambridgeshire.gov.uk">Matthew.Gunn@cambridgeshire.gov.uk</a>
Cambridgeshire and Peterborough Federation of Young Farmers' Clubs  To provide training and social facilities for young members of the community.	6	1 + Substitute	1. Cllr Bulat (Lab)  Substitute: Cllr N Shailer (Lab)	Unincorporated Association Member	Jess Shakeshaft <a href="mailto:cambsyoungfarmers@outlook.com">cambsyoungfarmers@outlook.com</a>
Cambridgeshire Schools Forum  The Cambridgeshire Schools Forum exists to facilitate the involvement of schools and settings in the distribution of relevant funding within the local authority area.	6	3	1. Cllr Bryony Goodliffe (Lab) 2. Cllr Claire Dauntton (LD) 3. Councillor S Taylor (Ind)	Other Public Body Representative	Tamar Oviatt-Ham Democratic Services Officer  01223 699715668  <a href="mailto:Tamar.Oviatt-Ham@cambridgeshire.gov.uk">Tamar.Oviatt-Ham@cambridgeshire.gov.uk</a>

Name of body	Meetings per year	Reps appointed	Representative(s)	Guidance classification	Contact details
<p>East of England Local Government Association Children's Services and Education Portfolio-Holder Network</p> <p>The network brings together the lead members for children's service and education from the 11 strategic authorities in the East of England. It aims to:</p> <ul style="list-style-type: none"> <li>• give councils in the East of England a collective voice in response to consultations and lobbying activity</li> <li>• provide a forum for discussion on matters of common concern and share best practice</li> <li>• provide the means by which the East of England contributes to the work of the national LGA and makes best use of its members' outside appointments.</li> </ul>	4	2	<ol style="list-style-type: none"> <li>1. Cllr B Goodliffe (Lab)</li> <li>2. Vacancy</li> </ol>	Other Public Body Representative	<p>Cinar Altun</p> <p><a href="mailto:Cinar.altun@eelga.gov.uk">Cinar.altun@eelga.gov.uk</a></p>

Name of body	Meetings per year	Reps appointed	Representative(s)	Guidance classification	Contact details
<p>F40 Group F40 (<a href="http://www.f40.org.uk">http://www.f40.org.uk</a>) represents a group of the poorest funded education authorities in England where government-set cash allocations for primary and secondary pupils are the lowest in the country.</p>	As required	1 + substitute	<p>Councillor Bryony Goodliffe (Lab)</p> <p>Substitute: Vacancy</p>	Other Public Body Representative	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a></p>
<p>Safeguarding Children Partnership Board Safeguarding Partnership Boards have been established by Government to ensure that organisations work together to safeguard children and promote their welfare. In Cambridgeshire this includes Social Care Services, Education, Health, the Police, Probation, Sports and Leisure Services, the</p>	4	1	<p>Councillor Bryony Goodliffe (Lab)</p> <p><i>It is a requirement that the Lead Member for Children's Services sits on the Board.</i></p>	Other Public Body Representative	<p>Joanne Procter Head of Service Children and Adults Safeguarding Board</p> <p><a href="mailto:Joanne.Procter@peterborough.gov.uk">Joanne.Procter@peterborough.gov.uk</a> 01733 863765</p>

Name of body	Meetings per year	Reps appointed	Representative(s)	Guidance classification	Contact details
Voluntary Sector, Youth Offending Team and Early Years Services.					
Manea Educational Foundation  Established to provide grants and financial assistance for people up to the age of 25 years living within the Parish of Manea.	2	1	Councillor D Connor (Con)	Unincorporated association member	Contact <a href="mailto:democraticservices365@cambridgeshire.gov.uk">democraticservices365@cambridgeshire.gov.uk</a>
March Educational Foundation  Provides assistance with the education of people under the age of 25 who are resident in March.	3 – 4	1  For a period of five years	Councillor John Gowing (Con)	Trustee of a Charity	Contact <a href="mailto:democraticservices365@cambridgeshire.gov.uk">democraticservices365@cambridgeshire.gov.uk</a>
<del>Nature for Everyone Advisory Group</del>  Anglia Ruskin University and Learning through Landscapes	<del>TBC</del>	4	<del>Councillor Alex Bulat (Lab)</del>  This Group has been discontinued	Unincorporated association member TBC	<del>Sara Spear</del> <del>Head of School of Management, Faculty of Business and Law</del> <del>Anglia Ruskin University</del>  <a href="mailto:Sara.Spear@aru.ac.uk">Sara.Spear@aru.ac.uk</a>

Name of body	Meetings per year	Reps appointed	Representative(s)	Guidance classification	Contact details
<del>project. Its aim is to increase outdoor learning at school and home for children with complex and severe learning difficulties in order to support their social and emotional development, mental health and wellbeing.</del>					
<p>Needham's Foundation, Ely</p> <p>Needham's Foundation is a Charitable Trust, the purpose of which is to provide financial assistance for the provision of items, services and facilities for the community or voluntary aided schools in the area of Ely and to promote the education of persons under the age of 25 who are in need of financial assistance and who are resident</p>	2	2	<p>1 Cllr A Whelan (LD)</p> <p>2 Cllr P Coutts (LD)</p>	Trustee of a Charity	<p>Contact</p> <p><a href="mailto:democraticservices365@cambridgeshire.gov.uk">democraticservices365@cambridgeshire.gov.uk</a></p>

Name of body	Meetings per year	Reps appointed	Representative(s)	Guidance classification	Contact details
in the area of Ely and/or are attending or have at any time attended a community or voluntary aided school in Ely.					
Shepreth School Trust  Provides financial assistance towards educational projects within the village community, both to individuals and organisations.	4	1	1. Councillor P McDonald (LD)	Trustee of a Charity	Contact <a href="mailto:democraticservices365@cambridgeshire.gov.uk">democraticservices365@cambridgeshire.gov.uk</a>
Soham Moor Old Grammar School Fund  Charity promoting the education of young people attending Soham Village College who are in need of financial assistance or to providing facilities to the Village College not normally provided by the education	2	1	Councillor M Goldsack (Con)	Unincorporated Association Member	Contact <a href="mailto:democraticservices365@cambridgeshire.gov.uk">democraticservices365@cambridgeshire.gov.uk</a>

Name of body	Meetings per year	Reps appointed	Representative(s)	Guidance classification	Contact details
authority. Biggest item of expenditure tends to be to fund purchase of books by university students.					
<p>Trigg's Charity (Melbourn)</p> <p>Trigg's Charity provides financial assistance to local schools / persons for their educational benefit.</p>	2	1	Councillor S van de Ven (LD)	Unincorporated Association Member	<p>Contact</p> <p><a href="mailto:democraticservices365@cambridgeshire.gov.uk">democraticservices365@cambridgeshire.gov.uk</a></p>

For noting only:

<p>Fostering Panel</p> <p>Recommends approval and review of foster carers and long term / permanent matches between specific children, looked after children and foster carers. It is no longer a statutory requirement to have an elected member on the Panel, but all county councillors are encouraged to consider whether this is something for which they might wish to</p>	2 all-day panel meetings a month	<p>Appointees:</p> <ol style="list-style-type: none"> <li>1. Councillor S King (Con)</li> <li>2. Councillor A Hay (Con)</li> </ol>	<p>Ricky Cooper Assistant Director, Regional Adoption and Fostering</p> <p>01223 699609 <a href="mailto:Ricky.Cooper@cambridgeshire.gov.uk">Ricky.Cooper@cambridgeshire.gov.uk</a></p>
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<p>be considered. More information is available from <a href="mailto:Michaela.Berry@cambridgeshire.gov.uk">Michaela.Berry@cambridgeshire.gov.uk</a></p> <p>Appointees are required to complete the Panel's own application process.</p>			
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## Appointments to Internal Advisory Groups and Panels

Name of body	Meetings per year	Reps appointed	Representatives	Contact details
<b>Cambridgeshire Culture Steering Group</b>  The role of the group is to give direction to the implementation of Cambridgeshire Culture, agree the use of the Cambridgeshire Culture Fund, ensure the maintenance and development of the County Art Collection and oversee the loan scheme to schools and the work of the three Cambridgeshire Culture Area Groups. Appointments are cross party.	4	3	1. Cllr M Atkins (LD) 2. Cllr A Bulat (Lab) 3. Cllr C Daunton (LD)	Jonathan Lewis Service Director: Education  01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a>  Matthew Gunn Head of Service, Cambridgeshire Music  01480 373830 <a href="mailto:matthew.gunn@cambridgeshire.gov.uk">matthew.gunn@cambridgeshire.gov.uk</a>
<b>Corporate Parenting Sub-Committee</b>	6	n/a	1. Cllr M Atkins (LD) 2. Cllr A Bradnam (LD) 3. Cllr A Bulat (Lab)	Richenda Greenhill Democratic Services Officer

Name of body	Meetings per year	Reps appointed	Representatives	Contact details
The Sub-Committee has delegated authority to exercise all the Council's functions relating to the delivery by, or on behalf of, the County Council of Corporate Parenting functions, with the exception of policy decisions which will remain with the Children and Young People Committee.			4. Cllr A Hay (Con) 5. Cllr M MacGuire (Con)  *The Chair and Vice Chair of the Sub-Committee are selected and appointed by the Children and Young People (CYP) Committee from within the Sub-Committee membership.	01223 699171  <a href="mailto:Richenda.greenhill@cambridgeshire.gov.uk">Richenda.greenhill@cambridgeshire.gov.uk</a>
<b>Educational Achievement Board</b> For Members and senior officers to hold People and Communities to account to ensure the best educational outcomes for all children in Cambridgeshire.	3	4	1. Cllr Bryony Goodliffe (Lab) 2. Cllr S Hoy (Con) 3. Cllr S Taylor (Ind) 4. Vacancy	Jonathan Lewis Service Director: Education  01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a>
<b>Joint Consultative Committee (Teachers)</b>	2	6	1. Vacancy 2. Vacancy	Jonathan Lewis

Name of body	Meetings per year	Reps appointed	Representatives	Contact details
The Joint Committee provides an opportunity for trade unions to discuss matters of mutual interest in relation to educational policy for Cambridgeshire with elected members.			3. Vacancy 4. Vacancy 5. Vacancy 6. Vacancy  <i>(appointments postponed pending submission of proposals on future arrangements)</i>	Service Director: Education  01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a>
<b>Standing Advisory Council for Religious Education (SACRE)</b>  To advise on matters relating to collective worship in community schools and on religious education.  In addition to the three formal meetings per year there is some project work which requires members to form smaller sub-committees.  *The SACRE Constitution calls for the	3 per year (usually one per term) 1.30-3.30pm	4	1. Councillor A Bulat (Lab) 2. Councillor S King (Con) 3. Councillor P Slatter (LD) 4. 1 vacancy (Con)*	Amanda Fitton SACRE Adviser  <a href="mailto:Amanda.Fitton@cambridgeshire.gov.uk">Amanda.Fitton@cambridgeshire.gov.uk</a>

Name of body	Meetings per year	Reps appointed	Representatives	Contact details
<p>appointment of four elected members based on political proportionality.</p> <p>SACRE meetings require the presence of an elected Member in order to be quorate.</p>				
<p><b>Virtual School Management Board</b></p> <p>The Virtual School Management Board will act as “governing body” to the Head of Virtual School, which will allow the Member representative to link directly to the Corporate Parenting Partnership Board.</p>	Termly	1	<p>1. Councillor B Goodliffe (Lab)</p>	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a></p> <p>Edwina Erskine Business Support Officer – Administration Services Team Cambridgeshire’s Virtual School for Looked After Children (ESLAC Team)</p> <p>01223 699883 <a href="mailto:edwina.erskine@cambridgeshire.gov.uk">edwina.erskine@cambridgeshire.gov.uk</a></p>