

COMMUNITIES AND PARTNERSHIP COMMITTEE



Date: Thursday, 05 July 2018

Democratic and Members' Services

Fiona McMillan

Deputy Monitoring Officer

10:00hr

Shire Hall

Castle Hill

Cambridge

CB3 0AP

Kreis Viersen Room

Shire Hall, Castle Hill, Cambridge, CB3 0AP

AGENDA

Open to Public and Press

1. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/coc-conduct-code>
2. **Petitions and Public Questions**
3. **Minutes 31st May 2018 - Communities and Partnership Committee** 5 - 24
4. **Delivery Model for the Cambridgeshire Adult Learning and Skills Service** 25 - 46
5. **Tackling Poverty** 47 - 56
6. **Wisbech 2020** 57 - 84
7. **Innovate and Cultivate Fund Recommended Applications** 85 - 98

8.	Finance and Performance Report to end of May 2018	99 - 142
9.	Area Champion Updates	
10.	Communities and Partnership Committee Workshop and Training Plan	143 - 146
11.	Communities and Partnership Committee Agenda Plan and Outside Bodies and other Appointments	147 - 154
12.	Date of Next Meeting - 27th September 2018	

The Communities and Partnership Committee comprises the following members:

Councillor Steve Criswell (Chairman) Councillor Kevin Cuffley (Vice-Chairman)

Councillor Adela Costello Councillor Lorna Dupre Councillor Lis Every Councillor Janet French Councillor Lina Joseph Councillor Ian Manning Councillor Claire Richards and Councillor Tom Sanderson

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

Clerk Name: Rob Sanderson

Clerk Telephone: 01223 699181

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

The County Council is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chairman of the

Council and political Group Leaders which can be accessed via the following link or made available on request: <http://tinyurl.com/ccc-film-record>.

Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution <https://tinyurl.com/ProcedureRules>.

The Council does not guarantee the provision of car parking on the Shire Hall site and you will need to use nearby public car parks <http://tinyurl.com/ccc-carpark> or public transport.

COMMUNITIES AND PARTNERSHIP COMMITTEE: MINUTES

Date: Thursday, 31st May 2018

Time: 2.00 p.m. to 3.50 p.m.

Present: Councillors: A Costello, S Criswell (Chairman), K Cuffley (Vice-Chairman), L Every, J French, J Gowing (substituting for Councillor Joseph) N Harrison (substituting for Councillor Dupre) C Richards, and T Sanderson

Apologies: Councillors: L Dupre and L Joseph

59. NOTIFICATION OF APPOINTMENTS OF CHAIRMAN AND VICE CHAIRMAN AND CHANGES OF MEMBERSHIP

The Committee noted that at the Annual Council meeting on 15th May Councillor Criswell had been re-appointed as the Chairman and Councillor Cuffley Vice Chairman for the Municipal Year 2018 -19.

The Committee noted the following changes of membership:

Councillor Claire Richards replacing Councillor Eliza Meschini.
Councillor Janet French replacing Councillor Steve Tierney
Councillor Tom Sanderson replacing Councillor Simone Taylor

The Chairman welcomed Councillors Richards and Sanderson to their first meeting of the Committee.

60. DECLARATIONS OF INTEREST

None.

61. MINUTES 17th APRIL 2018

The minutes of the meeting held on 17TH April 2018 were agreed as a correct record and signed by the Chairman.

With reference to the appendix Minute Action Log document an updates was provided on the following action:

Minute 52 Adult Learning and Skills Action c)

It was confirmed that Councillor Costello had received an e-mail on 22nd May providing additional details of the success rates in respect of adults with learning difficulties obtaining employment. She was still in further discussions regarding why adults diagnosed as being autistic were recorded separately.

It was resolved:

- a) to approve the minutes of the meeting of 17th April 2018 as a correct record.
- b) To note the Minute Action log including the oral update to Minute 52
'Cambridgeshire Adult Learning and Skills Service' action c)

62. PETITIONS AND PUBLIC QUESTIONS

None received.

63. COMMUNITY RESILIENCE STRATEGY PRINCIPLES WORKING WITH CAMBRIDGESHIRE COUNTY COUNCIL SERVICE COMMITTEES

This report sought to agree the slightly updated five broad outcomes for community resilience in the Communities and Partnership Committee delivery plan and note the particular focus on aligning delivery and support for service committees with regard to Community Resilience.

The Communities and Partnership Committee Delivery Plan agreed at the April Committee meeting agreed five broad outcomes for Community Resilience reproduced below which had been further amended as highlighted with strikethrough text and additions in bold as set out below:

- Resilient communities across Cambridgeshire that are proud, confident, and self-reliant as far as possible,
- Communities that possess a sense of place and belonging, where people can feel safe, and who help themselves and each other
- Communities playing a clear and evidenced role in ~~managing and reducing demand for more costly services~~ **improving people's lives, thereby reducing their need for more intrusive and costly services**
- Services delivered with and for communities that achieve better outcomes **for residents** and /or reduce costs
- Capacity within communities that is harnessed and targeted towards ~~the County's~~ people's most challenging needs.

The aim was to build the capacity of communities to support each other, align local actions to help improve people's lives to reduce the need for more intrusive and costly services, provide training and advice through the Cambridgeshire County Council Support Cambridgeshire contract to the priority areas of need, and engage officers and Members to support community-led development. Examples were provided to show the early delivery against those outcomes, in particular where this work supported building an evidence base of positive impact on Service Committee priorities including reducing costs in social care budgets. The report detailed examples of how delivery was currently supporting the pressures and service demands of other service Committees.

The Committee was asked to agree the following listed key principles of community resilience to inform the development of a new high level and strategic single shared strategy for Cambridgeshire and Peterborough and partners, from which more detailed plans could be developed:

- Adopting a strengths-based approach
- Address the ways in which demand for statutory and sometimes costly services will be managed
- To be cognisant of and reflect the role and input of all of our key partners.
- Will allow a single cross-partnership conversation with communities to convey a shared vision to achieve mutual benefit
- Set out the principles of the participatory approach that will be taken to deliver against the Strategy or shared approach
- Demonstrate how it will build and sustain trust, transparency and accountability with and between communities and our partners
- it will need to show how the impacts of the work undertaken will be monitored, how it will be evaluated, and how outcomes to communities, partners and other Committees will be communicated
- Show how evidence will be used to inform our planning and decision making.

The following high level outcomes were proposed to be able to measure effectiveness of the strategy / shared approach:

- Communities are connected and work together toward shared goals
- Individuals and social structures are engaged and empowered to make a difference
- Communities have clear channels of communication to link into physical and social resources
- Communities understand their responsibilities and have realistic expectations of the levels of support available
- Communities have strong and trusting partnerships with each other
- Private, public and community sectors are prepared to respond effectively together
- People feel a sense of place and belonging in their community.

Issues raised included:

- In reply to a question it was confirmed that conversations had taken place with senior officers within Fenland District Council who were very interested in a shared Community Resilience Strategy approach. The same was also true of East Cambridgeshire.
- With reference to the figure of 50,000 volunteer hours set out in figure 2.6, one Member had concerns on how this figure was arrived at, whether there was a danger of double counting and whether the Council was potentially taking credit for activities / achievements undertaken by voluntary organisations. In further discussion it was explained that when funding was received it was necessary to be able to demonstrate its use the County Council's role was to be a catalyst for others to deliver the activity. It was accepted that it was difficult to measure but this should not mean that no attempt was made to quantify activity undertaken. The test of effectiveness was how the outcomes for citizens had been improved.
- Related to the above, one Member queried whether the activity being facilitated was at the expense of public service delivery. In reply it was explained that the aim was to

work with volunteers for instance to provide support measures to elderly people to help prevent the escalation where they require domiciliary care.

- One Member highlighted the positive role elected members could play in adding value in a number of areas including helping to publicise the need for foster parents and encouraging people to apply for reablement support. The officer confirmed that the reablement recruitment teams had found elected members input hugely useful in helping shape the recruitment campaign.

Having reviewed, considered and commented on the report:

It was resolved unanimously:

- a) To note the progress of the Community Resilience objectives within the Communities and Partnership Committee Delivery Plan.
- b) To note and agree the five broad outcomes for Community Resilience as listed in paragraphs 2.2 to 2.6 of the report focusing community resilience work on supporting service committees.
- c) To agree the key principles of Community Resilience in order to inform the development of the new shared strategy with partners across Cambridgeshire and Peterborough, a draft of which will be presented to the Committee in July 2018.

64. INTEGRATED COMMUNITIES STRATEGY GREEN PAPER

In March 2018, Her Majesty's (HM) Government published its 'Integrated Communities Strategy Green Paper' for consultation with a closing date of 5th June. This built on 'The Casey Review: A Review into Opportunity and Integration' published in December 2016 identifying twelve recommendations for consideration by Government to help improve integration and opportunity. The summary was included in section 2.1 of the report.

The report set out detail of the Green Paper and how the Casey recommendations would be taken forward with the key actions proposed set out in paragraph 2.4 of the report and the proposed draft response at Appendix 1 to the report.

While five 'integration pilot areas' had been identified, including Peterborough, who were also a participant in the Inclusive Cities programme, the Strategy, would be for all areas to use to help strengthen integration and cohesion, and to reduce segregation and inequality. To support the implementation of the Strategy, the Government had set aside £50m over the next two years to invest in different approaches to integration with an expectation that further funding would be made available. Given the Council's increased focus on community resilience and capacity building as a key priority, it was considered that with the close collaborative working in partnership with Peterborough City Council Cambridgeshire would be well placed to access support and funding from Government if made available.

In discussion:

- Regarding response 10 and the reference to housing tenures, Councillor Manning highlighted that there had been a recent University research study into housing tenures whose results suggested that community engagement differed depending whether people were in privately or part owned properties compared to those in rental properties. He offered to pass on the research paper results to the officers
Action: Councillor Manning
- The lead officer agreed to include in the final response that the Casey Review recommendation using the word 'deficiencies' in the recommendation "...the Government should build on classes to tackle English language deficiencies....." was an inappropriate use of language.
- Concern was expressed by one member regarding the proposed closer collaboration with Peterborough in terms of the impact on staff to both their jobs and their terms and conditions. In reply it was indicated that at the current time the future reporting mechanisms had still to be determined. She asked for and received assurance that any closer collaboration work would include engagement with the staff trade unions.

Having reviewed and commented on the proposed draft response to the public consultation on the Government's Integrated Communities Strategy Green Paper and considered ways in which Peterborough could support community work in Cambridgeshire,

It was resolved unanimously to approve:

The consultation response included as Appendix 1 to the report.

65. SHARED AND INTEGRATED SERVICES PROGRAMME

As background to the report it was explained that in November 2017, the Chief Executive was asked to explore delivery of further shared services with other local authorities to protect front line services. The proposed scope of the programme was to identify and maximise opportunities in the following areas:

- Sharing back office functions
- Reducing leadership costs – this was already being undertaken with a number of shared posts including the Chief Executive, Adrian Chapman's and Wendi Ogle-Welbourn's joint posts.
- Maximising purchasing power
- Reducing duplication of systems and processes
- Reducing estate costs
- Building resilience through shared teams, shared systems and processes.

In January 2018, members in Cambridgeshire County Council and in Peterborough City Council approved the following opportunity areas for year one of the Shared and Integrated Services Programme:

- *Work stream one:* opportunities for shared services in corporate and 'back office' functions.

- *Work stream two:* further integration of services in the People and Communities Directorates of each council.
- *Work stream three:* additional opportunities for shared or integrated service delivery across both councils, with a particular focus on place based services in year one.

This report provided an overview of the work on the Shared and Integrated Services Programme for which this Committee was responsible. From work already undertaken, the following three areas of opportunity were identified with the detail of how they would be progressed as set out in the report:

1. Shared services in corporate and 'back office' functions.
2. Further integration of services in the People and Communities Directorates of each council.
3. Integration of a range of place based services and functions

In addition to financial benefits, the report suggested that the significant benefit of the Shared and Integrated Services was the opportunity to enhance strategic capacity for which the report set out more detail under the following headings:

- *Scope to undertake new functions and major projects to enhance collaboration across public services in Cambridgeshire and Peterborough*
- *A more robust revenue base for both Councils*
- *Ability to employ and retain a wider range of skilled staff*
- *Fostering learning, creativity and innovation*
- *Advancing skills in strategic planning and policy development*
- *Enhancing credibility for more effective advocacy*
- *Stronger partners for other public sector organisations*
- *Better equipped to cope with complex and unexpected changes*
- *Potential for higher quality political and managerial leadership*

It was indicated that business cases and implementation plans would be developed for all work packages and resourcing requirements identified with business cases and bids to be submitted to the General Purposes Committee to be evaluated against the fund criteria at the appropriate time.

In discussion:

- Issues were raised with how proposals in the current report fitted with the LGSS and the joint governance model and recent suggestions from the Administration that the shared services model was to be reviewed. The lead officer was asked whether he had a view on whether the Council should be going down the LGSS memorandum of understanding route or the limited company route. In reply it was indicated at this stage no preferences had been established.
- In reply to a question it was confirmed that LGSS had been actively engaged in the initial discussions regarding the proposals set out in the report and that an officer group was meeting on a regular basis. One Member suggested that there needed to be a member joint working group with Peterborough City Council as there was a need for elected member input. The same Member queried the

timing of the proposals as there was a likely further change in the structure of local government locally with the emergence of the Combined Authority suggesting that until the governance structures were confirmed the current proposals could be a waste of time and resources. The Chairman replied that while change was inevitable, it would not be appropriate to wait for further structural changes that could still be some years ahead when there were efficiencies and savings to be made in the short term from closer integration working between Cambridgeshire and Peterborough.

- Another Member raised concerns regarding staff morale, the impact on staff from any proposals, including leadership changes and asked what staff / trade union consultation would be undertaken. It was indicated that there was a rolling programme of staff engagement and that any impacts on staff morale would be looked at through various methods, including monitoring sickness absence. With reference to the shared and integrated functions services listed in the box in paragraph 2.1 of the report the same Member asked whether any had resulted in any Cambridgeshire County Council service closures. In response it was indicated those listed had already taken place and for the Registration Service and Trading Standards Service these had been agreed by the relevant Committee following a full business case review. In respect of the Domestic Abuse Service, for which there was an annual report later on the agenda, the service had been brought together so that it could be managed in one place but had not resulted in a reduced service. The advantages of putting very lean services together was to provide more resilience. **The lead officer undertook to bring a report back to address the issues raised Action: Adrian Chapman.**
- Councillor Gowing highlighted that the ICT OFR Group looking at rationalising ICT, of which he was a member, had been put on hold and queried whether this was a result of the planned work streams between the County and Peterborough City Council. **Action: the Service Director Communities and Safety undertook to investigate and report back to Councillor Gowing the reasons for the current suspension of the ICT OFR Group.**

Having commented and discussed the work on the Shared and Integrated Services Programme, a minority of the members who having questioned the current timing of the proposals for greater joint working were not in favour of the proposals as set out, and on being put to the vote:

It was resolved by a clear majority to:

- a) Endorse the principles of the Shared and Integrated Services Programme as set out in section 2.2 of the report.
- b) Endorse the work to date on the Programme and the opportunities identified in section 2.3 of the report.
- c) Endorse the projected programme benefits as set out in section 2.5 of the report.

d) Endorse the proposals that it is a whole-Council initiative, led by the Communities and Partnership Committee but supported by all directorates and committees and developed as a joint programme with Peterborough City Council.

e) Note that resource requirements for each work stream are still to be determined and that it was likely that General Purposes Committee would receive a proposal for investment from the Transformation Fund to facilitate the delivery of benefits.

(Voting pattern: seven votes in favour: one against (Councillor Richards) with two abstentions (Councillors Harrison and Manning)

66. DOMESTIC ABUSE AND SEXUAL VIOLENCE STRATEGY UPDATE

In 2017 governance arrangements for domestic abuse were reviewed and a countywide Cambridgeshire and Peterborough Domestic Abuse and Sexual Violence Delivery Board was established comprising of a wide range of partners and reporting into the Community Safety Strategic Board. A DASV Operational Group was also established to co-ordinate delivery of the DASV action plan bringing together operational managers from key agencies with responsibility for domestic abuse and sexual violence.

The Domestic Abuse and Sexual Violence (DASV) broad partnership produces an Annual Report to outline the key achievements of the strategy, and areas of progress and development for the coming year. The report was co-presented by Vicki Crompton Cambridgeshire and Peterborough Domestic Abuse and Sexual Violence Manager and Superintendent Martin Brunning from Cambridge Constabulary. The purpose of the paper was to provide an overview of key activities undertaken by the partnership during 2017-18, its priorities for 2018-19 and to note management information about the demand for critical service areas in respect of domestic abuse and sexual violence.

In terms of indicators as a guide to what was happening in terms of domestic abuse and sexual violence it was highlighted that there had been nearly 8300 police incidents in 2017-18 compared to nearly 8400 in 2016-17 suggesting that over 8,000 was currently the norm. Section 2.2 provided more detailed statistics.

Other issues / statistics highlighted included:

- 79% of clients referred to the Independent Domestic Violence Advisory (IDVA) Service engaged with the service and of those who engaged, 84% were provided with a safety plan – demonstrating the ability of the service to engage with a high number of vulnerable, and often complex, individuals.
- Addenbrooke's Hospital was looking at how it responded to domestic abuse and was developing its own domestic abuse policies.
- Detailing that the Strategy had been split into four main areas: Prevent; Protect; Pursue & Prepare. The Key achievements in each of the four main areas for 2017/ 2018 were set out under section 2.5 of the report and highlighted at the meeting.
- The Partnership had been awarded a one year grant of £700k from the then Department for Communities and Local Government (DCLG) (which ended on 31st

March 2018. An evaluation of all the initiatives funded through the DCLG funds was considered by the DASV Delivery Board on 1st May. A key outcome from the report was the impact which outreach work has had to enhance the range and level of support available to victims, with work being undertaken on how this might be sustained beyond March 2019.

- Money had been received from the Police and Crime Commissioner to aid in work to prevent youngsters being violent to their parents. 10 families had started the programme but six had failed to complete it.
- Section 2.7 of the report detailed what had been achieved to date in the 8 main areas of work, some of which were as highlighted at the meeting. It was highlighted that the County Council had made significant progress in raising the profile and responsiveness to domestic abuse and sexual violence within its own services in the last 12 months.
- Following the decision by the Communities and Partnership Committee to seek accreditation to the White Ribbon Campaign, extensive work has been undertaken to make a public commitment to standing up against domestic abuse with the detail as set out in the report. At the meeting the officers on behalf of all those involved were congratulated on having very recently been awarded 'White Ribbon accreditation'.
- Key developments within service areas include the development of a Domestic Abuse policy and guidance handbook for staff within Children's Services, and the development of extensive 'offer' through core services to families affected by abuse. The renewed focus on domestic abuse had also supported an Adult safeguarding audit within Adult services.

Going forward, the priorities for 2018/19 included the following:

- Consider options around a "single front door" model for Domestic Abuse
- Secure funding for outreach provision to continue after March 2019
- Establish a countywide DHR (Domestic Homicide Review) process
- Support Cambridgeshire County Council to achieve White Ribbon accreditation
- Develop a DASV action plan for adult social care/adult safeguarding and support this work going forward
- Support Children's Social Care to implement their Domestic Abuse strategy
Having received and considered the update report providing an overview of the Domestic Abuse and Sexual Violence Partnership achievements and challenges during 2017/18:

Martin Brunning detailed the changes that had taken place in the Constabulary, which due to its very constrained budget and increased demands, had led to a restructuring in March. This had resulted in an increase in public facing policing, while taking out some areas of specialist background knowledge. The aim was to target resources where risk was known, to help stop incidents. This focus on risk assessment, along with the increased expertise the Police now had, was why some figures had increased, such as the 25% figure for Multi Agency Risk Assessment Conference (MAROC) where the victim had been assessed as a high risk of homicide. This had also resulted in an increase in public confidence in reporting domestic abuse incidents to them. However it was recognised that reported incidents did not to reflect the true extent of the problem,

and there were still some areas of significant potential under reporting, for example in respect of the Asian community.

In discussion issues raised included:

- In reply to a question on what work was being undertaken with district Council partners to help support the 'White Ribbon' work it was explained that every quarter there was a meeting with all the Community Safety Partnerships. The City Council and Huntingdonshire District Council had been through the accreditation process, with the other districts also seeking accreditation.
- In reply to a question regarding the work being undertaken by Fenland District Council on a Domestic Homicide Review they were rated as gold star standard with officers having a very good working relationship with them and who were now looking at how this could be operated countywide with what resources were available.
- Councillor Manning highlighted that he had reported a domestic abuse incident to the Police and had never heard back, which if a common occurrence, could discourage people to report such incidents and needed reassurance that this was not the norm. Martin Brunning apologised for this disappointing experience while highlighting that a huge amount of work was being undertaken with the police workforce to educate them on domestic abuse work, especially the young officers who needed to understand the often complex issues involved. This was still work in progress.
- Highlighting that while there was also the issue of men and boys abuse, 80% of cases involved females.
- The work being undertaken with children in schools on educating them on what should be considered good non-abusive personal relationships.

It was resolved unanimously to note:

- a) The key activities of the Domestic Abuse and Sexual Violence Partnership during 2017-18.
- b) Priorities for 2018/19.
- c) Management information about demand on critical service areas in relation to domestic abuse and sexual violence.
- d) An update Report on the White Ribbon Campaign to be provided to the September Committee.

67. FINANCE AND PERFORMANCE REPORT - OUT-TURN REPORT

This report provided the Committee with the Finance and Performance Out-turn Report for the People and Communities Service (P&C) directorate for review and comment. Attention was drawn to the following key headlines:

- The 2017-18 Outturn Finance and Performance report was attached at Appendix 1. At the end of the year, the overall P&C position was an overspend of £6,953k.
- The Council had overall planned savings of £33.4m in 2017-18 with £20.5m P&C savings required of which £16.8m were achieved at year-end resulting in an the overall revenue budget position was an overspend of +£3.8m (1.1%) The 2017-18 year end position for C&P was an under spend of -£43k.
- Of the thirty-eight P&C service performance indicators six were shown as green, two as amber and four were red. Twenty-six had no target as they were still being developed and were therefore not (Red, Amber, Green) RAG-rated
- There were four new Communities and Partnerships Performance Indicators, these had no target and were therefore not RAG-rated. The new performance indicators being reported would be;
 - Number of young first time entrants into the criminal justice system, per 10,000 of population compared to statistical neighbours
 - Victim-based crime per 1,000 of population compared to statistical neighbours (hate crime)
 - Proportion of new apprentices per 1,000 of population, compared to national figures
 - Engagement with learners from deprived wards as a proportion of the total learners engaged
- Within the tracker as detailed in appendix 3 the outturn was shown against the original saving approved as part of the 2017-18 Business Planning process. At the end of 2017-18 total savings of £16,824k were delivered within P&C against the original target of £20,538k. For several proposals, due to delays or difficulties in recruiting, the delivery of savings had slipped into 2018/19 and where there was still more work to be done.
- The major change programmes and projects underway across P&C were detailed in Appendix 8 of the report – The Building Community Resilience programme within C&P was currently assessed as being green.

In discussion and in response to a query the officer undertook to put in writing to the Committee the reasons for the 245% outturn variance showing against the Executive Director section of the Income and expenditure overall position table under paragraph 2.1 of the report. (More detail on the breakdown being shown on page 77 Appendix 1)

Action: Kerry Newson

Having reviewed and commented on the 2017-18 Outturn Finance and Performance report for People and Communities Service providing details of the finance and performance position,

It was resolved unanimously to:

Note the report.

68. COMMUNITIES AND PARTNERSHIP COMMITTEE AGENDA PLAN WORKSHOP AND TRAINING PLAN AND OUTSIDE BODIES APPOINTMENTS

This report invited the Committee to review the Committee's agenda and workshop plans, and agree appointments to outside bodies, internal advisory groups and panels, and partnership liaison and advisory groups within the Committee's remit, subject to the following changes orally reported:

Appendix 1 - The Agenda Plan

Innovate and Cultivate Fund Reports to be added to the following Committee agendas:

27th September 2018

17th January 2019

7th March 2019

On the 5th July meeting deletion of Shared Work Programme on the Combined Authority as being too early.

Noting that the Community Resilience Strategy for the September meeting was unlikely to be required as a report was scheduled to come forward to 5th July meeting.

Appendix 2 Workshop And Training Plan

There will be changes to the June workshop but expected additions were:

- Review of Tackling Deprivation
- Business planning – Public Consultation discussion

Appendix 3 Appointments to Outside Bodies

Attention was drawn to the following where the current Member appointment was no longer on the main Committee with the expectation that the appointments should be filled by the appropriate Area Champion / or be a main member of the Committee.

1) Innovate and Cultivate Fund Bid Assessment Panel - Cllr Meschini

2) Community Safety Partnership – Cambridge City Councillor Meschini

Regarding Area Champions, it was reported that the Liberal Democrat Group had decided not to put forward a name to the newly vacant South Cambridgeshire Area Champion position following the recent local elections which had seen the local Liberal Democrat Party win overall control. Councillor Richards who had replaced Councillor Meschini on the Committee required to be formally appointed to be the new Cambridge City Area Champion.

It was resolved unanimously:

- (a) to note and agree the agenda plan attached at Appendix 1 to the report including the updates reported orally;
- (b) to note and agree its workshop (training plan) attached at Appendix 2 to the report including the updates reported orally;
- (c) to agree the appointments to the outside bodies and partnership liaison and advisory groups and internal advisory groups and panels as detailed in Appendix 3 of the report and Appendix 1 to these minutes with the following changes;
 - Innovate and Cultivate Fund Bid Assessment Panel - Councillor Richards to replace Cllr Meschini
 - Community Safety Partnership – Cambridge City - Councillor Richards to replace Councillor Meschini.
- (d) To agree that the Cambridge City Area Champion should be Councillor Richards who has replaced Councillor Meschini on the Committee.
- (e) To note that the Fenland Area Champion as agreed at the last meeting is Councillor French who has now replaced Councillor Tierney on the Committee.
- (f) To note the vacancy to the South Cambridgeshire Area Champion role since the recent District Council elections.

69. ORAL UPDATES FROM AREA CHAMPIONS

The Committee noted brief oral updates provided by the following Councillors including some of the following as listed:

Councillor Costello

- Provided an update on her work on 'Essentials by Sue' to provide personal female products for those who could not afford them which was to be launched in September in Huntingdon at two locations. If successful there was an ambition to move it to other market towns with another meeting planned in the following week.
- Continuing to produce an article for a local paper informing the area of the need for reablement workers and foster carers.
- In respect of the White Ribbon Campaign, work was progressing in terms of seeking donation to provide theatre workshops in schools.
- Met officers regarding her concerns with people with adult learning difficulties not being able to get jobs including discussing what steps Councils could take to offer employment.
- Investigating with officers the issue of adults with learning difficulties and adults with autism employment figures being shown separately and the need for more accurate data / information. Councillor Manning indicated that he would pass to Councillor Costello some recent research looking at autism and the criminal justice system.

Action

Councillor Every

- Was working continually with district and parish councils to provide synergy and added value.
- Direct intervention - had raised £16k to provide 10 bursaries to give the opportunity for Bishop Laney pupil premium pupils students the opportunity to study for three rather than two years.
- Created a successful bid for a parenting course in Littleport Primary School to be cascaded through ambassador groups.
- Two new apprenticeships had been achieved from a recently organised Apprenticeship seminar.
- Looking to finance a community nurse from the Innovate and Cultivate Fund. This had attracted a huge amount of interest from the parish councils.
- Information provided on the interest from parishes in setting up new time-banks
- Details of a Youth hub attached to youth clubs as an opportunity to ask questions

Councillor French

- Had met with the Network co-ordinator regarding additional funding via time-banking for which there were ongoing discussions
- She was due to meet the following week with the Fenland District Council (FDC) Director and Portfolio holder for health
- In time would also be meeting the FDC portfolio holders.
- She planned to visit all four town councils and 16 parish councils,

Councillor Richards

Provided details of the activities Councillor Meschini had undertaken including:

- Working on bringing a paper forward on the impact of the new library structure
- Looking at New Development work
- Looking at the Living Accommodation Plan
- Looking at identifying gaps following Children Centre changes

With regard to her own local work these included:

- Working with CSIB on a bids process for funding for schools projects, including the Samba Festival 2018.
- Working with colleagues on the motion agreed from full Council to provide detailed advice to schools on the academisation process.
- Meeting with officers and undertaking engagement with residents to discuss the impact of the move from Shire Hall on the local community.

Councillor Joseph's submission was received just before the Committee meeting and subject to receiving her permission, would be circulated, following the meeting.

70. DATE OF NEXT MEETING – 5th JULY 2018

Chairman
5th July 2018

Appendix Minutes 31st May

COMMUNITIES AND PARTNERSHIP COMMITTEE

Minutes - Action Log



Cambridgeshire
County Council

This is the updated minutes action log as at 27th June 2018 and captures the actions arising from the most recent Communities and Partnership Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

ACTIONS FROM MINUTES OF THE 17th APRIL COMMITTEE

Minute No.	Report Title	Action to be taken by	Action	Comments	Status
52.	CAMBRIDGE-SHIRE ADULT LEARNING AND SKILLS SERVICE	Lynsi Hayward-Smith	a) Officers agreed to include sense checked visual explanatory diagrams in the next report. Action required b) There was a request to be provided in the next report with actual numbers against the percentages to aid context. c) Suggested drop-out rate from people starting apprenticeships would be useful information to be included in future reports.	a) This will be included in the next update Report b) These will be included in the update next report. c) This would be looked at with a view to include it in the future report.	ACTION ONGOING ACTION ONGOING ACTION ONGOING

ACTIONS FROM MINUTES OF THE 31st MAY COMMITTEE

Minute No.	Report Title	Action to be taken by	Action	Comments	Status
64.	INTEGRATED COMMUNITIES STRATEGY GREEN PAPER	Councillor Manning	Regarding response 10 and the reference to housing tenures, Councillor Manning highlighted that there had been a recent University research study. He offered to pass on the research paper results to the officers	At the time of preparing this update document the lead officer (Adrian Chapman) had not received details of the study. Following an enquiry, Councillor Manning confirmed he had contacted the University to provide the details, with the intention of forwarding them when received.	ACTION ONGOING
65.	SHARED AND INTEGRATED SERVICES PROGRAMME	Adrian Chapman	<p>a) Queries were raised regarding issues such</p> <ul style="list-style-type: none"> • as staff morale, • trade union involvement, • elected member input including a member joint working group with Peterborough City Council • Timing of proposals in terms of future arrangements with Combined Authority. <p>The lead officer undertook to bring a report back to address the issues raised</p>	<p>To be addressed in the Review of Shared & Integrated service report due to come forward to this Committee in October.</p>	ACTION ONGOING

Minute No.	Report Title	Action to be taken by	Action	Comments	Status
		Adrian Chapman	b) Councillor Gowing highlighted that the ICT OFR Group looking at rationalising ICT, of which he was a member, had been put on hold and queried whether this was a result of the planned work streams between the County and Peterborough City Council. Action: the Service Director Communities and Safety undertook to investigate and report back to Councillor Gowing	This was still currently being looked into.	ACTION ONGOING
67.	FINANCE AND PERFORMANCE OUT-TURN REPORT	Kerry Newson	In response to a query the presenting officer undertook to put in writing to the Committee the reasons for the 245% outturn variance showing against the Executive Director section of the Income and expenditure overall position table under paragraph 2.1 of the report	The response was sent in an e-mail from Democratic Services on 18 th June and clarified the two references in the report included for the budget line queried. The text of the response is included as an appendix to this Action Log.	ACTION COMPLETED

TEXT OF EMAIL SENT TO COMMITTEE ON 18TH JUNE - SEE REFERENCE TO MINUTE 67

Dear Communities and Partnership Committee

At the May Committee meeting when receiving details of the People and Communities Directorate budget outturn there was a request for more detail regarding the Executive Director budget line which showed a 245% variance at year-end.

Kerry Newsom has provided the following additional information which draws on information from two sections of the report.

Executive Director					
	Executive Director	416	699	283	68%
5	Central Financing	-523	-1,069	-546	104%
5	26 Executive Director Total	-107	-369	-262	245%

The Executive Director Section of the F&PR shows a £262k underspend and an outturn Variance of 245%. The reason for this being that the Executive Director policy line for 2017/18 had resulted in a £283k pressure, made up from the continued unachieved Business Support Saving of £219k and some smaller operational overspends in year. This was offset by the Central financing line for 2017/18 resulting in a £546k underspend. The latter occurred due to local authorities currently being permitted greater flexibility in the use of capital receipts (proceeds from sales of assets) to fund any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs. Eligible expenditure was identified within People & Communities, for which funding was shown against the Executive Director Budget which accounts for a significant proportion of the year end underspend on this budget. There will be a future report to full council on the use of capital receipts.

I hope this helps clarify the reason for the 245% variance regarding this budget line.

Kind regards

Rob Sanderson
 Democratic Services Officer
 Telephone 01223 699181
 Email: Rob.Sanderson@cambridgeshire.gov.uk

DELIVERY MODEL FOR THE CAMBRIDGESHIRE ADULT LEARNING AND SKILLS SERVICE

<i>To:</i>	Communities and Partnership Committee		
<i>Meeting Date:</i>	5 July 2018		
<i>From:</i>	Adrian Chapman, Service Director – Communities and Safety Pat Carrington, Assistant Director – Skills and Employment		
<i>Electoral division(s):</i>	All		
<i>Forward Plan ref:</i>	Not applicable	<i>Key decision:</i>	No
<i>Purpose:</i>	<p>This report is for the Communities and Partnership Policy and Service Committee to consider exercising its delegated authority under the Council's constitution at part 3B Responsibility for Functions – Committees of Council :</p> <p>“Authority to exercise the Council's functions in respect of all areas covering the following:</p> <ul style="list-style-type: none">• Adult careers Information and Guidance• Adult Skills including apprenticeships• Learning Service including online• Community Learning <p>This report seeks the Committee's authority, for its part, to change the delivery and governance model for the current Cambridgeshire Adult Learning and Skills Service as described in the report.</p>		
<i>Recommendation:</i>	<ol style="list-style-type: none">1. To approve the principle of establishing a new delivery model for the Cambridgeshire Adult Learning and Skills Service as described in this report.2. To approve the formation of a shadow governing board from 1st August 2018, as described in this report, to oversee the delivery of the delivery plan in order to implement the new delivery model in full by 1 April 2019 at the latest.3. To delegate responsibility to the Chief Finance Officer, in consultation with Legal Services, for decisions relating to the detailed implementation of the proposed delivery model, and for agreeing the final financial management		

and governance arrangements presented in draft form in appendix 1 to this report, as well as a scheme for financial management.

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Adrian Chapman	Names:	Cllr Steve Criswell
Post:	Service Director Communities and Safety	Post:	Chairman
Email:	Adrian.Chapman@cambridgeshire.gov.uk	Email:	Steve.criswell@cambridgeshire.gov.uk
Tel:	01733 863887	Tel:	01223 706398

1.	BACKGROUND
1.1	The Cambridgeshire Adult Learning and Skills Service (CALSS) is currently delivered from the People and Communities Directorate, with Committee responsibility held by the Communities and Partnerships Committee.
1.2	The service delivers learning opportunities that develop individuals, improve their skills, and raise their potential and aspirations, and in so doing has a direct impact on their social and economic wellbeing. The service works with families, young people and adults with a particular emphasis on the disadvantaged and vulnerable. The service also plays a key role in post-16 education.
1.3	The Service has had a recent successful Ofsted (Office for Standards in Education, Children's Services and Skills) inspection.
1.4	CALSS is largely financially self-sufficient currently with an annual turnover of £2.9m. Line management of the service is by the Assistant Director for Skills and Employment, who also has the same role in Peterborough and is the Principal of Peterborough City Council's equivalent service operated from the adult education college, City College Peterborough.
1.5	The Peterborough service already operates at arms-length from the City Council, and has done so since 2014. It has an infrastructure in place that would allow the management, development and back-office services to extend across to the Cambridgeshire service.
1.6	The proposal to extend the Peterborough delivery model across Cambridgeshire would see the creation of a renamed service – the Cambridgeshire and Peterborough Community Skills Academy (CPCSA) – with two operating arms, namely the Cambridgeshire Adult Skills Service and City College Peterborough.
1.7	The concepts behind this proposal have been developed over the past few months, using the expertise and experience of the staff team in both Cambridgeshire and Peterborough, and in discussion with the Communities and Partnership Committee in workshop sessions. The model has also been discussed in principle with the Cambridgeshire and Peterborough Combined Authority, in order to ensure our final arrangements are fit for purposes. The governing board for the Peterborough service has also discussed and endorsed this approach.
1.8	At the April meeting of the Communities and Partnership Committee meeting, it was agreed that work would progress to develop the proposals set out in this report, specifically “to approve the further work to be carried out by officers to explore alternative delivery arrangements for the Adult Learning and Skills Service and to receive a report on this work at the July 2018 Committee meeting”.
2.	MAIN ISSUES
2.1	Adult Education is operating in a complex and changing environment, and Government funding in this area has decreased in real terms by over 40% in recent years. In order to ensure that we are able to continue to support local adult residents to improve their skills and therefore improve their work, career and pay prospects, alongside their health and wellbeing, there is a need to be more innovative and agile in our approach and look to reduce our overheads. The sector is also increasingly

	<p>competitive – there are currently over 200 providers of adult education across Cambridgeshire and Peterborough alone, and we need to operate effectively and efficiently if we are to be successful. In order to achieve this, we need to develop an alternative delivery model that will support this new way of working.</p>
2.2	<p>As part of the review of alternative structures for CALSS, three options have been considered:</p> <ul style="list-style-type: none"> • To create a new, independent Trust for adult skills • To strengthen autonomy to enable the service to be more competitive and responsive • To Maintain the status quo <p>Option 1 has been ruled out as it would mean the service incurring additional financial burdens (e.g. VAT and pensions) and the loss of grant funding status (the Somerset Adult Learning service, which was established as a Trust, recently lost its whole government-funded Adult Education Budget contract resulting in the loss of c.200 jobs). Option 3 was dismissed for the reasons described above linked to the competitive nature of the market and the need for the service to be more agile, coupled with the ever-present risk of core government funding being reduced. The ability for the service to diversify is more easily achieved with the second option.</p>
2.3	<p>The recommendation is therefore to establish the Cambridgeshire and Peterborough Community Skills Academy (CPCSA), initially in shadow from 1st August 2018 with a view to achieving the full delivery model by 1 April 2019. As a formal delegation of powers to a governing board from the Council, all contractual relationships remain with the Council.</p>
2.4	<p>The proposed operational details of the new delivery model will be described in a financial management scheme issued by the Chief Finance Officer (the Cambridgeshire County Council Scheme for the Management of the Cambridgeshire Adult Learning and Skills Service). This will be based on the scheme of delegation in operation for maintained schools (available at: https://tinyurl.com/SchoolsFinSch) adapted for the arrangements of the Adult Learning and Skills service.</p> <p>In summary, the key points of this agreement will be as follows:</p> <ul style="list-style-type: none"> • A new governing board for Cambridgeshire will be formed and will be formally recognised by the council as the board overseeing the development and delivery of adult learning and skills services • A similar governing board for Peterborough already exists; both boards will feed into a new overarching management board to drive opportunities for greater collaboration and to maximise economies of scale wherever possible • The service will have the freedom and flexibility to seek and attract new investment, and to diversify into new business areas relevant to its business or that of the council • The service will operate its own bank account, albeit that this will be held within the overall suite of accounts held by the council • The current staff team of 136 permanent employees will remain employees of the council, and the new service will continue to operate council HR and other relevant policies and procedures • The council will provide the buildings from which the service operates

	<ul style="list-style-type: none"> • The service will submit a budget plan to the council by the end of July each year • The service will formally report to the Communities and Partnerships Committee annually on service progress and performance • The service will be responsible for the costs associated with all back office functions including Human Resources (HR), finance, legal and Information n and communication (ICT) support • The service will continue to ensure best value for money in buying all forms of services and contracts. <p>Additionally, the Peterborough service has established an independent charitable company to further enable diversification and income generation. This facility will be available for the whole of the Cambridgeshire and Peterborough service.</p>
2.5	<p>Cambridgeshire County Council will continue to receive post-19 education funds, (currently from the Education and Skills Funding Agency (ESFA)). As is the current arrangement, these funds will be passed to the new service. In order to receive this government funding, organisations must demonstrate compliance with a number of government rules and regulations, including:</p> <ul style="list-style-type: none"> • Funding Rules 2014/2015 • ESFA Due Diligence • Ofsted Framework • Accounting standards <p>The service will also comply with the financial regulations of Cambridgeshire County Council.</p>
2.6	<p>There are a number of benefits associated with the recommended delivery model. These include:</p>
2.6.1	<p><u>The Governance Model</u></p> <p>The Adult Learning and Skills service will still legally remain a department of Cambridgeshire County Council but will operate at arm's length, with the County Council delegating the management of finance, human resources, quality and the day to day running of the service to the governing board.</p> <p>This is a model currently operated by Peterborough City Council with its service, City College Peterborough. By delivering the services in Cambridgeshire in a similar way, it will enable greater sharing of support functions and expertise, whilst still maintaining the sovereignty of the two local authorities.</p>
2.6.2	<p><u>The Board Structure</u></p> <p>The Governing Board for the Cambridgeshire service will consist of board members representing the council alongside membership drawn from local business who have the skill set to help improve, develop and grow the service, whilst working with the same core values of the service. It is proposed that the Council is represented on the Governing Board by the Chairman of the Communities and Partnerships Committee and the Service Director for Communities and Safety. This model mirrors the model which is successfully used in Peterborough, and will ensure the service delivers to</p>

	<p>the council's strategic priorities, but also allows sufficient scope to draw on the knowledge and expertise of local business and experts in adult skills.</p> <p>The overarching Management Board for the combined service will have the remit of ensuring quality service and performance for the shared service, and will comprise the chairperson of each Governing Board, the Executive Principal and the relevant council director.</p>
2.6.3	<p><u>The Opportunity to Increase Turnover</u></p> <p>Currently the Cambridgeshire Adult Learning and Skills Service delivers a Department for Education (DfE) core Adult Education Budget programme with some European Social Funded project work.</p> <p>The new model proposed for the service allows opportunity for the growth of provision, benefiting local residents, communities and business. For example this is likely to include growth in adult and community learning, as well as growth in apprenticeships and learning to young people with multiple and complex barriers (i.e. young people not in education, employment or training).</p> <p>This can be evidenced via the Peterborough model where there has been significant growth in the service turnover since it was formed in 2014, from £4.8m per annum (of which £3.8m was core DfE budget) in 2013 to £5.5m (of which £3.8m was core Department for Education (DfE) budget) in 2015, to £7.5m (of which £3.8m was core DfE budget) in 2017. The 2018/19 budget has just been set based on a forecast turnover of £8.5m (of which £3.8m will be core DfE budget).</p>
2.6.4	<p><u>The Combined Authority</u></p> <p>From the start of the academic year in 2019, the Combined Authority will hold the Adult Education Budget (AEB) for Cambridgeshire and Peterborough. There are currently c.200 providers of AEB-funded training across Peterborough and Cambridgeshire with 9 core local providers, which includes Cambridgeshire County Council and Peterborough City Council.</p> <p>Developing a shared service will make it easier for the Combined Authority to do business with us, and easier to open up opportunities for growth.</p> <p>As the Combined Authority will not hold <i>all</i> of the skills funding, but is required to have a strategic overview of the skills landscape and requirements, the shared service will become an important interface between the local authorities and the skills delivery required across the Combined Authority footprint.</p>
2.6.5	<p>Other benefits include:</p> <ul style="list-style-type: none"> • Greater levels of resilience from grant and other financial reductions, through the service's ability to diversify, trade and raise additional revenue • Positioning a council service to more effectively compete in an ever-increasing competitive environment • Reducing back office costs incurred by the council – however, this will not be immediately realised in cashable terms as back office support to the existing service forms part of the overall package of support provided across the whole organisation

	<ul style="list-style-type: none"> Increasing the potential for additional income generation through the use of the existing charitable company established by City College Peterborough
2.7	Under the new delivery model the new governing board of the Cambridgeshire adult skills service, and the overarching management board of the Cambridgeshire and Peterborough Community Skills Academy, will be formally recognised by Cambridgeshire County Council. The governing board will have full delegated responsibility for ensuring all received funding is discharged in accordance with the priorities and financial regulations of the council, the objects of the service and all government funding and quality assurance regulations. It is proposed that two council representatives are members of that governing board, specifically the Chairperson of the Communities and Partnerships Committee and the Service Director for Communities and Safety. This mirrors the approach taken in Peterborough.
2.8	The new service will operate to an agreed set of Articles and Instruments of Governance. The proposed documents are attached at appendix 1.
2.9	As described above, the new service will take responsibility for all back office and support functions currently delivered to the existing service via the council and LGSS. The costs associated with these services will be met by the service itself, potentially creating a saving to the council. However, it is acknowledged that this saving may not be easily and immediately cashable as support services to the existing service are delivered via corporate arrangements across all services. There are currently c.£14k of support costs allocated to the existing service that will not be required if the new delivery model is approved, and, if these cannot be secured as a saving to the council, could represent a pressure until such time as the saving can be realised.
2.10	As previously mentioned, the proposed delivery model for Cambridgeshire has been operating formally in Peterborough since December 2014, and includes a 3-year formal review. This review has been recently completed by the Chief Internal Auditor. It is proposed that this is the same model adopted by the Cambridgeshire service.
3.	ALIGNMENT WITH CORPORATE PRIORITIES
3.1	Developing the local economy for the benefit of all
	<p>The proposed objects that the service commits to deliver to and using its funding to support include:</p> <ul style="list-style-type: none"> to advance education to relieve unemployment to relieve poverty
3.2	Helping people live healthy and independent lives
	<p>The proposed objects that the service commits to deliver to and using its funding to support include:</p> <ul style="list-style-type: none"> to advance health the promotion of community participation in healthy recreation, in particular by the provision of facilities for the playing of sports and related activities
3.3	Supporting and protecting vulnerable people

	<p>The proposed objects that the service commits to deliver to and using its funding to support include:</p> <ul style="list-style-type: none"> to promote for the benefit of the public the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants to promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society <p><i>(For the purpose of this Article “socially excluded” means being excluded from society, or parts of society, as a result of one of more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing (that is housing that does not meet basic habitable standards); crime (either as a victim of crime or as an offender rehabilitating into society).</i></p>
4.	SIGNIFICANT IMPLICATIONS
4.1	Resource Implications
	<p>The proposal is that these arrangements will be secured on “at worst” cost neutral basis. A financial management scheme will be agreed for oversight of financial governance by the Local Authority and consolidation of financial reporting into the Councils accounts.</p>
4.2	Procurement/Contractual/Council Contract Procedure Rules Implications
	<p>There are no significant implications within this category.</p>
4.3	Statutory, Legal and Risk Implications
	<p>It should be noted that the provision of s85 Further and Higher Education Act 1992 also allows the council to replace any delegated provisions it puts in place and to terminate the Governing Body arrangements at a later date should it choose to do so.</p>
4.4	Equality and Diversity Implications
	<p>The work carried out by the service is often with the county’s most vulnerable residents and as such makes a positive contribution to issues of equality and accessibility</p>
4.5	Engagement and Communications Implications
	<p>The current service already operates a partnership model with communities and community groups and this will continue under the proposed new model.</p>

4.6	Localism and Local Member Involvement
	At the heart of the Adult Learning and Skills Service in Cambridgeshire is its local engagement and place-based delivery. To ensure appropriate strategic direction is maintained, there will also be two places on the governing board for council representatives.
4.7	Public Health Implications
	Public health are a partner of the Adult Learning and Skills Service and will continue to be so in this new model.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Yes or no Name of Financial Officer: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona McMillan
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any engagement and communication implications been cleared by Communications?	Yes or No Name of Officer: Matthew Hall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any Public Health implications been cleared by Public Health	Yes or No Name of Officer: Tess Campbell / Val Thomas

Source Documents	Location
Report and Minutes Communities and Partnership Committee, 17th April 2018 titled 'Cambridgeshire Adult Learning and Skills Service'	www.cambridgeshire.gov.uk

Appendix 1

Agreement for the Management of the Cambridgeshire and Peterborough Skills and Community Academy

Cambridgeshire and Peterborough Management Board

There will be a Management Board for the Cambridgeshire and Peterborough Community Skills Academy (CPCSA), comprising the:

- Elected Member from the Cambridgeshire Governing Board (see below)
- Elected Member from the Peterborough Governing Board
- Service Director from Cambridgeshire County Council (“CCC”) and Peterborough City Council (“PCC”)
- Chairperson (if different from the elected Member) of the Cambridgeshire Governing Board
- Chairperson (if different from the elected Member) of the Peterborough Governing Board
- The Executive Principal of the CPCSA
- The Principal of the Cambridgeshire element of the CPCSA
- The Principal of the Peterborough element of the CPCSA

Cambridgeshire Governing Board

There will be a Governing Board for the Cambridgeshire element of the CPCSA, comprising:

- The Chairperson of the Cambridgeshire Communities and Partnerships Committee (ex officio)
- The Service Director for Communities and Safety
- 1 x accountant
- 2 x relevant stakeholders
- 1 x post-16 education specialist
- The Executive Principal of the CPCSA
- The Principal of the Cambridgeshire element of the CPCSA
- 1 x student representative
- The clerk to the Governing Board

Draft Articles of Government

1. Conduct of the Service

- (1) The Service shall be conducted in accordance with the powers and duties of the Governing Board delegated from Cambridgeshire County Council – in accordance with the 1944 Act replaced by the Further and Higher Education Act 1992 and the Learning and Skills Act 2000, as amended by the Further Education and Training Act 2007 and the Apprenticeship, Skills, Children and Learning Act 2009
- (2) The Governing Board exists to oversee the way the Service is managed, its human and financial resources, and shall determine the general educational character of the Service: to make sure it delivers the Mission Statement, in a way that reflects the highest professional and ethical standards, making effective use of available resources.
- (3) The Governing Board is ultimately accountable to Cambridgeshire County Council (CCC) for the financial solvency of the Service, sound management and the quality of the service provided. It is accountable for the proper use of the public funds entrusted to it and for the proper business management of commercial activities.
- (4) Subject thereto and to the provisions of these Articles the Executive Principal and Governing Board shall determine the curriculum of the Service. It is the duty of the Executive Principal to ensure that the curriculum is appropriate and delivered to a high standard.
- (5) It is the duty of the Governing Board, in discharging their duties in relation to the curriculum for the College, to consider any representations which are made to them about the determination or organisation of the curriculum, by the communities served by the Service within the context of funding contracts and financial stability.
- (6) The Executive Principal shall be responsible to the Governing Board for the internal organisation, management and discipline of the Service.
- (7) There shall be full consultation between the Executive Principal and the Chairperson of the Governing Board, and between the Executive Principal and the Executive Director of People and Communities and the Service Director for Communities and Safety on matters affecting the Service.
- (8) All proposals and reports from the Executive Principal affecting the Service should be considered by the Governing Board.
- (9) The Governing Board shall furnish the CCC with such returns, reports and copies of their minutes, and maintain such records as agreed and required.

2. Appointment of Sub-Committees

The Governing Board may establish sub-committees, for example finance & workforce, adult skills and communities, business and apprenticeships, and others as they think appropriate, and determine their membership and function.

3. Finance

The Governing Board will conform to the Agreement on delegated Financial Powers, as agreed with the CCC and implemented from 1st August 2018.

4. College Staff

- (1) The Executive Principal and Senior Management Team will determine a complement for the Service of full time and part time staff.
- (2) Subject to these articles, the appointment and dismissal of staff will be taken in agreement with the Governing Board or designated Governor.
- (3) No member of the staff or tutors shall undertake any other office or employment which, in the opinion of the Executive Principal in liaison with the Governing Board, or designated governor, interferes with the proper performance of his/her duties.

5. Premises

- (1) The Governing Board shall regularly inspect, and keep the CCC informed, as appropriate, as to the condition and state of repair of Service premises.
- (2) The Governing Board shall, as appropriate, subject to discussion with the CCC, determine the use to which the Service premises, or any part thereof, may be put.

6. Students, Members, Users

- (1) The Executive Principal shall, with good cause, have the power of suspending a student/member/user from attendance and will report the matter to the Chairperson of the Governors. A student/member/user can request the right of appeal to the Governing Board.
- (2) The Governing Board shall take all possible and reasonable steps to encourage and support the Student Association. The constitution and functions of such a body shall be subject to the approval of the Governing Board.

7. Health & Safety Matters

The Governing Board and the Executive Principal shall comply with legal legislation concerning health and safety at service premises, workplace and learning environments.

8. Copies of Articles

A copy of these articles shall be given to all Governors and be available to Service staff, tutors and students.

9. Date of Articles

These Articles shall come into force on 1st August 2018.

Instrument of Government -

Powers and duties of the Governing Board are delegated from Cambridgeshire County Council ("CCC") in accordance with the 1944 Act replaced by the Further and Higher Education Act 1992 and the Learning and Skills Act 2000, as amended by the Further Education and Training Act 2007 and the Apprenticeship, Skills, Children and Learning Act 2009

The Governing Board, with the senior management team, retain responsibility for human and financial resources, management and curriculum matters and the strategic planning and delivery of adult community learning and skills across the county. The Governing Board does not have legal liability.

1. THE GOVERNING BOARD

- (1) The Governing Board of Cambridgeshire Adult Skills Service hereinafter referred to as 'the Service' shall report ultimately to CCC.
- (2) The minimum number of Board members will be eight and maximum twelve.
- (3) Main Board members will include:
 - Executive Principal
 - Service Principal
 - Management Board Members
 - Ex-Officio member(s) agreed by the Board
 - Clerk to Board (Secretary to the Executive Principal)
- (4) The Board may co-opt, for short-term requirements, people with appropriate expertise
- (5) The Board can co-opt an ex-officio member from the CCC
- (6) Sub-Committees:
 - Sub-committees will be chaired by a member of the Board
 - Chairs of sub-committees may co-opt appropriate members but membership should be agreed by the Board
 - Student Association (the learners) and Staff representatives can be co-opted onto sub-committees as appropriate and agreed by the Board

2. WORKING OF GOVERNING BOARD

The Board will consist of a:

Chair

Vice-Chair

Clerk to Governors

Sub-Committees (each with a Chair):

- (2) Board minutes will be agreed by the Chair prior to circulation
- (3) Board meeting agendas will be agreed with the Chair at least ten days prior to a Board meeting

- (4) The Agenda and accompanying papers will be circulated at least seven days prior to a Board meeting
- (5) There are to be agreed rolling items on the Board agenda for meetings. Currently these include:
- Policies
 - Workforce (to include IIP and MATRIX)
 - Reports from Sub-committees
 - Quarterly Management Accounts
 - Performance against Targets and Objectives
 - Quality
 - Health and Safety
- (6) AOB does not appear on agendas, unless there is a notice of action given 24 hours in advance of the meeting, this has been replaced by Chairman's Items. Members wishing to raise additional matters should do so under this item with agreement, in advance, from the Chair.

3. THE GOVERNING BOARD EXISTS TO:

- Ensure the Service thrives as an organization whilst maintaining prudent control of its human and financial resources and assets
- Make a significant contribution to what the Service does and to ensure the success of its learners
- Assist the Service to maintain a long-term strategic focus whilst working on its shorter-term goals and plans
- Assist the Service in responding to local requirements within the context of regional and national needs
- Ensure that the business operations of the Service prosper
- Maintain the ethos and uniqueness of the Service for adult community learning
- Ensure that a minimum Grade 2 is maintained in Ofsted inspections
- Ensure the Investors in People and MATRIX Standards are maintained.
- Have a Duty of care

In general terms the Governing Board is responsible for the overall functioning of the Service. It is accountable for the quality of service to learners, staff and users and their welfare, the financial health of the Service, the proper use of public funds and sound management.

4. APPOINTMENT OF GOVERNORS

- (1) The first Governors under this Instrument shall be appointed in order that they take up office.

- (2) The Governors shall hold office for a period determined by the Board, terminating on the date of appointment of their successors. Any changes will be notified to the Clerk to the Governing Board.
- (3) Co-opted Governors will serve for the limited period for which they were co-opted which will normally be less than one year.
- (4) Nothing in this sub-paragraph shall affect the determination of the membership of the Governing Board of any person under the provision below.
- (a) Any vacancy occurring among members shall be notified to the Chair of the Board and Clerk to Governors.
 - (b) Any Governor appointed to fill a casual vacancy shall hold office only for the unexpired term of office of the member of the Governing Board whose place has been vacated.
- (5) Determination of Membership:
- (a) Any Governor upon ceasing to be a member of the organisation which he/she represents shall cease to represent that organisation on the Governing Board.
 - (b) Any Governor who is absent from three consecutive meetings of the Governing Board except for some reason approved by resolution of the Governing Board, or who is incapacitated from acting, or who becomes disqualified to be a member of the body appointing him/her, other than on the grounds set out in Section 80 (i) (b) of the Local Government Act 1972, or who resigns his/her office in writing to the Chair of the Board shall thereupon cease to be a Governor. Any Governor may be removed by the Boards agreement.
- (6) Declaration of Interest
- (a) If any Governor has any pecuniary interest, direct or indirect, in any contract or proposed contract or other matter and is present at a meeting of the Board or any of its Committees at which the contract or other matter is the subject of discussion he/she shall at the meeting, as soon as practicable after the commencement thereof, disclose that fact and shall not take part in any decision or vote on any question with respect to the contract or other matter.
 - (b) For the purpose of the foregoing sub-paragraph the provisions of sections 94 to 98 of the Local Government Act 1972 as amended by any subsequent enactment or statutory modification (which relates to the disability of members of local authorities for voting on account of interest in contracts, etc) shall apply mutatis mutandis.
- (7) Chairman and Vice-Chairman
- (a) The Governors shall at their November meeting in each Academic year commencing on 1 August, elect a chairman and a vice-chairman of their meetings for the year.
 - (b) The chairman or vice-chairman may not be employed by the Service nor a member of the student body. The election shall be carried out by a secret ballot if there is more than one nomination, otherwise by a show of hands. In the absence of both the chairman and vice-chairman the members of the Governing Board present shall elect a chairman for that meeting before any other business is transacted. The chairman and vice-chairman shall always be eligible for re-election. A casual

vacancy may be filled by electing a chairman or vice-chairman for the unexpired portion of the year.

(8) Clerk to the Governing Board

The Secretary to the Executive Principal will act as Clerk to the Governing Board.

(9) Meetings of the Governing Board

- (a) The Board shall hold a meeting at least once every term.
- (b) The quorum for a meeting of the Board shall be 5 (if a minimum membership is 8).
- (c) All meetings of the Board shall be summoned by the Clerk to the Governors.
- (d) A special meeting shall be summoned at any time on the request of either the Chairman, or a quorum of the Board.
- (e) The proceedings of the Board shall not be invalidated by any vacancy in their number, or by any defect in the election, appointment or qualification of any Governor.
- (f) Every question to be determined at a meeting of the Board shall be determined by a majority of the votes of the Governors present and voting on the question, and where there is equal division of votes of the Chairman shall have a second or casting vote.
- (g) Until the contrary is proved the Governing Board shall be deemed to be duly constituted and have the power to deal with the matters referred to in their minutes.
- (h) The Executive Principal is a fully designated and voting member of the Board.

(10) Records of Meetings:

- (a) Minutes shall be kept of all resolutions and proceedings of the Governors and of meetings of Sub-Committees and Advisory Committees.
- (b) These minutes are available for inspection by the CCC.

(11) Rescinding of Resolutions:

Any resolution of the Governors may be rescinded, or varied at a subsequent meeting if notice of the intention to do so has been given to all Board members at the time of convening the meeting.

(12) Revision of Instrument

This Instrument may be revised at any time by the Board.

(13) Date of Operation

This instrument shall come into force on 1st August 2018.

5. THE ROLE OF A GOVERNOR INVOLVES:

- A current knowledge of the 19+ agenda for adult and lifelong learning. At least one governor should have a corresponding knowledge for 14-19 provision.
- A detailed understanding of the market in which we work; this includes working with children and young people and the skills agenda.

- An understanding of the quality frameworks in which the Service operates both locally and nationally, for example the annual Self-Assessment Report (SAR), the Ofsted Inspectorates Quality Framework, External Awarding Bodies, ESFA and CCC audit requirements.
- Participation in maintaining the Investors in People and MATRIX Standards and Ofsted Inspection grading. Governors are likely to be called for interview during an Ofsted and other inspections.
- Attending Board meetings.
- Attending appropriate sub-group meetings.
- Reading through papers in preparation for meetings – for attending meetings, updating knowledge of adult lifelong learning issues and understanding our business in a climate of continual change.
- An understanding of Service finances and resources.
- Training as appropriate.
- Assisting the Service management team in meeting the needs of its learners, communities and other stakeholders.

The governance of the Service is incorporated into the leadership and management element of the Ofsted Quality Framework and therefore also the inspection process (Ofsted) and Self-Assessment Framework. The Board is expected to conduct an assessment of its own activities to be included in the Service Self-Assessment Report, which is validated by inspection. The Board will set themselves annual targets against which to assess their effectiveness in governing the Service.

6. PERSONAL QUALITIES OF A GOVERNOR

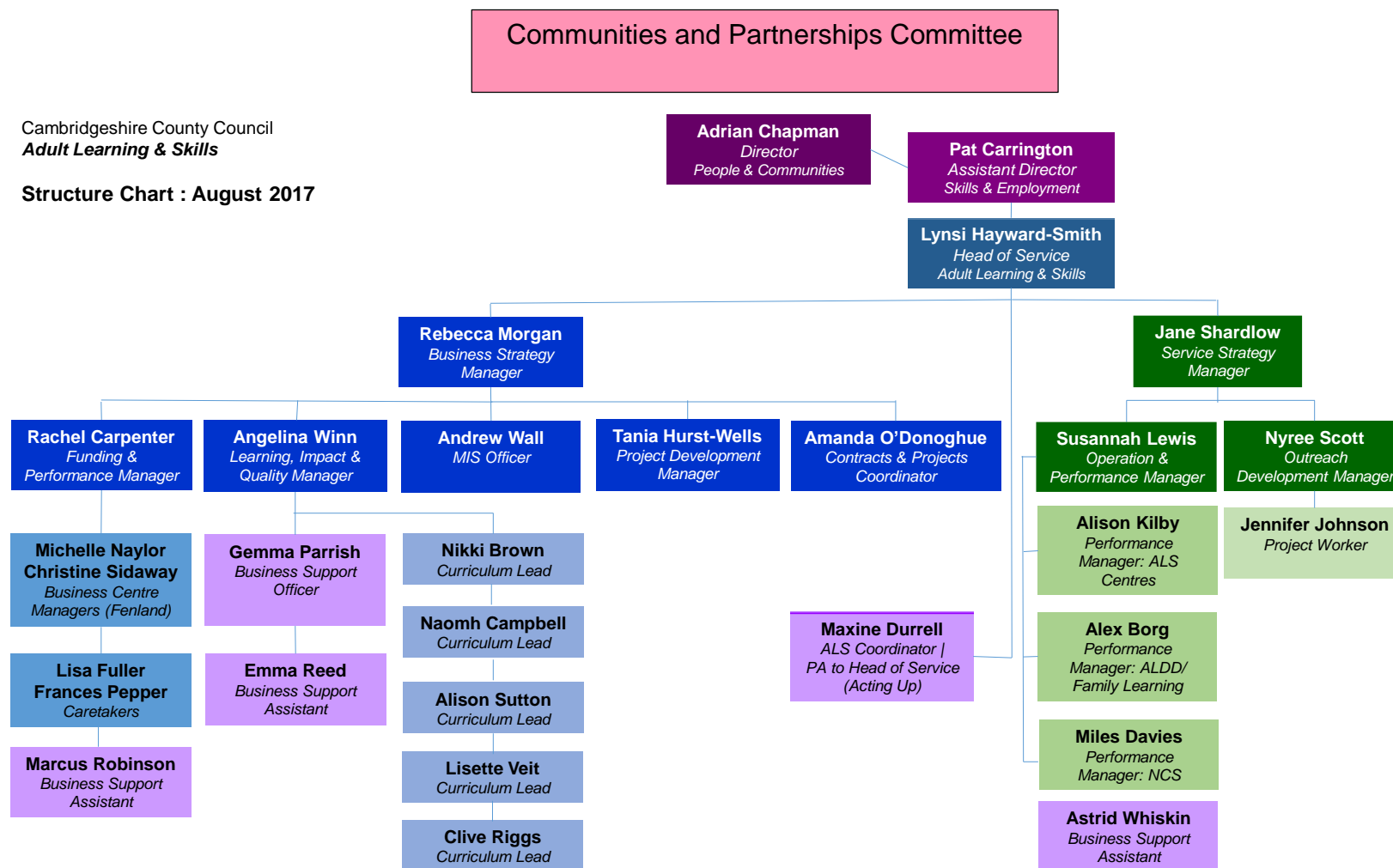
A successful governing board thrives on diversity, bringing together a wide range of people with different personalities, backgrounds, lifestyles, skills and experience. The binding factor is an active and positive interest in adult community education (lifelong learning) and skills. Further, governors should demonstrate:

- Commitment to learning and training, and to the success of our learners
- Willingness to contribute to the life and well-being of the Service and its community
- Commitment to strengthening the Service link with business and local communities
- Dedication to acting openly, honestly and with integrity
- Determination to get results by innovation and enterprise
- Time and energy to turn commitment into active and positive involvement
- Understanding the Service vision, aspirations and policies

A governor will have to complete a Declaration of Interest.

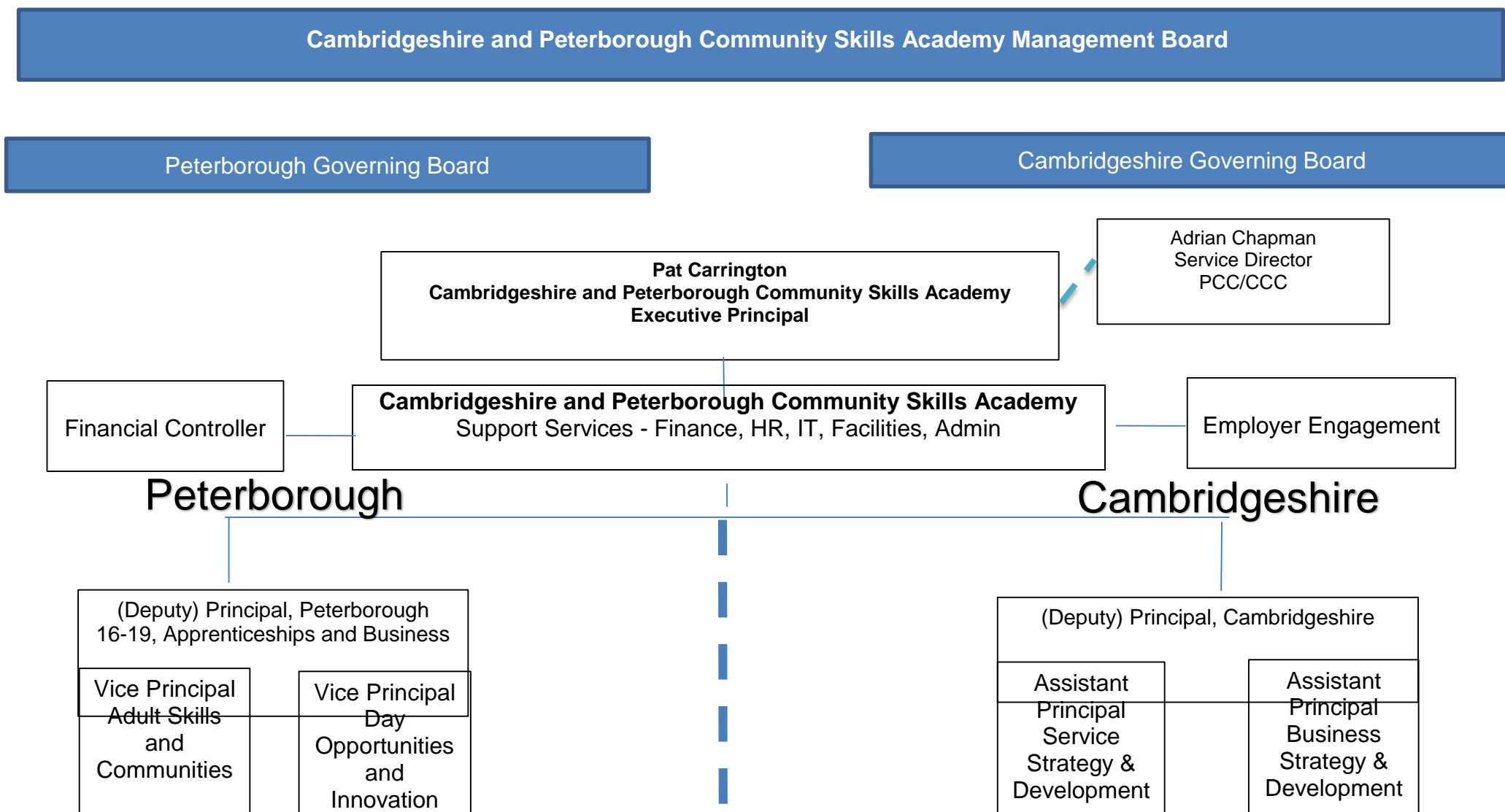
Current Staffing Structure

Structure Chart : August 2017



Appendix 3b

Proposed Staffing Structure



TACKLING POVERTY

To: **Communities and Partnership Committee**

Meeting Date: **5 July 2018**

From: **Adrian Chapman, Service Director: Communities and Safety**

Electoral division(s): **All**

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

Purpose: To provide the Communities and Partnership Committee with:

- a) An overview of the national and local strategy for tackling poverty
- b) Examples of work being done, with our partners, to tackle poverty
- c) Recommendations for the Committee to consider to significantly refocus our work to enhance social mobility.

Recommendation: Communities and Partnership Committee is asked to consider and approve the recommendations set out in section 2.4 of this report, which are summarised as follows:

- i. to immediately form a cross-party working group to lead the development of a social mobility strategy and action plan.
- ii. to engage formally with the Council's other Service Committees, particularly Adults, Children's and Health, to determine what those Committees can do to contribute to a newly aligned approach and how the Communities and Partnership Committee can support them to achieve this.
- iii. to assess all current activity for impact and relevance, and adapt this activity as a result of this assessment.
- iv. to identify and commence delivery of new actions aligned to the themes contained in the Government's Strategy.

More recommendations on next page

- v. to focus specifically on behaviour change programmes that serve to encourage and enable our residents and communities to take greater personal and collective responsibility for increasing their social mobility.
- vi. to comprehensively engage with our key partners to ensure we are aware of, able to influence, and do not duplicate, relevant activity they are delivering.
- vii. to specifically engage with the Cambridgeshire and Peterborough Combined Authority in relation to its Economic Commission, in order to provide support and advice to that work and to help the Combined Authority deliver its outcomes within our communities.
- viii. to ensure that, if the separate proposals are approved by Committee, the new Cambridgeshire and Peterborough Skills Academy has as one of its primary priorities, a focus on enhancing social mobility, tackling worklessness, and improving life chances.
- ix. to make early decisions about the future of any currently-commissioned services, including the Time Credits programme and Support Cambridgeshire contract.
- x. to formally request that the theme of social mobility, and in particular the recommendations agreed by the Committee, form an important element of the work of the Senior Officers Communities Network.
- xi. to ensure that existing and emerging opportunities to enhance participation, social action, education, skills and employment are widely publicised and communicated in a planned and co-ordinated way.
- xii. for the Committee to receive regular updates on progress at both formal Committee meetings and in Committee workshops.

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Adrian Chapman	Name:	Cllr Steve Criswell
Post:	Service Director	Post:	Chairman
Email:	Adrian.Chapman@cambridgeshire.gov.uk	Email:	Steve.Criswell@cambridgeshire.gov.uk
Tel:	01223 706385	Tel:	01223 706385

1.	BACKGROUND
1.1	The Government is committed to ending child poverty, and the Welfare Reform and Work Act was passed in 2016 to help achieve this. The Act focuses on social mobility and on developing life chances as the primary focus for tackling poverty in the United Kingdom (UK).
1.2	<p>The Council, with our partners in the district councils, developed a strategy for tackling child and family poverty and economic disadvantage in Cambridgeshire in 2014 – the ‘Breaking the Cycle 2’ Strategy. The Cambridgeshire Strategy adopted four key priorities to focus our work:</p> <ul style="list-style-type: none"> ● Building communities ● Building futures ● Supporting the most vulnerable ● Communication, information and advice
1.3	The strategy was developed to run until 2017, and, although a new strategy has yet to be developed, many of the activities and actions contained within the existing Strategy remain current and valid today. However, it is now timely, with the focus that the Committee can bring to this agenda, to review the strategy in line with the 2016 Act to ensure we are doing all we can to enable social mobility across the County.
1.4	The Communities and Partnership Committee has developed four overarching strategic priorities to direct its work over the next two years. One of those priorities is to tackle deprivation, and the Committee’s initial focus under this priority is to understand the cause of, and address the issues associated with, poverty.
2.	MAIN ISSUES
2.1	<p>The Welfare Reform and Work Act 2016 sets out the Government’s strategy to tackle poverty, increase social mobility and ensure there are better life chances for people across the UK. It describes a series of commitments as follows:</p> <ul style="list-style-type: none"> ● Achieving full employment ● Creating 3 million apprenticeships in England by 2020 ● Supporting ‘troubled’ families ● Tackling worklessness ● Improving educational attainment ● Promoting social mobility ● Implementing a series of reforms to the welfare benefits system
2.2	Guided by the Strategy adopted by the Council in 2014, we have delivered a range of interventions to support our work to tackle poverty and increase social mobility. Examples of some of these are as follows:
2.2.1	<p><u>Libraries</u></p> <ul style="list-style-type: none"> ● We are helping small and medium sized enterprises and business start-ups by partnering with the British Library, the Cambridgeshire and Peterborough

	<p>Combined Authority, Cambridge University, Anglia Ruskin University, and Peterborough Libraries to bring the Business and Intellectual Property Centres into both local authorities. For every £1 invested in that offer, there is a return on investment into the local economy of £25</p> <ul style="list-style-type: none"> • We have developed a new health offer to help people stay in their homes for longer by having access to advice and support in every library in Cambridgeshire and Peterborough through an on-line offer called 'Ask Sara' that is also linked to our support teams if a more tailored offer is required • Homework Clubs will run in our main libraries from September to support children's learning • We hold a Summer Reading Challenge in every library throughout the Summer, encouraging children to keep reading through the Summer Holidays • More events in libraries will be taking place through our new National Portfolio Organisation status, supporting local event providers in our communities, strengthening the local economy and improving the volunteer offer. The volunteer offer has a critical part to play in helping people get back into work • We have launched a new volunteer offer across all of our libraries because we know that often gives people a route back into work, a critical part in tackling poverty. We are also working with mental health colleagues in developing a more specific offer to help people with mental health issues back into work
2.2.2	<p><u>Adult Learning & Skills</u></p> <ul style="list-style-type: none"> • We plan our adult learning and skills work to focus on deprived postcodes based on the most recent indices of multiple deprivation, and we rely on strong local partnerships and a robust subcontracting policy to reach those furthest from learning and skills • There is a separate proposal to significantly develop the adult skills service in Cambridgeshire in order to pursue opportunities for diversification and growth, thereby offering even greater support to those most excluded
2.2.3	<p><u>Strengthening Communities Team</u></p> <ul style="list-style-type: none"> • Time Credits help to strengthen and build strong connected communities. It encourages volunteering across all age groups, especially people new to volunteering, and enables people to give time to their communities and work together in exciting ways. Time Credits were piloted in Wisbech in 2014, and were rolled out in key areas across Cambridgeshire, focusing on three themes: Older people, Strengthening families, Skills and employment. For every hour a person gives to their community, they earn one printed Time Credit. They can spend it on an hour's activity in other community organisations, in local businesses and at places such as the Tower of London. They can also share them with friends and family or use them to thank others in turn. In March 2018, the Time Credits programme reached a key milestone with 1700 individuals having earned a Time Credit and given 50,000 hours of their time. Opportunities to earn Time Credits range from supporting reading in schools, helping to run youth clubs to supporting work clubs such as at Community House in Wisbech. The current contract to deliver the Time Credits programme ends in March 2019

	<ul style="list-style-type: none"> ● Resilient Together is an Asset Based Community Development (ABCD) project focused in Wisbech and the Southern Fringe of Cambridge, led by Mind, funded via Mental Health commissioning colleagues. Its overall aim is to improve wellbeing and resilience within these two communities by: <ul style="list-style-type: none"> - Building social connections - Raising awareness about wellbeing and mental health - Empowering residents to get involved in their community <p>The project is now in its final year and is continuing ABCD work in both communities. The project team are expanding networks with ABCD practitioners nationally to deepen learning and share best practice, and work with local partners to continue the impact of the project.</p> ● Support Cambridgeshire builds the capacity of voluntary organisations, community groups and town & parish councils across the county, and builds strong relationships between the council and this sector. We are around half way through a three year contract, and the Committee is due to receive a full progress report at its September meeting. ● Prevention at Scale in Wisbech is a Local Government Association (LGA) sponsored programme led by Fenland District Council and project managed by Support Cambridgeshire. Still in its early stages, the project seeks to examine good practice in community development which will help achieve lasting and sustainable impacts for the Wisbech community. Part of this community conversation about what works (and what does not) will involve a community based survey, seeking the views of Wisbech residents
2.2.4	<p><u>Youth and Community Team</u></p> <ul style="list-style-type: none"> ● Toast began with an excess of bread donated to the Ferry Project and evolved into informal tea and toast drop-in at the Queen Mary Centre in Wisbech. Residents are supported to develop and sustain new activities based on their interests and enthusiasm, and create a space to come together and feel part of their community ● A local residents' group called North Cambridge Organisers made a successful bid to the Community Reach Fund. The group are based at Buchan St Neighbourhood Centre in King's Hedges in Cambridge and give each other mutual support and advice around the incoming Universal Credit and how to manage it and improve their circumstances, as well as organising low-cost family trips. They have already run a trip and two events, set up a closed Facebook page open to members and built membership numbers from nominations made by local key workers ● Bath Road Skate Park have secured £75,000 for this development from Fenland District Council and Clarion Housing. A WREN bid will be submitted for a further £35,000 but the group are moving ahead with the development of the park with what they have. ● 7 new Youth and Community Workers will be appointed by the Diocese of Ely.

2.2.5	<p><u>Education Directorate</u></p> <ul style="list-style-type: none"> • Community Literacy Project ‘Talking Together in Cambridgeshire’ has been launched and will be delivered in Huntingdon, Wisbech, Chatteris, March, and North-East Cambridge with the support of the National Literacy Trust, to boost communication, language & literacy. It will raise awareness of communication, language & literacy development for children aged 0-6 with parents, childminders, practitioners and others in the community. The project aims to increase the number of children reaching or surpassing the expected standard at the end of their reception year at school by working with parents, childcare providers and community groups. • Spinney Adventure Playground & The Learning Bus - Wisbech Adventure Playground has been donated the Learning Bus by the New Street Ragged Schools Trust. Adults and families visit the Playground with their children, and the Learning Bus will be an excellent facility, in keeping with the look of the playground, which could be used by a range of local organisations for the benefit of the local community
2.2.6	<p><u>Public Health</u></p> <ul style="list-style-type: none"> • The Lifestyle Service commissioned from Everyone Health weights delivery in more deprived areas. Services include: <ul style="list-style-type: none"> - Health Trainers - Weight Management Services - Outreach NHS health Checks in workplaces focussed on manual workers and community settings - Stop Smoking Services • Stay Warm and Well in Winter – offering grants to support fuel costs and enhance energy efficiency • Workplace Support Programme focuses on workplaces in Fenland that have manual high risk workers • Let’s Get Moving is a countywide physical activity programme that is commissioned from the district councils to focus on areas that have lower levels of physical activity and are more deprived • Sport England Families Fund Award – we recently secured over £400k worth of national funding from Sport England Families Fund to increase physical activity amongst families in areas of deprivation. The Programme will be starting shortly and will focus upon Fenland and Peterborough • In Cambridge City there are substance misuse supported housing projects that support people who misuse substances and are homeless
2.3	<p>It is clear that the Council is delivering significant work towards tackling poverty and improving social mobility. However, how we measure the impact we’re having overall is less clear. Additionally, there is likely to be more we can do through better co-ordination and joined-up thinking across the organisation and our wider partnerships, and the role of the Communities and Partnership Committee in this regard would be invaluable.</p>

2.4	<p>The following recommendations are therefore made for the Committee to consider:</p> <ol style="list-style-type: none"> i. to immediately form a cross-party working group, comprising members from the Committee supported by relevant officers from the council, to lead the development of a social mobility strategy and action plan, informed by a comprehensive needs assessment. It will be important that the development of this work aligns to the council's business planning schedule in order to secure any additional investment through, for example, the invest to save budgets ii. to engage formally with the council's other Service Committees, particularly Adults, Children's and Health, to determine what those committees can do to contribute to a newly aligned approach and how the Communities and Partnerships Committee can support them to achieve this iii. whilst the work to develop the needs assessment and strategy continue, to assess all current activity, some of which has been described in this report, for impact and relevance, and adapting this activity as a result of this assessment, either by continuing it, refocussing it, expanding it, or ending it iv. again, whilst the work to develop the needs assessment and strategy continues, to identify and commence delivery of new actions aligned to the themes contained in the Government's strategy (section 2.1 refers), specifically actions that: <ul style="list-style-type: none"> - enhance community integration and inclusion, and reduce social isolation and loneliness - address barriers to long term worklessness - ensure people with a history of debt have access to advice and support, and support people with poor money management skills to manage their personal and household finances more effectively - ensure people with addiction issues have access to the right support - support people in low paid, insecure or unreliable jobs to improve their situation through, for example, enhancing our adult skills offer or supporting the development of social enterprises - lift people out of fuel poverty - support people with disabilities or long term health issues, including those with mental health issues - address poor quality, unsafe and/or unhealthy housing - prepare communities and residents for the roll-out of Universal Credit and other aspects of welfare benefits reform v. as a key part of recommendation (iv) above, to focus specifically on behaviour change programmes that serve to encourage and enable our residents and communities to take greater personal and collective responsibility for increasing their social mobility. For example, programmes that support people to live independently for longer, for adopting a healthier lifestyle, or for better understanding the services and support available from the public sector and how and when to access it, will all serve to promote social mobility and reduce barriers to work vi. to comprehensively engage with our key partners to ensure we are aware of, able to influence, and do not duplicate, relevant activity they are delivering. In this regard, our key partners include the voluntary, community and faith sectors, district councils, the Cambridgeshire and Peterborough Combined Authority, the health system, Police and Fire services, schools and colleges, housing providers, and private business. It should be our aim to capture the work being
-----	--

	<p>delivered or planned by this wider partnership in a single social mobility strategy for Cambridgeshire</p> <p>vii. to specifically engage with the Cambridgeshire and Peterborough Combined Authority in relation to its Economic Commission, in order to provide support and advice to that work and to help the Combined Authority deliver its outcomes within our communities</p> <p>viii. to ensure that, if the separate proposals are approved by Committee, the new Cambridgeshire and Peterborough Skills Academy has as one of its primary priorities, a focus on enhancing social mobility, tackling worklessness, and improving life chances</p> <p>ix. to make early decisions about the future of any currently-commissioned services, including the Time Credits programme and Support Cambridgeshire contract, ensuring that they are fully aligned to the principle of enhancing social mobility, both now and in relation to any future commissioning arrangements</p> <p>x. to formally request that the theme of social mobility, and in particular the recommendations agreed by the Committee, form an important element of the work of the Senior Officers Communities Network, thereby helping to maintain a whole-partnership approach to this wide ranging agenda</p> <p>xi. to ensure that existing and emerging opportunities to enhance participation, social action, education, skills and employment are widely publicised and communicated in a planned and co-ordinated way</p> <p>xii. for the Committee to receive regular updates on progress at both formal Committee meetings and in Committee workshops, in order to maintain focus and traction, and to ensure barriers can be unblocked and opportunities seized</p>
3.	ALIGNMENT WITH CORPORATE PRIORITIES
3.1	Developing the local economy for the benefit of all
	<p>Economic development is a fundamental ingredient in ensuring social mobility is enhanced, worklessness is addressed, and opportunities are created for our communities and residents. The recommendations in this report – both those in the short and longer term – seek to enhance economic opportunity for our whole population.</p>
3.2	Helping people live healthy and independent lives
	<p>People who are healthy and independent are more likely to be able to pursue opportunities to enhance their social mobility, as well as support those in greater need. The recommended approach contained within this report seeks to enhance independence and opportunities to live a healthier life in order to increase social mobility.</p>
3.3	Supporting and protecting vulnerable people
	<p>Those who are most vulnerable or most excluded in our society are likely to be some of those people furthest from work or from being socially integrated. This report seeks</p>

	to provide the right support to the most vulnerable people in order to enable them to improve their life chances.
4.	SIGNIFICANT IMPLICATIONS
4.1	Resource Implications
	At this stage, the focus is on ensuring the work we currently deliver, or the work delivered by our partners, is better co-ordinated and is achieving the best outcomes possible. However, the working group, if approved, may wish to put forward proposals for additional investment to save or other investment through the business planning process.
4.2	Procurement/Contractual/Council Contract Procedure Rules Implications
	There are no significant implications for this category. Any resulting procurement activity resulting from the proposals would require to be undertaken in accordance with the County Council's Contract Procedure Rules.
4.3	Statutory, Legal and Risk Implications
	There are no significant implications for this category.
4.4	Equality and Diversity Implications
	The focus of this report is on ensuring all of society is able to access and pursue social mobility and other opportunities.
4.5	Engagement and Communications Implications
	It is fundamental to the success of the proposals in this report that resultant actions, opportunities and interventions are co-produced with communities and our partners, and that they are well publicised and professionally communicated to reach those who need them most.
4.6	Localism and Local Member Involvement
	The proposed cross-party working group, and the role of the Area Champions, will be fundamental to the success of the recommendations in this report.
4.7	Public Health Implications
	There is a close relationship between social mobility and worklessness as key determinants of health outcomes. Public Health services and current activities have a key role to play in addressing the challenges associated with reduced social mobility and worklessness, and the input of

	Public Health colleagues will be fundamental to the effective delivery of the recommendations contained in this report.
--	---

Implications	Officer Clearance
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 Finance?	Yes Name of Financial Officer: P White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona McMillen
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any engagement and communication implications been cleared by Communications?	Yes or No Name of Officer: <i>Matthew Hall 25/6/18 - Chased 26/6/18</i>
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Val Thomas

Source Documents	Location
None	

WISBECH 2020

To: Communities and Partnership Committee

Meeting Date: 5 July 2018

From: Adrian Chapman, Service Director: Communities and Safety

Electoral division(s): All

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

Purpose: To provide the Communities and Partnership Committee with:

- a) An overview of the Wisbech 2020 Vision programme
- b) An opportunity for the Committee to determine ways in which the Council can support the Wisbech 2020 Vision programme to achieve its objectives.

Recommendation:

- 1. To agree the role of the Communities and Partnership Committee to oversee the County Council's strategic and practical contribution to the Wisbech 2020 Vision. ensuring it remains a high priority for delivery and action.
- 2. To request that the proposed cross-party working group to lead on the development of a social mobility strategy (separate Committee report refers) specifically considers issues and opportunities in Wisbech as part of its work, in order for the Council to support the Wisbech 2020 Vision priorities.
- 3. To support investment towards a dedicated Wisbech 2020 Vision programme manager / programme team in order to escalate delivery momentum

<i>Officer contact:</i>	<i>Member contacts:</i>
Name: Adrian Chapman Post: Service Director Email: Adrian.Chapman@cambridgeshire.gov.uk Tel: 01223 706385	Name: Cllr Steve Criswell Post: Chairman Email: Steve.Criswell@cambridgeshire.gov.uk Tel: 01223 706385

1.	BACKGROUND
1.1	The Wisbech 2020 Vision was launched in 2013 by the Leaders of Fenland District Council and Cambridgeshire County Council, and the MP for North East Cambridgeshire, with the aim of making Wisbech a great place to work, live and visit.
1.2	The Vision has adapted and evolved since 2013, and the aims have also been developed. In 2015, a greater focus on infrastructure and growth, town centre, skills and education, health and wellbeing and communication were agreed, reflecting the evolution of circumstances in Wisbech and recognising that a greater focus was needed on social issues.
1.3	<p>In 2017, the original 2013 vision was formally refreshed, and the programme is now focussed on achieving four key themes:</p> <ul style="list-style-type: none"> • Education and skills • Health, wellbeing and cohesion • Infrastructure and the built environment • Local economy <p>The 2017 Vision document is attached at appendix 1.</p>
1.4	The Wisbech 2020 Vision programme is now a systems-wide collaboration led by a group of partnership organisations including Fenland District Council, Cambridgeshire County Council, Wisbech Town Council, the Cambridgeshire and Peterborough Combined Authority, the MP for North East Cambridgeshire, Anglian Water, and Thomas Clarkson Academy. A steering group made up of senior representatives from this group of partners is co-ordinating the work, whilst a Core Vision Group, comprising the Leaders of Wisbech Town Council, Fenland District Council and Cambridgeshire County Council and the MP for North East Cambridgeshire, are ensuring the strategic direction is maintained.
2.	MAIN ISSUES
2.1	<p>A number of important and significant achievements have already been delivered since the Wisbech 2020 Vision was first published. These are described in the 2017 Vision document at appendix 1, and include:</p> <ul style="list-style-type: none"> • Agreeing a deal with a local developer to re-start the Nene Waterfront scheme • Becoming part of the national Healthy High Streets programme • Approval of £300million investment for A47 improvements, including the Guyhirn Roundabout • Constantine House being made wind and weather-proof • Receipt of a £2million grant from the Heritage Lottery Fund to improve buildings on Wisbech High Street • The possibility of a Wisbech Garden Town which could deliver 8,000-10,000 new homes, better transport links, jobs and improved educational facilities

2.2	<p>More recently, officers from several organisations have started to work together on the Local Government Association (LGA) 'Prevention At Scale' programme. The LGA will provide 20 days of expertise to the programme, plus additional training, up until September 2018. This will help achieve a focus on prevention and intervention initiatives to tackle health-related conditions or situations in the Wisbech area.</p>
2.3	<p>Additionally, Wisbech (along with Blackpool) has been designated a Business in the Community (BiTC) Pride of Place area (see https://www.bitc.org.uk/campaigns-programmes/communities/community-transformation/PrideofPlace/Wisbech for more information).</p> <p>BiTC will be working with the Wisbech 2020 Vision Steering Group in considering the area as a whole, which marks a change from BiTC's previous approach to support smaller programmes in multiple areas across the Country. They are aiming to help activate relevant campaigns and a programme to create long-term strategic interventions in partnership with local stakeholders to achieve measurable impacts.</p> <p>BiTC held a showcase event in May 2018 to showcase successful businesses who are tackling some of the most pressing local social and environmental issues, whilst helping to build sustainable communities.</p>
2.4	<p>The Wisbech 2020 Vision is an ambitious one, and one that cannot be delivered by one organisation alone. It requires a systems-wide approach, and a commitment from across that system including from the wider public sector, businesses, communities and voluntary and faith organisations. The County Council has maintained a long-standing commitment to the programme since its launch; the creation of the Communities and Partnerships Committee provides a further opportunity now to strengthen that commitment even further.</p>
2.5	<p>The Committee is therefore asked to formally define and agree its role as the lead Committee overseeing our general input to and commitment towards the Wisbech 2020 programme, and to make this recommendation to the General Purposes Committee. This is in line with the Committee's responsibility for partnership working, although it is recognised that some aspects of the delivery programme (i.e. major infrastructure projects) will need to be overseen by other relevant Committees.</p>
2.6	<p>It is also recommended that the Committee agrees a series of practical measures, activities and interventions it can take to support the current Wisbech 2020 Vision priorities, and that this is achieved via a dedicated focus for discussion at the cross-party social mobility working group which is being proposed in a separate report to this Committee. The key priorities to focus this work are as follows:</p> <p><u>Theme 1: Education and skills</u></p> <ul style="list-style-type: none"> a) Equip schools in Wisbech to attract the very best teaching talent b) Place schools and libraries at the centre of community life c) Build better links between schools and regional businesses

	<p><u>Theme 2: Health, wellbeing and cohesion</u></p> <p>a) Deliver new initiatives and pilot new ideas to improve health & wellbeing b) Shape new and improved health facilities in Wisbech c) Support the community to grow together and address areas where there is a lack of cohesion</p> <p><u>Theme 3: Infrastructure and the built environment</u></p> <p>a) Reduce journey times between Wisbech - Cambridge and Wisbech - Peterborough and reduce the perceived distance b) Redouble efforts to secure improved national road connectivity c) Accelerate development at existing allocations and undeveloped sites d) Secure further investment in Wisbech's outstanding built heritage and leave a positive legacy for future generations</p> <p><u>Theme 4: Local economy</u></p> <p>a) Position the agri-food cluster at the centre of the Wisbech economy and help it to thrive b) Increase engagement with businesses to help them flourish and help grow the economy c) Restore the image of Wisbech as the proud economic and social Capital of the Fens</p>
2.7	<p>The Wisbech 2020 Vision programme is currently being co-ordinated by Fenland District Council, with officer input wherever possible and relevant from the County Council and the other partners previously mentioned. However, there is no dedicated Wisbech 2020 Vision programme manager or delivery team; instead, the work forms part of the wider role of a number of officers.</p>
2.8	<p>Alongside more clearly defining the Committee's responsibilities to support the Wisbech 2020 Vision, and identifying ways in which the County Council can actively contribute to the overall delivery programme by, for example, bending existing activity towards the Wisbech 2020 Vision, the Committee is asked to consider contributing towards a staff resource to sit within Fenland District Council and to help drive the programme forwards. It is generally agreed by both the Core Vision Group and the Steering Group that momentum needs to be developed and that greater pace is now needed to drive positive outcomes for Wisbech, Fenland and the whole County. Without a dedicated Wisbech 2020 Vision programme manager / programme team, the ability for the partnership to achieve this is significantly limited.</p>
2.9	<p>The Wisbech 2020 Vision significantly aligns to the Committee's responsibility to lead partnership working on behalf of the County Council, and to address issues associated with community resilience, deprivation and social mobility. The recommendations described above – to establish the Committee as the lead committee for the programme, to identify practical ways the county council can support the programme, and to invest in dedicated programme resources – will directly support the Committee's aspirations to reduce inequalities and address some of the key challenges faced by many of our communities.</p>

3.	ALIGNMENT WITH CORPORATE PRIORITIES
3.1	Developing the local economy for the benefit of all
	Economic development is a fundamental priority within the Wisbech 2020 Vision, and enhancing the county council's support towards the programme will directly help achieve the programme's objectives.
3.2	Helping people live healthy and independent lives
	There is significant evidence that suggests residents in Wisbech are sometimes more excluded and vulnerable to health and other issues than other parts of the county. Agreeing a re-energised contribution towards the Wisbech 2020 Vision will help address these challenges.
3.3	Supporting and protecting vulnerable people
	As above, evidence suggests there are higher levels of vulnerability in Wisbech compared to many other places across Cambridgeshire. The county council has a unique opportunity, through the work of the Committee, to help eradicate these inequalities and vulnerabilities.
4.	SIGNIFICANT IMPLICATIONS
4.1	Resource Implications
	Alongside redirecting existing resources towards the Wisbech 2020 Vision, and bending existing delivery towards the programme, this report requests that the Committee considers a financial contribution towards programme delivery resources.
4.2	Procurement/Contractual/Council Contract Procedure Rules Implications
	There are no significant implications for this category. Any resulting procurement activity resulting from the proposals would require to be undertaken in accordance with the County Council's Contract Procedure Rules.
4.3	Statutory, Legal and Risk Implications
	There are no significant implications for this category.
4.4	Equality and Diversity Implications
	The focus of this report is on ensuring that residents and communities in Wisbech are able to integrate and to access opportunities available to the whole population.
4.5	Engagement and Communications Implications

	It is fundamental to the success of the proposals in this report that the Committee engages with Fenland District Council (as the lead agency) and with the other partners and communities associated with the programme.
4.6	Localism and Local Member Involvement
	The proposed cross-party task and finish group, and the role of the Fenland Area Champion, will be fundamental to the success of the recommendations in this report.
4.7	Public Health Implications
	Public Health are already very actively engaged with the Wisbech 2020 Vision programme, and the recommendations contained within this report seek to build upon those.

Implications	Officer Clearance
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 Finance?	Yes Name of Financial Officer: P White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona McMillen
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any engagement and communication implications been cleared by Communications?	Yes / No Name of Officer : Matthew Hall 25/6/18 - chased 26/6/18
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Stuart Keeble

Source Documents	Location
None	



Wisbech 2020 Vision

Fenland District Council, Cambridgeshire County Council, Wisbech Town Council, Greater Cambridge & Greater Peterborough Enterprise Partnership (LEP), Thomas Clarkson Academy, Anglian Water, the MP for North East Cambridgeshire and the Cambridgeshire and Peterborough Combined Authority.



A photograph of a park with a fountain, benches, and a church in the background. The foreground is filled with purple and pink flowers. A group of people is standing near the fountain. The church is visible in the background.

Contents

1. Wisbech Charter for working better together
2. Evolution of the Vision
3. What we know about Wisbech
4. The refreshed strategy

1. Wisbech Charter for working better together



1 Wisbech Charter for working *better together*

Only by working together more closely to capitalise on opportunities and overcome challenges will we be able to deliver the social, economic and environmental regeneration of Wisbech. We are committed to providing resource and working in partnership to achieve this.

Wisbech Town Council

Council Leader:

Town Clerk:

Fenland District Council

Council Leader:

Chief Executive:

MP For North East Cambridgeshire

Cambridgeshire County Council

Council Leader:

Chief Executive:

Greater Cambridge Greater Peterborough Enterprise Partnership (LEP)

Chairman:

Executive Director:

Cambridgeshire & Peterborough Combined Authority

Mayor:

Chief Executive:

Anglian Water

Chief Executive:

2. Evolution of the Vision



2 Evolution of the Wisbech 2020 Vision

Where did the Vision come from?

The idea of the Wisbech 2020 Vision emerged in 2012. It was borne out of discussions between the two political leaders of Fenland District and Cambridgeshire County Council and the MP for North East Cambridgeshire. All three figures agreed that the challenges faced by Wisbech and its hinterland were greater than those elsewhere in their constituencies, and in response, public bodies and private sector partners needed to think differently about what to do.

The idea of local organisations working harder in and around Wisbech coincided with the onset of public sector austerity and shrinking local government budgets that continue to this day. Therefore, simply throwing resource at the problem was not, and is not, an option for the future.

The approach taken was therefore to bring together a group of public, private and third sector representatives and create a shared framework that allowed everyone to contribute and work smarter. As a result, the first Wisbech 2020 Vision strategy was launched in 2013.

As time passed the first strategy was updated. The original three themes of *live*, *work* and *visit* were replaced with *infrastructure and growth*, *town centre*, *skills and education*, *health and wellbeing* and *communication* (2015). These changes reflected the evolution of circumstances in Wisbech and the recognition that greater emphasis was needed on social issues.

Many of the actions contained in the first two versions of the strategy have been delivered, some are ongoing and others have fallen away as the situation has changed around them.

As time has passed, other major initiatives have emerged which are progressing in parallel to the Wisbech 2020 Vision, linking up where appropriate; this includes the possibility of Wisbech receiving Garden Town status and securing an allocation for over 12,000 new homes and associated infrastructure (see below); and, local government devolution which could radically re-shape how public services are funded and delivered.

As part of a healthy ongoing process of review and in order to keep pace with change, at the start of 2016, Fenland District Council and Cambridgeshire County Council along with Wisbech Town Council, the Greater Cambridge Greater Peterborough Local Enterprise Partnership (GCGP LEP) and Anglian Water who were now at the table, resolved again that more focus was needed to take the Wisbech 2020 Vision strategy to the next level. As a result, over the course of 2016 unprecedented levels of dedicated research, consultation and analysis were carried out to review and rebuild this iteration of the Wisbech 2020 Vision strategy.

What has it achieved so far?

A lot has already been achieved. The Wisbech 2020 Vision has led and supported numerous projects since it was set up. Just a few of the major successes are illustrated on the timeline below.



What's next?

The 2017 Wisbech 2020 Vision is designed around four inter-related themes that provide a framework for a comprehensive series of actions that can support the regeneration and growth of Wisbech and its surroundings:

1. Education and skills
2. Health, wellbeing and cohesion
3. Infrastructure and the built environment
4. Local economy

All of the themes are underwritten by the Charter at section 1 whereby the partners agree to work *better together* to deliver the various actions. This pledge has been adopted by each of the respective bodies.

Within each theme, the Wisbech 2020 Vision contains transformational actions based on evidence of demand and need and fresh thinking such as the Beyond 2020 report. These actions are deliberately bold but eminently deliverable. It is these actions that the partners involved in the Wisbech 2020 Vision will strive to achieve.

The Wisbech 2020 Vision will continue to be overseen by the Core Vision Group which comprises the Leaders of Wisbech Town Council, Fenland District Council and Cambridgeshire County Council and the MP for North East Cambridgeshire.

On a day-to-day level, the actions contained in the Wisbech 2020 Vision will be managed by a Steering Group that has been up and running since the start of 2016. The Steering Group provides joined-up senior level leadership from across local agencies and co-ordinates action to ensure delivery of the Wisbech 2020 Vision. It represents an unprecedented level of collective action and corporate focus from the member agencies and is a landmark initiative for the town.

The role of the Steering Group is set out in a separate Terms of Reference document which includes a commitment to regular engagement with the local community and stakeholders and coordinating input from relevant professionals across the public and private sector to galvanise action.

How does this link to the Garden Town proposal?

The Wisbech Garden Town proposal is a bold and ambitious response to central Government's drive to deliver new homes and support economic growth. It is a big idea, potentially even a 'game changer' for the town that has attracted support from Ministers, Local Government, major companies and the University of Cambridge.



The Wisbech Garden Town idea recognises that the world around us is changing; the impacts of climate change, population growth and economic uncertainty all place a great amount of strain on communities and businesses across the country. The Garden Town will ensure that Wisbech is ready to face these challenges through the delivery of an exemplar new community of over 12,000 new homes that will support the existing town.

It is important to recognise that the Wisbech Garden Town idea isn't just about building homes; it has economic development at its heart. It seeks to bring new jobs and wage growth to the local community, bringing earnings in Wisbech in-line with the rest of the County and it seeks to support local businesses to survive and thrive whilst reinvigorating the town centre.

The emerging spatial plan for the Garden Town includes:

- The delivery of up to 12,000 new homes
- A new country park and more formal recreation spaces
- New primary schools
- A new secondary school
- Space for new shops and facilities
- 13 hectares of land for new office based employment and nearly 80 hectares of land for new industrial employment
- The retention of historic landscapes and habitats such as woodland and orchards.

A Working Group has been set up to develop plans for the Garden Town and progress towards delivery. It is made up of a wide range of specialists and stakeholders many of whom are represented on the Wisbech 2020 Vision Steering Group reflecting the areas of cross-over and ensuring that we are joined-up.

To give the project a real boost, the Cambridgeshire and Peterborough Combined Authority recently approved £6.5m to take forward the feasibility work over the next two years. This work will not only involve the traditional development and technical appraisals, but will also look at social impact and a branding strategy for the town which aligns well with the Wisbech 2020 Vision programme.

In addition, key infrastructure such as the A47 upgrade and the rail link from Wisbech to Cambridge will be assessed via the Garden Town and other approved feasibility work.

The Wisbech 2020 Vision deals with the here and now and must stand regardless of progress with the Garden Town which is all about the long-term future. The bodies of work are therefore progressing in tandem but are not reliant upon one another.

3. What we know about Wisbech



3 What we know about Wisbech

An unprecedented programme of engagement, research and consultation was undertaken during 2016. This work sought to identify objective and empirical data that highlighted trends in Wisbech, some negative, but some also very positive.

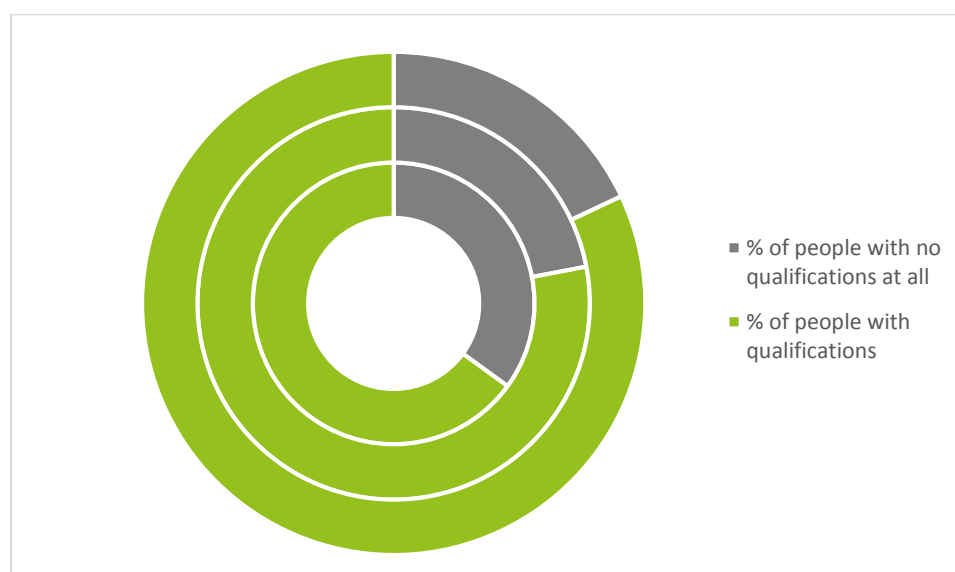
The research confirmed a lot of what we know from working in Wisbech every day and paints a challenging picture. However, it also offers some fantastically positive stories and opportunities that can be built upon. A comprehensive gazetteer of the data is provided in an accompanying report but a few snapshots are provided below to give the reader a sense of Wisbech in 2017.

Wisbech has one of the highest concentrations of Listed buildings and structures in the East of England. The North Brink is described by one of the 20th Century's great authorities on historic buildings as "one of the finest brick streets in England".

Listed buildings in Fenland towns:



35% of people in Wisbech (inner ring) have no qualifications at all. The equivalent picture across England is 22% (middle ring) and Cambridgeshire is 18% (outer ring).



A typical new three-bedroom house in Cambridge today might sell for over £700,000. Similar properties in Wisbech, where they are being built, are being sold for around £170,000. This makes property in Wisbech hugely affordable compared to a city only 40 miles away but is also highlights a weak property market, which is a symptom of many of the issues noted in this strategy.

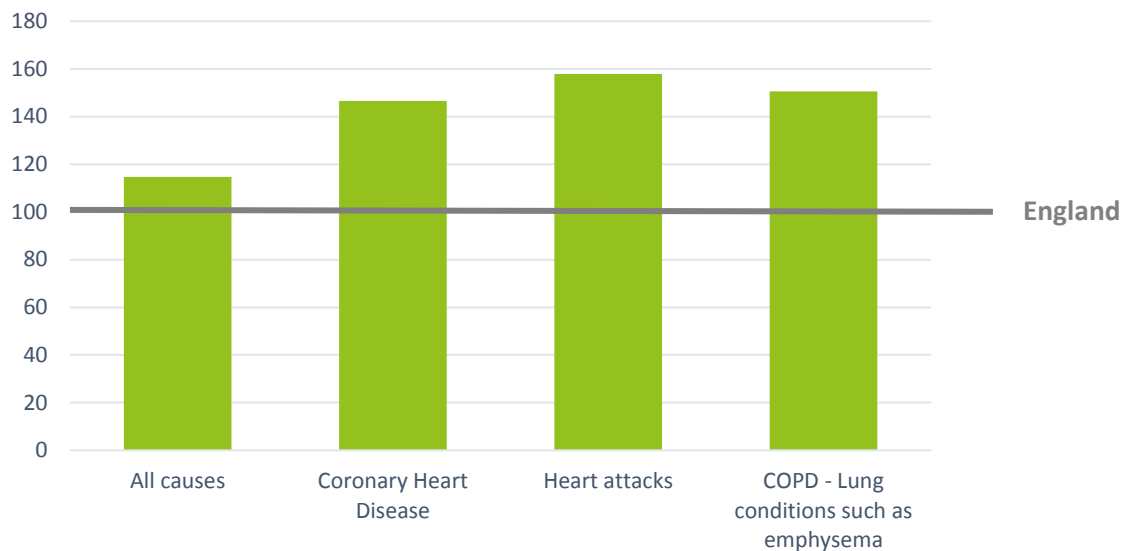
Typical price of a new 3-bedroom home:



Wisbech has a very high concentration of economic activity engaged in the ‘agri-food’ sector. The range of activities taking place and the importance of this grouping means that it operates as a cluster, just as hi-tech does in Cambridge. This doesn’t just mean Wisbech has lots of growers, it means that it has all of the related services that allow this cluster to thrive.



Rates of emergency hospital admissions related to lifestyle factors such as smoking are significantly higher in Wisbech than across England. This shines a light on the lifestyles of residents in the town and suggests low levels of utilisation of preventive care.



4. The refreshed strategy



4 The refreshed Wisbech 2020 Vision strategy

As research and consultation progressed over 2016 a refreshed strategy started to emerge from the previous documents and new thinking. Discussions with partner agencies, Councillors and the community helped to shape emerging ideas and have helped to prioritise particular issues.

Reflecting on previous versions of the Wisbech 2020 Vision it was clear that actions in this document need to be sharper, more ambitious and more active than in the past. But ultimately they must also be deliverable; actions are therefore designed deliberately to form the basis of funding applications, Council resolutions, lobbying efforts and real projects. Some actions will take many years to fully deliver, others can be achieved within months, but what is important is that they are based on evidence of demand and need and can make a difference.

A summary of the refreshed strategy is provided below.

		Partners at the centre of the Wisbech 2020 Vision will:
Cross-cutting theme: Working better together	Theme 1: Education and skills	a) Equip schools in Wisbech to attract the very best teaching talent
		b) Place schools and libraries at the centre of community life
		c) Build better links between schools and regional businesses
	Theme 2: Health, wellbeing and cohesion	a) Deliver new initiatives and pilot new ideas to improve health & wellbeing
		b) Shape new and improved health facilities in Wisbech
		c) Support the community to grow together and address areas where there is a lack of cohesion
	Theme 3: Infrastructure and the built environment	a) Reduce journey times between Wisbech - Cambridge and Wisbech - Peterborough and reduce the perceived distance
		b) Redouble efforts to secure improved national road connectivity
		c) Accelerate development at existing allocations and undeveloped sites
		d) Secure further investment in Wisbech's outstanding built heritage and leave a positive legacy for future generations
	Theme 4: Local economy	a) Position the agri-food cluster at the centre of the Wisbech economy and help it to thrive
		b) Increase engagement with businesses to help them flourish and help grow the economy
		c) Restore the image of Wisbech as the proud economic and social Capital of the Fens.

Theme 1: Education and skills

Issues relating to education and skills are truly multi-faceted and at the very core of what is holding Wisbech back from realising its full potential.

Low-levels of achievement, for example, mean that many residents are employed in low-skilled and low-wage jobs with limited disposable income to reinvest in the economy and limited ability to set up a new business. The international nature of the community often means that language barriers challenge the effectiveness of education services on parents and children, leaving them with a narrower spectrum of choices for work. Negative OFSTED reviews of our schools drive aspirational parents to enrol their children elsewhere which can leave Wisbech schools with the children of those families without the means go elsewhere; this drives falling attainment and impacts OFSTED reports which (alongside broader perception issues) deters aspiring young families from moving to Wisbech which has a stifling effect on demand for new housing and inward investment. And so the cycle continues.

But Wisbech does have the infrastructure and inspiring people to turn this around. The Thomas Clarkson Academy was entirely redeveloped a few years ago and has some of the best teaching facilities in the region; The College of West Anglia provides a diverse range of technical courses from brand new facilities and has links to campuses elsewhere; our primary schools provide safe environments that nurture young children; we have an independent school known as Wisbech Grammar School and the teaching staff and public bodies care passionately about making a difference. Most recently, alongside East Cambridgeshire, Fenland was awarded Opportunities Area Funding by the Department for Education to improve teaching and leadership capacity and provide the best start in life for young people entering education.

The challenge for the Wisbech 2020 Vision is to take stock of this landscape and identify targeted modifications that make the system work better. The partners at the centre of the Wisbech 2020 Vision will therefore:

a) Equip schools in Wisbech to attract the very best teaching talent

This action will ensure that Wisbech schools can provide the very best learning environment in the area. It will mean our schools become an asset for the town, inspiring and educating our young people.

b) Place schools and libraries at the centre of community life

This action will break down barriers and build positive, trusting relationships between schools, libraries and their communities. It will ensure that parents, as well as children, are comfortable and confident visiting these sites and ensure that they play a more active role in the life of all of their community.

c) Build better links between schools and regional businesses

The action will help to raise the aspirations of young people by giving them tangible examples of career paths and employment opportunities. It will also create a dialogue between supply and demand to ensure that students are given the right skills and training to easily enter the labour market when their studies have been completed.

Theme 2: Health, wellbeing and cohesion

The community of Wisbech experiences higher rates of poor health and income deprivation than communities elsewhere across the County and England. This is driven by a complex mixture of social and economic factors such as low levels of education achievement, lifestyle trends and cultural habits.

By and large, the town has all the facilities it needs to look after its community and this could be greatly enhanced by proposals to develop an entirely new North Cambridgeshire Hospital. The challenge is to help people make different choices about their lifestyle and ensure that they make the most of services on offer.

The community of Wisbech has changed over the past few years with new people from European countries coming to settle in the area rather than just visiting for seasonal work. Certainly, there are issues when the composition of a community changes in a relatively short space of time but this is the case wherever new arrivals spring up and settle into local life.

That the community of Wisbech has changed is now a given; classes of school children are made up of students from half a dozen European countries but they find delight and humour in their differences and work together as a group. The challenge is to take this openness of spirit and engender it across the community as a whole.

To address these challenges, the partners at the centre of the Wisbech 2020 Vision will:

a) Deliver new initiatives and pilot new ideas to improve health and wellbeing

This action will seek to make use of existing measures and powers available to the Wisbech 2020 Vision partners that can directly and indirectly benefit the overall health and wellbeing of the local community, including giving children the best start in life and making sure they are ready to start school.

b) Shape new and improved health facilities in Wisbech

This action will seek to make the best for the community of the facilities that Wisbech already has and any new facilities that might be delivered. It will ensure that the community know about, engage with, and access health services rather than relying upon emergency admissions.

c) Support the Wisbech community to grow together and address areas where there is a lack of cohesion

This action will seek to provide a range of measures that help to ease the integration of recent in-movers with the existing community.

Theme 3: Infrastructure and the built environment

Wisbech suffers from an infrastructure deficit; road and rail links to the regional and national network are poor and the town and its community suffer in a multitude of ways as a result.

However, the fundamentals of Wisbech's location in the East of England are a huge opportunity. For example, it has Cambridge on its doorstep, one of the engines of the UK economy and a global centre for the hi-tech bio-tech industries as well as home to one of the worlds' leading universities. And, Wisbech is at the centre of a cross roads between the major regional towns and cities of Kings Lynn - Cambridge (north – south) and Norwich – Peterborough (east – west).

The property market in Wisbech is fragile. In many cases, the cost of building new homes or business premises is greater than the end value of those buildings, resulting in stalled developments and derelict brownfield sites.

Yet, Wisbech has some of the most beautiful historic buildings, streets and spaces in the south of England. Other than Cambridge, nowhere else in the region can compete with the sheer concentration and quality of Listed buildings that are located Wisbech. The North Brink and The Crescent are iconic and rate alongside views of Ely Cathedral and Kings Parade.

To address the challenges related to infrastructure and the built environment in Wisbech, the partners at the centre of the Wisbech 2020 Vision will:

a) Reduce journey times between Wisbech - Cambridge and Wisbech – Peterborough and reduce the perceived distance

This action will promote securing a rail link to March and through a range of other measures enable Wisbech to benefit from the success of its near neighbours and relieve some of the pressures that have resulted from Cambridge's boom.

b) Redouble efforts to secure improved national road connectivity

This action will enable Wisbech and places to the east, such as Norwich, to benefit from improved access to the A1 and the national motorway network.

c) Accelerate development at existing allocations and undeveloped sites

This action will kick-start stalled development projects at a number sites around Wisbech and unlock the development of new homes and business premises.

d) Secure further investment in Wisbech's outstanding built heritage and leave a positive legacy for future generations

This action will build on the success we have already had with conserving our unique heritage buildings. It will ensure that Wisbech's wealth of important historic architecture is protected, conserved and enhanced.

Theme 4: Local economy

The economic success of Wisbech is held-back by issues cutting across all four themes; the infrastructure deficit mentioned above turns-off inward investors, the weak property market rules out speculative development, skill levels remain low due to a business base that is not moving up the value-chain and aspirations are undermined by the creation of an unfair image of the town as a troubled place.

Despite this, we know that the town contains the ingredients that others would look upon with envy. For example, unemployment in Wisbech remains relatively low and the dynamic nature of the community means that it is full of young, energetic people with a drive to succeed and contribute. Looking further back in time, one of the legacies of Wisbech's strong history in international agriculture and trade is that it is the home to a handful of large global employers such as Nestle Purina, Princes Foods and Del Monte.

The fundamental competitive advantages that drove the early success of Wisbech's economy have not changed; it is surrounded by some of the highest quality agricultural land in the Country which attracts growers and manufacturers and it is located at the centre of an axis of major regional towns and cities (King's Lynn, Norwich, Cambridge and Peterborough). Today, to this list can be added its proximity to Cambridge as a global centre for research and development and Norwich as a powerhouse in environmental science.

The challenge for Wisbech is finding ways to capitalise on its original competitive advantages and forge links with places that are at the forefront of the global economy to help the local community see the opportunities and go on to thrive. To address these challenges, the partners at the centre of the Wisbech 2020 Vision will:

a) Position the agri-food cluster at the centre of the Wisbech economy and help it to thrive

This action will take economic development in Wisbech back to basics focussing on the fundamentals of its historic prominence. But, our approach will be to grow added value and create higher value, higher skilled opportunities for our community.

b) Increase engagement with businesses to help them flourish and help grow the economy

This action will ensure that we build our economy from the bottom up, working with the impressive cast of businesses already located in the town. These businesses are in Wisbech for a sound commercial reason and are committed to its future. They must represent opportunities for increasing growth and therefore prosperity.

c) Restore the image of Wisbech as the proud economic and social Capital of the Fens

This action will ensure that the image of Wisbech speaks for itself. It will turn-around the image of Wisbech so that people and businesses have a positive image of the place and treat it as a serious option as a place to set up home or locate a business.

If you would like to receive a copy of the report in an alternative format or for further information please contact us via w2020vision@fenland.gov.uk

INNOVATE AND CULTIVATE FUND RECOMMENDED APPLICATIONS

To: Communities and Partnership Committee

Meeting Date: 5 July 2018

From: Sarah Ferguson: Assistant Director, Housing,
Communities and Youth

Electoral division(s): All

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

Purpose: To provide the Communities and Partnership Committee with:

- a) The outcome of the 19 June Innovate and Cultivate Fund (ICF) Recommendation Panel
- b) A summary of funded ICF projects to date
- c) Deadlines for upcoming funding rounds
- d) The proposed scope of an end of year evaluation report.

Recommendation: Communities and Partnerships Committee is asked to:

- a) Consider recommendations of the panel and confirm agreement to fund:
 - i) four applications through the Cultivate Fund (2.3 in the report and Appendix One), and
 - ii) three applications through the Innovate Fund (2.4 in the report and Appendix Two).
- b) Agree the scope of the end of year evaluation report (2.7 in the report)

Officer contact:		Member contacts:	
Name:	Elaine Matthews	Names:	Cllr Steve Criswell
Post:	Strengthening Communities Manager	Post:	Chairman
Email:	Elaine.Matthews@cambridgeshire.gov.uk	Email:	Steve.Criswell@cambridgeshire.gov.uk
Tel:	01223 706385	Tel:	01223 706385 01487 740745

1.	BACKGROUND
1.1	The Innovation Fund was initially launched in November 2016 and five projects were due to receive approved funding from April 2017 as a result of that application process. Learning from those early rounds a review and refresh of the fund was carried out resulting in the current Innovate and Cultivate Fund as agreed by Communities and Partnerships Committee on 24 August 2017.
1.2	The fund is open to voluntary, community and social enterprise sector organisations based in and outside of Cambridgeshire and public sector bodies in Cambridgeshire, to realise their projects and ideas that help address the needs of local residents.
1.3	<p>There are two funding streams:</p> <ul style="list-style-type: none"> • Cultivate: small grants of £2,000-£10,000 aimed at encouraging local networks where people help themselves and each other. This is a single stage application process, where Communities and Partnership Committee consider the final recommendations of the panel before confirming award. • Innovate: larger grants of up to £50,000, for larger projects that demonstrate an innovative approach within one of the seven key priorities for Cambridgeshire. This is a two-stage application process where applicants present a more detailed logic model, delivery and budget plan to the panel as part of the second stage, after which Communities and Partnership Committee consider the final recommendations of the panel before confirming award.
1.4	<p>All applicants to the fund are required to demonstrate a number of stated criteria including the following key criteria:</p> <ul style="list-style-type: none"> • how their project will help to deliver one or more of the County Council's key outcomes, • show they will reduce pressure on council services and/or offer direct savings for the council, • be either new, or build on an existing project in a new location or with new beneficiaries.
2.	MAIN ISSUES
2.1	A total of 14 complete applications for the Cultivate Fund were received in this current round, along with 3 second stage applications for the Innovate Fund.
2.2	Each application was carefully considered in full by the Recommendation Panel on 19th June 2018. In accordance with the Committee decision agreed on 24 August 2017, the Panel is made up of two County Council Service or Assistant Directors, Chief Finance Officer, a senior officer involved in managing the fund, a trustee of Cambridgeshire Community Foundation and five elected members from the Communities and Partnership Committee.

2.3	<p>The outcome of the panel is that four applications to the '£2,000 -£10,000' Cultivate Fund have been recommended by the panel for funding and are reported to this Committee for final decision, namely:</p> <ul style="list-style-type: none"> • Cambridge Women's Resource Centre: Birth as a medium 4 change • East Leightonstone PCC: Thrive Huntingdon • Ramsey Neighbourhoods Trust: Ramsey Timebank • Cambridgeshire Hearing Help: Transforming our technology infrastructure to meet the demands of Cambridgeshire's ageing population <p>A summary of each of the recommended Cultivate Fund applications is detailed in Appendix One attached.</p>
2.4	<p>Of the second stage applications to the '£10,000-£50,000' Innovate Fund, the outcome of the panel is that three applications have been recommended for funding and are reported to this Committee for final decision, namely:</p> <ul style="list-style-type: none"> • The Meadows Children and Family Wing: Freedom Forever Together • Romsey Mill Trust: Trumpington Youth Development • The Cinnamon Network: Demand Reduction Partnerships – Cambridgeshire <p>A summary of each of the recommended Innovate Fund applications is in Appendix Two attached.</p>
2.5	<p>Since the refresh of the Innovate and Cultivate Fund in September 2017 and up to May 2018, twelve projects have received grant funding, including eight Cultivate and four Innovate projects. Five projects previously received funding as a result of the original Innovation Fund, bringing the total number of projects receiving funding to seventeen.</p> <p>A total of £398,077 of grant funding from the Innovation Fund and the Innovate & Cultivate Fund has been committed up to May 2018.</p> <p>A brief summary of Innovation Fund and Innovate & Cultivate Fund projects that received funding up to May 2018 is in Appendix Three attached.</p>
2.6	<p>Two further funding rounds are currently being advertised which includes two opportunities for Cultivate applications and one for the two stage Innovate applications. Deadlines for applications are:</p> <p>1 August 2018 – Cultivate 1 November 2018 – Innovate and Cultivate</p> <p>Two pre-application advice sessions for potential applicants will support the new funding rounds. Dates and venues are:</p> <ul style="list-style-type: none"> • 27 June 2018, 9:30am-11:30am in Shire Hall Committee Room 128 • 24 September, 9:45am-12pm at March Community Centre <p>The service priorities will remain the same: Adult Social Care, Children & Families, and Waste.</p>

2.7	<p>An end of year evaluation report is due to be submitted to the 8th November Committee meeting which will report on the four of the five Innovation Fund projects completing the first year and of the progress made in the first year of the refreshed Innovate & Cultivate Fund.</p> <p>The fifth project from the original Innovation Fund mentioned in paragraph 1.1 delayed their start until November 2017 and will not be included until they have completed their first year.</p> <p>It is proposed that the report includes the following:</p> <ul style="list-style-type: none"> - Brief summary and analysis of the quarterly project monitoring reports and potential returns on investment from the four Innovation Fund projects completing the first year of funding. - Total number of Innovate & Cultivate Fund applications received by type; number of successful funded projects by type and geographic area; most common reasons for rejection for unsuccessful applications; and applicants that have been supported in other ways including access to other funding. - Progress of all 'live' projects: start and end dates; early monitoring outcomes and good news stories. - Summary of lessons learnt from the first year of the Innovate & Cultivate Fund. (ICF) - Proposal to review ICF fund service priorities if additional funds are allocated to the Innovate & Cultivate Fund above the initial £1 million.
3.	ALIGNMENT WITH CORPORATE PRIORITIES
3.1	Developing the local economy for the benefit of all
	There are no significant implications for this priority.
3.2	Helping people live healthy and independent lives
	<ul style="list-style-type: none"> • The Fund affords opportunities for individuals and communities to develop their skills and resilience to live healthy and independent lives
3.3	Supporting and protecting vulnerable people
	<ul style="list-style-type: none"> • The focus of the Fund is to enhance delivery against this priority e.g. where the support of the voluntary and community sector could make a real difference to the lives of vulnerable people.

4.	SIGNIFICANT IMPLICATIONS
4.1	Resource Implications
	The Fund makes most efficient use of resources. The finance team have agreed all recommendations.
4.2	Procurement/Contractual/Council Contract Procedure Rules Implications
	Procurement advice has been taken on the grant application process and member involvement in recommending bids for award and final decision of award.
4.3	Statutory, Legal and Risk Implications
	Legal advice has been taken in the setting up of this Fund and in the creation of the grant application and monitoring process
4.4	Equality and Diversity Implications
	The focus of this Fund on supporting the most vulnerable will mean this investment will make a positive contribution to issues of equality.
4.5	Engagement and Communications Implications
	The plans for engagement and communication of this Fund are as agreed at July 2017 Committee.
4.6	Localism and Local Member Involvement
	<ul style="list-style-type: none"> Community empowerment sits at the heart of the Innovate and Cultivate Fund which enhances the opportunity for local community organisations to bid for projects which harness the energy of their community. In accordance with the decision at August Committee, Members play a key role in considering each application on its own merits and against the fund criteria. The Communities and Partnership Committee receive recommendations for funding from the Recommendation Panel
4.7	Public Health Implications
	<ul style="list-style-type: none"> The Innovate and Cultivate Fund affords opportunities for individuals and communities to develop their skills and resilience to undertake initiatives that improve health and well-being.

Implications	Officer Clearance
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 Finance?	Yes Name of Financial Officer: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona McMillan
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Matthew Hall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Val Thomas

Source Documents	Location
None	

Innovate and Cultivate Fund

Cultivate fund applications (£2k-£10k) recommended by the panel to the Communities and Partnership Committee for final decision.

Applicant and Project Name	Project Description	Amount of funding requested
Cambridge Women's Resource Centre Birth as a medium 4 change	<p>This project will provide sustained support to high needs pregnant women in deprived areas of Cambridge. The project has been trialled with a very successful pilot.</p> <p>Pregnant women are referred to the project by safeguarding services, LAC services, Women's Aid, Rape Crisis, children's centres, district services, midwives, health visitors, Women's Refuge and the Refugee Council.</p> <p>High needs pregnant women will be paired with a doula - a woman who gives support, help, and advice to another woman during pregnancy and during and after the birth. This sustained relationship has been shown to have strong impacts on the mother, including improving engagement with professionals around the birth, empowerment to manage her own body and change her relationship with pain, distress and staying safe through the birthing process; management of her relationships more effectively and the increased ability to nurture her own baby in a way that is emotionally sustaining for the infant. Initial findings from the pilot project have shown the new mothers and babies to be thriving and has significantly reduced their dependence on support services.</p>	£10,000
East Leightonstone PCC Thrive Huntingdon	<p>Thrive Huntingdon is an existing youth outreach project that connects churches with secondary schools to inspire positive growth in young people by providing relational support in school and in key local areas. The project currently provides mentoring support to young people and runs a youth café.</p> <p>The project is expanding this work into new areas, by opening two additional Youth Cafes, including one on the Oxmoor estate, and providing detached youth work in key local areas, with a focus on the Oxmoor. The funding will help to cover the salary of a second Thrive Pioneer Youth Worker to support the project's expansion.</p>	£10,000

<p>Ramsey Neighbourhoods Trust</p> <p>Ramsey Timebank</p>	<p>Ramsey Neighbourhoods Trust will establish a Timebank in Ramsey to bring people together to help one another. The fund will contribute toward the salary and associated costs of a part-time Timebank Co-ordinator and administrator.</p> <p>Timebanks offer a whole community approach to early intervention and prevention support and are a good example of the Transforming Lives Tier One approach, 'Help to help yourself'. The Timebank model helps to build community capacity and resilience, strengthening the connections across the generations. These community links are already very strong as Ramsey Neighbourhoods Trust works with a range of local partners including the Ramsey Carers Hub run by Carers Trust Cambridgeshire, Peterborough, Norfolk.</p> <p>The project applied for £10,000 but will be offered 75% of what was requested (£7,500) to keep the overall costs comparable to other Timebanks in the county. Ramsey Timebank will be part of the Cambridgeshire Timebanking Steering Group and will therefore be linked to the networking, good practice and experience of the established local Timebanks.</p>	<p>£7,500</p> <p>Note: requested £10,000 but panel recommendation is to offer the reduced amount, comparable to costs by other Timebanks in the county.</p>
<p>Cambridgeshire Hearing Help</p> <p>Transforming our technology infrastructure to meet the demands of Cambridgeshire's ageing population</p>	<p>Hearing Help supports people who face barriers to accessing mainstream audiology services for routine hearing aid maintenance and support because they are older, frail, have other disabilities, or live in rural areas.</p> <p>Through their home and residential home visits they work with service users who are housebound and therefore in receipt of domiciliary care or residential care. Via their 43 community-based clinics they also work with service users who are maintaining their independence at home in their community.</p> <p>The fund will help to mitigate the impact of a steep rise in demand for its services, by funding a re-design of the organisation's technology infrastructure through a server upgrade to allow remote working, and streamlining and automating data entry via a new bespoke customer relationship management database, which can be accessed remotely on android tablets. This will allow the organisation to embrace mobile, flexible working to respond to the needs of a growing and ageing population – future-proofing the organisation's infrastructure and improving its financial sustainability, thus safeguarding its capacity to continue delivering these vital preventative services.</p>	<p>£4,680</p>

Appendix Two

Innovate fund (£10k-£50k) Stage 2 applications recommended by the panel to the Communities and Partnership Committee for final decision.

Applicant and Project Name	Project Description	Amount of funding requested
<p>Meadows Children and Family Wing</p> <p>Freedom Forever Together</p>	<p>This project will support female victims of domestic abuse and their children, through a comprehensive package of support consisting of:</p> <ul style="list-style-type: none"> • The Freedom Programme - supports an understanding of the beliefs held by abusive men, the effects domestic abuse on families, reparative work with children, recognising potential perpetrators, and improving quality of lives moving forward. • Freedom Forever - provides practical life skills and knowledge as part of a continued and sustained recovery, including: initiating change, assertiveness, practical solutions, developing networks, before and after abuse, parenting skills, supporting children's recovery, safe dating and vision boards. • Weekly drop-ins with peer to peer support alongside a continuum of support from staff. • Weekly 1-1 support to address specific client needs. <p>Women will be referred by statutory and voluntary agencies including Refuge, Health IDVA's, Women's Aid, The Kings Hedges Family Support Project, Drug and Alcohol Services and Mental Health services.</p>	<p>£49,477</p>
<p>Romsey Mill Trust</p> <p>Trumpington Youth Development</p>	<p>The project will work with young people (YP) living in the Trumpington area, particularly those who are often difficult to engage, have very low self-esteem, and are exposed to risk of involvement in drugs, anti-social and criminal behaviour and harmful relationships. They offer a programme of support to:</p> <ul style="list-style-type: none"> • Provide detached youth work, meeting young people where they gather and identifying what interests them and set up themed activities and youth groups to them develop and pursue interests, led by youth workers and supported by local area volunteers. 	<p>£49,063</p>

	<ul style="list-style-type: none"> • Provide one-to-one sessions and specialist support to at risk YP referred by social care and schools. • Deliver alternative education sessions and accredited qualifications for those identified by schools as needing support. • Identify young people with leadership potential and nurture them through training, mentoring and opportunities to develop character and positive skills to help them volunteer and lead youth activities. <p>Demand for youth support work is high in new communities and these interventions will reduce demand for Young Peoples Workers and also the Youth Offending Prevention Worker.</p>	
The Cinnamon Network CIO Demand Reduction Partnerships – Cambridgeshire	<p>A project to resource and develop the capacity of five churches across the county to start targeted models of social action in high need communities by funding and supporting them to run Recognised Cinnamon Projects that:</p> <ul style="list-style-type: none"> • support vulnerable adults and older people to maintain their independence, prevent crisis and help them to connect with their communities. • promote emotional and mental wellbeing of children and families, by supporting parents and providing targeted, diversionary and educational activities for young people at risk. <p>The five churches will receive ongoing support from the East Midlands & East Anglia Cinnamon Advisor and church based volunteers will have access to Cinnamon Leadership Training. The course is designed to ensure that projects are accessible to the target beneficiaries and remain sustainable after Cinnamon's involvement. County officers will work closely with Cinnamon to ensure that the projects are run in areas of high need with appropriate target groups.</p>	£17,800

Appendix Three

All projects funded by the Innovation Fund or Innovate & Cultivate Fund up to May 2018

Organisation	Service	Project description	Awarded up to:
Innovation Fund			
Carers Trust Cambridgeshire	Adult Social Care	to develop carer friendly community hubs, open to all, but particularly targeted at the over 80s as most at risk	£49,999
CHS Group	Adult Social Care	to develop more Timebanks across the county, further integrate them with another Time Currency called Time Credits, and enable the Timebanks themselves to become more financially sustainable	£49,984
Little Miracles CIO	Children & Families	to deliver services for families with disabled children across Cambridgeshire	£35,000
Somersham Parish Council	Adult Social Care	to carry out activities specifically aimed at improving the quality of life for those with neurological conditions ; the variety of sessions would include dance, chair exercises, etc	£25,000
Switch Now CIC	Children & Families	to train, support and mentor young adults with learning difficulties to progress towards voluntary, paid or self-employment	£10,500
Innovate			
Age UK Cambridgeshire & Peterborough	Adult Social Care	to support the set up of a network of Friendship Clubs for older people in areas of Cambridgeshire where the provision of such services is limited	£32,740
Cambridgeshire Deaf Association	Adult Social Care	to hire a volunteer manager to develop a pool of volunteers who will provide support for people within the deaf community	£50,000
Care Network Cambridgeshire	Adult Social Care	to enable local communities and individuals to set up micro enterprises, circles of support, and groups to meet the identified needs of their communities, through research, promotion and support	£49,475
The Resilience Group (Blue Smile, CFMS & Relate Cambridge)	Children & Families	to provide therapeutic support to disadvantaged local children, whilst simultaneously providing parenting wellbeing programmes, in order to strengthen families and relieve Council pressures	£31,055
Cultivate			

British Gymnastics Foundation	Adult Social Care	to run Love to Move in a community venue, to help older people with improve their movement and social activity	£9,999
Ely St. John's Primary School	Children & Families	to train all school staff in the therapeutic behaviour model and to bring children, staff and parents together to design improvements to the school environment	£5,000
Godmanchester Town Council	Adult Social Care	to launch a Time Bank in Godmanchester to bring people together and help one another	£5,426
Holy Trinity Church Hildersham PCC	Adult Social Care	to appoint a community development worker to work alongside an existing Parish Nurse	£10,000
Houghton & Wyton Time Bank	Adult Social Care	to connect young people and old people through volunteering, to reduce isolation	£10,000
South Cambridgeshire District Council	Adult Social Care	to run a social prescribing service to help older people stay independent in their communities	£10,000
Stretham Youth Club	Adult Social Care	to run a community led drop-in and activities project for over 60s	£3,900
The Cambridgeshire Police Shrievally Trust	Children & Families	to run a Bobby Scheme to support families and children who have been victims of crime to help them recover from the trauma	£10,000

FINANCE AND PERFORMANCE REPORT – MAY 2018

To: Communities and Partnership Committee

Meeting Date: 5th July 2018

From: Executive Director: People and Communities
Chief Finance Officer

Electoral division(s): All

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

Purpose: To provide the Committee with the May 2018 Finance and Performance report for People And Communities Services (P&C).

The report is presented to provide the Committee with the opportunity to comment on the financial and performance position as at the end of May 2018.

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

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Martin Wade	Names:	Cllr Steve Criswell
Post:	Strategic Finance Business Partner	Post:	Chairman
Email:	martin.wade@cambridgeshire.gov.uk	Email:	Steve.criswell@cambridgeshire.gov.uk
Tel:	01223 699733	Tel:	01223 706398

1.0 BACKGROUND

- 1.1 A Finance & Performance Report (FPR) for People and Communities (P&C) is produced monthly and the most recent available report is presented to the Communities and Partnership (C&P) Committee when it meets.
- 1.2 The report is presented to provide the Committee with the opportunity to comment on the financial and performance position of the services for which the Committee has responsibility.
- 1.3 This report is for the whole of the P&C Service, and as such, not all of the budgets contained within it are the responsibility of this Committee. Members are requested to restrict their attention to the proposed budget lines for which this Committee is responsible for. These are detailed below;

Forecast Variance Outturn (Previous) £000	Directorate	Budget 2018/19 £000	Actual May 2018 £000	Forecast Outturn Variance £000
0	Strategic Management - Communities & Safety	-61	21	0
0	Central Integrated Youth Support Services	953	-25	0
0	Safer Communities Partnership	970	198	0
0	Strengthening Communities	509	108	0
0	Adult Learning and Skills	2,660	529	0
0	Total Expenditure	5,031	832	0
0	Grant Funding (including Dedicated Schools Grant etc.)	-3,026	-1,296	0
0	Total	2,005	-464	0

1.4 Financial Context

The major savings agenda continues with £99.2m of savings required across the Council between 2017 and 2022. The planned savings for P&C in the 2018/19 financial year total £21,287k, of which those that are directly attributable to C&P total £0k. However the workstreams within C&P are integral to the overall delivery of many of the savings proposals.

Although significant savings have been made across P&C, the directorate continues to face demand pressures, particularly in children's services related to the rising number of looked after children.

Nationally there has been a rise in children in care, also; however as identified by the service and supported by Oxford Brooks, we are not moving children through the system quickly enough and also previous practice of supporting children at home for perhaps longer than is best practice has led to children entering the care system later and then remaining, rather than them being adopted at an earlier stage.

This, combined with the scale of change needed for the new model of operational delivery, makes any reductions in numbers in care this year unlikely and for only a gradual reduction in

numbers and improvement in placement mix to take place in 2019/20.

As a result further work is ongoing to quantify the extent of the pressure in 2018/19 as original budgets were predicated on lower numbers in care than is likely to be achievable. The overall pressure across Looked After Children and associated budgets will therefore increase in coming months to reflect these realities.

1.5 Future Committee Reporting.

It is proposed that in future the FPR cover reports presented to this committee will reference specific areas of the C&P Delivery Plan and will also identify areas of significant financial concern from across P&C to give a broader financial awareness.

2.0 MAIN ISSUES IN THE MAY 2018 P&C FINANCE & PERFORMANCE REPORT

2.1 The May 2018 Finance and Performance report is attached at Appendix 1. This is the first available report for the 2018/19 financial year. The October 2017 Finance and Performance report is attached at Appendix 1. At the end of May, the overall P&C position is a forecast overspend of £1,107k. Of this forecast overspend £0k is attributable to C&P budget lines.

2.2 Performance

Please note: Updated performance data for 2018/19 is not yet available and as such will be revised in the next report.

At the end of 2017/18, of the thirty-eight P&C service performance indicators six were shown as green, two as amber and four as red. Twenty-six had no target and were therefore not RAG-rated.

There are four new C&P Performance Indicators, these have no target and are therefore not RAG-rated. The new performance indicators being reported are;

1. Number of young first time entrants into the criminal justice system, per 10,000 of population compared to statistical neighbours
2. Victim-based crime per 1,000 of population compared to statistical neighbours (hate crime)
3. Proportion of new apprentices per 1,000 of population, compared to national figures
4. Engagement with learners from deprived wards as a proportion of the total learners engaged

2.3 P&C Portfolio

The major change programmes and projects underway across P&C are detailed in Appendix 8 of the report – The Building Community Resilience programme within C&P which is currently assessed as green.

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

3.0 2018-19 SAVINGS TRACKER

3.1 As previously reported the “tracker” report – a tool for summarising delivery of savings – will be updated throughout the year and the overall position reported to members on a quarterly basis.

- 3.2 Based on current forecasts as at mid-June, including the delivery of some additional funnel savings, the overall position for P&C is a £2,007k shortfall against plan. However, the expectation is that stretched targets for existing savings and additional funnel savings will support delivery of the overall £21,287k P&C savings target. It is also important to note the relationship with the reported position within the detailed F&PR. As pressures arise in-year further mitigation and/or additional savings will be required to deliver a balanced position.

4.0 ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

- 4.1.1 There are no significant implications for this priority.

4.2 Helping people live healthy and independent lives

- 4.2.1 There are no significant implications for this priority

4.3 Supporting and protecting vulnerable people

- 4.3.1 There are no significant implications for this priority

5.0 SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

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

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

- 5.2.1 There are no significant implications within this category.

5.3 Statutory, Risk and Legal Implications

- 5.3.1 There are no significant implications within this category.

5.4 Equality and Diversity Implications

- 5.4.1 There are no significant implications within this category.

5.5 Engagement and Consultation Implications

- 5.5.1 There are no significant implications within this category.

5.6 Localism and Local Member Involvement

- 5.6.1 There are no significant implications within this category.

5.7 Public Health Implications

- 5.7.1 There are no significant implications within this category.

Source Documents	Location
As well as presentation of the F&PR to the Committee when it meets, the report is made available online each month.	https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&-performance-reports/

From: Martin Wade and Stephen Howarth
 Tel.: 01223 699733 / 714770
 Date: 12th June 2018

People & Communities (P&C) Service

Finance and Performance Report – May 2018

1. SUMMARY

1.1 Finance

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

1.2. Performance and Portfolio Indicators – Close 2017/18 Data (see sections 4&5) *(Update for 2018/19 will be available for the June 18 F&PR)*

Monthly Indicators	Red	Amber	Green	No Target	Total
Close 17/18 Performance (No. of indicators)	4	2	6	26	38
Close 17/18 Portfolio (No. of indicators)	0	1	5	0	6

2. INCOME AND EXPENDITURE

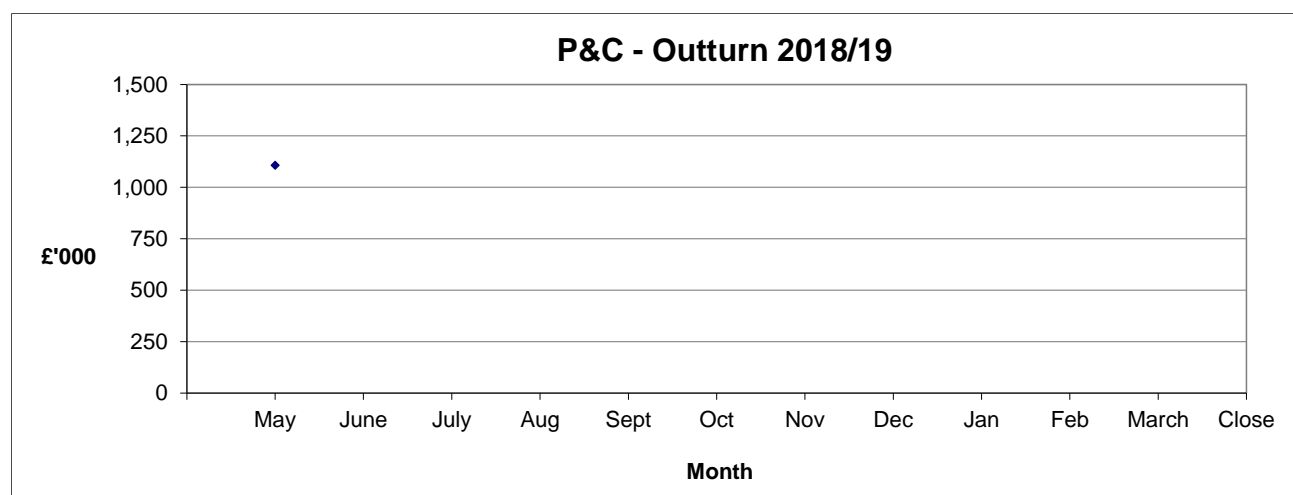
2.1 Overall Position

Forecast Variance Outturn (Apr) £000	Directorate	Budget 2018/19 £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
0	Adults & Safeguarding	154,174	29,869	0	0.0%
0	Commissioning	44,162	2,430	739	1.7%
0	Communities & Safety	6,677	961	0	0.0%
0	Children & Safeguarding	50,699	8,352	248	0.5%
0	Education	64,382	18,911	929	1.4%
0	Executive Director	785	287	0	0.0%
0	Total Expenditure	320,879	60,810	1,916	0.6%
0	Grant Funding	-81,550	-11,095	-809	1.0%

0 Total	239,329	49,716	1,107	0.5%
---------	---------	--------	-------	------

To ensure financial information is presented in a consistent way to all Committees a standardised format has now been applied to the summary tables and service level budgetary control reports included in each F&PR. The same format is also applied to the Integrated Resources and Performance Report (IRPR) presented to General Purposes Committee (GPC). The data shown provides the key information required to assess the financial position of the service and provide comparison to the previous month.

The service level finance & performance report for 2018/19 can be found in [appendix 1](#). Further analysis of the forecast position can be found in [appendix 2](#).



2.2 Significant Issues

At the end of May 2018, the overall P&C position is an overspend of £1,107k.

This is the first report of the 2018/19 financial year and although significant savings have been made across the directorate the service continues to face demand pressures, particularly in children's services related to the rising number of looked after children.

Nationally there has been a rise in children in care, also; however as identified by the service and supported by Oxford Brooks, we are not moving children through the system quickly enough and also previous practice of supporting children at home for perhaps longer than is best practice has led to children entering the care system later and then remaining, rather than them being adopted at an earlier stage.

This, combined with the scale of change needed for the new model of operational delivery, makes any reductions in numbers in care this year unlikely and for only a gradual reduction in numbers and improvement in placement mix to take place in 2019/20.

As a result further work is ongoing to quantify the extent of the pressure in 2018/19 as original budgets were predicated on lower numbers in care than is likely to be achievable. The overall pressure across Looked After Children and associated budgets will therefore increase in coming months to reflect these realities.

Significant issues are detailed below:

- The Looked After Children Placements budget is forecasting an overspend of £0.7m at the end of May. This initial pressure is a result of the full year impact of increased numbers in the last quarter of 2017/18.

- The Adoption Allowances budget is forecasting a £248k over spend due to a revised contract with Coram Cambridgeshire Adoption (CCA) and associated risk share.
- The School Partnership Service budget is forecasting an overspend of £120k at the end of May due to the Schools Forum decision to cease the de-delegation for the Cambridgeshire Race Equality & Diversity Service (CREDS) from April 2018. Closure timescales have led to a period at the start of 2018/19 where the service is running without any direct funding.
- The SEN Placements budget is forecasting an overspend of £0.5m at the end of May due to a continuing increase in placements in high cost provision.
- The Out of School Tuition budget is forecasting a £0.3m overspend at the end of May due to a combination of a higher number of children remaining on their existing packages and a higher number of children accessing new packages, due to a breakdown of placement.
- The SEN Placement and Out of School Tuition budgets are funded from the Dedicated Schools Grant (DSG) High Needs Block and so do not form part of the overall P&C bottom line position.

2.3 Additional Income and Grant Budgeted this Period

(De Minimis reporting limit = £160,000)

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

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

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

2.5 Key Activity Data

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

2.5.1 Key activity data to May 2018 for **Looked After Children (LAC)** is shown below:

Service Type	BUDGET				ACTUAL (May)				VARIANCE		
	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements May 18	Yearly Average	Actual Spend	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost diff +/-
Residential - disability	1	£132k	52	2,544.66	2	2.01	£310k	2,833.22	1.01	£178k	288.56
Residential - secure accommodation	0	£k	52	0.00	1	0.49	£163k	5,908.00	0.49	£163k	5,908.00
Residential schools	16	£2,277k	52	2,716.14	18	16.92	£2,292k	2,450.69	0.92	£15k	-265.45
Residential homes	39	£6,553k	52	3,207.70	35	35.19	£5,774k	3,262.91	-3.81	-£780k	55.21
Independent Fostering	199	£9,761k	52	807.73	286	283.42	£11,672k	800.00	84.42	£1,911k	-7.73
Supported Accommodation	31	£2,355k	52	1,466.70	28	18.83	£1,409k	1,231.22	-12.17	-£946k	-235.48
16+	8	£89k	52	214.17	4	2.62	£36k	226.43	-5.38	-£52k	12.26
Growth/Replacement	-	£k	-	-	-	-	£724k	-	-	£724k	-
Pressure funded within directorate	-	-£1,526k	-	-	-	-	-£2,000k	-	-	-£474k	-
TOTAL	294	£19,641k			374	359.48	£20,380k		65.48	£739K	
In-house fostering - Basic	191	£1,998k	56	181.30	194	190.76	£1,987k	180.14	-0.24	-£10k	-1.16
In-house fostering - Skills	191	£1,760k	52	177.17	202	195.43	£1,820k	186.13	4.43	£61k	8.96
Kinship - Basic	40	£418k	56	186.72	46	45.45	£446k	176.39	5.45	£28k	-10.33
Kinship - Skills	11	£39k	52	68.78	9	9.00	£32k	68.16	-2	-£8k	-0.62
In-house residential	5	£603k	52	2,319.99	3	3.00	£603k	3,866.65	-2	£k	1,546.66
Growth*	0	£k	-	0.00	0	0.00	£k	0.00	-	£k	-
TOTAL	236	£4,818k			243	239.21	£4,889k		3.21	£71k	
Adoption Allowances	105	£1,073k	52	196.40	106	106.00	£1,138k	211.41	1	£65k	15.01
Special Guardianship Orders	246	£1,850k	52	144.64	235	234.76	£1,764k	141.97	-11.24	-£87k	-2.67
Child Arrangement Orders	91	£736k	52	157.37	92	92.00	£749k	163.43	1	£13k	6.06
Concurrent Adoption	5	£91k	52	350.00	4	4.12	£75k	350.00	-0.88	-£16k	0.00
TOTAL	447	£3,750k			437	436.88	£3,725k		1	-£25k	
OVERALL TOTAL	977	£28,210k			1054	1,035.57	£28,994k		69.69	£784k	

NOTE: In house Fostering and Kinship basic payments fund 56 weeks as carers receive two additional weeks payment during the Summer holidays, one additional week payment at Christmas and a birthday payment.

*Represented potential growth of in-house foster placements to be managed against the LAC Placements budget but did not occur.

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

Ofsted Code	BUDGET			ACTUAL (May 18)				VARIANCE			
	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements May 18	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	98	£6,165k	£63k	104	88.36	£6,774k	£77k	6	-9.64	£609k	£14k
Hearing Impairment (HI)	3	£100k	£33k	2	2.00	£74k	£37k	-1	-1.00	-£26k	£4k
Moderate Learning Difficulty (MLD)	3	£109k	£36k	8	6.59	£117k	£18k	5	3.59	£7k	-£19k
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	-£75k	£k
Physical Disability (PD)	1	£19k	£19k	5	3.10	£91k	£29k	4	2.10	£72k	£10k
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	0	0.00	£k	-	-1	-1.00	-£41k	£k
Social Emotional and Mental Health (SEMH)	35	£1,490k	£43k	45	35.25	£2,147k	£61k	10	0.25	£657k	£18k
Speech, Language and Communication Needs (SLCN)	3	£163k	£54k	2	2.00	£90k	£45k	-1	-1.00	-£74k	-£10k
Severe Learning Difficulty (SLD)	2	£180k	£90k	2	2.00	£258k	£129k	0	0.00	£78k	£39k
Specific Learning Difficulty (SPLD)	8	£164k	£20k	7	6.42	£232k	£36k	-1	-1.58	£68k	£16k
Visual Impairment (VI)	2	£64k	£32k	2	2.00	£57k	£29k	0	0.00	-£7k	-£4k
Recoupment	-	-	-	-	-	-£750k	-	-	-	-£750k	-
TOTAL	157	£8,573k	£55k	177	147.72	£9,091k	£67k	20	-9.28	£518k	£12k

In the following key activity data for Adults & Safeguarding, the information given in each column is as follows:

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

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

2.5.3 Key activity data to end of May for Learning Disability Services is shown below:

		BUDGET			ACTUAL (May 18)				Year End		
Service Type		Budgeted No. of Service Users 2018/19	Budgeted Average Unit Cost (per week) £	Annual Budget £000	No. of Service Users at End of May 18	DoT	Current Average Unit Cost (per week) £	DoT	Actual £000	DoT	Variance £000
Learning Disability Services	Residential	299	£1,444k	£22,454k	299	↔	£1,437	↓	£23,188k	↑	£735k
	Nursing	8	£1,716k	£714k	8	↔	£1,693	↓	£744k	↓	£30k
	Community	1,285	£677k	£45,245k	1,285	↔	£680	↑	£47,603k	↑	£2,358k
Learning Disability Service Total		1,592		£68,413k	1,592				£71,535k		£3,123k
Income				-£2,967k					-£3,069k	↑	-£102k
Further savings assumed within forecast as shown in Appendix 1											-£2,944k
Net Total				£65,446k							£77k

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

		BUDGET			ACTUAL (May)				Year End		
Service Type		Budgeted No. of Clients 2018/19	Budgeted Average Unit Cost (per week) £'s	Annual Budget £000's	Snapshot of No. of Clients at End of May 18	DoT	Current Average Unit Cost (per week) £'s	DoT	Spend £000's	DoT	Variance £000's
Adult Mental Health	Community based support	11	£127	£70k	5	↓	£45	↓	£18k	↓	-£52k
	Home & Community support	164	£100	£871k	163	↓	£78	↓	£762k	↓	-£109k
	Nursing Placement	14	£648	£482k	18	↑	£704	↑	£713k	↑	£231k
	Residential Placement	75	£690	£2,771k	73	↓	£656	↓	£2,831k	↑	£60k
	Supported Accommodation	130	£120	£817k	129	↓	£107	↓	£788k	↓	-£29k
	Direct Payments	12	£288	£178k	17	↑	£224	↓	£216k	↑	£38k
	Health Contribution			-£443k					-£443k		£k
	Client Contribution			-£298k					-£437k		-£139k
Adult Mental Health Total		406		£4,448k	405				£4,448k		£k

Direction of travel compares the current month to the previous month.

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

OP Total	BUDGET			ACTUAL (May 18)				Year End		
Service Type	Expected No. of Service Users 2018/19	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	D o T	Current Average Cost (per week) £	D o T	Actual £000	D o T	Variance £000
Residential	514	£541	£14,808k	479	↓	£548	↑	£14,975k	↑	£167k
Residential Dementia	389	£554	£11,455k	367	↓	£554	↑	£11,584k	↑	£129k
Nursing	312	£750	£12,438k	285	↓	£753	↑	£12,007k	↓	-£431k
Nursing Dementia	62	£804	£2,625k	67	↑	£803	↓	£2,534k	↓	-£91k
Respite			£1,558k					£1,493k	↓	-£65k
Community based										
~ Direct payments	538	£286	£8,027k	467	↓	£285	↓	£7,906k	↓	-£122k
~ Day Care			£1,095k					£1,021k	↓	-£73k
~ Other Care			£4,893k					£5,101k	↑	£208k
~ Homecare arranged	1,516	per hour £16.31	£17,075k	1,471	↓	per hour £15.92	↓	£16,668k	↓	-£407k
Total Expenditure	3,331		£73,974k	3,136				£73,288k		-£685k
Residential Income			-£9,201k					-£8,774k	↑	£427k
Community Income			-£8,969k					-£8,675k	↑	£294k
Health Income			-£651k					-£687k	↓	-£36k
Total Income			-£18,821k					-£18,136k		£685k

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

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

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

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

OPMH Total	BUDGET			ACTUAL (May 18)				Year End		
Service Type	Expected No. of Service Users 2018/19	Budgeted Average Cost (per week) £	Gross Annual Budget £000	Current Service Users	D o T	Current Average Cost (per week) £	D o T	Actual £000	D o T	Variance £000
Residential	27	£572	£801k	24	↓	£581	↑	£779k	↓	-£22k
Residential Dementia	26	£554	£739k	28	↑	£575	↑	£719k	↓	-£20k
Nursing	29	£648	£992k	24	↓	£624	↓	£926k	↓	-£66k
Nursing Dementia	84	£832	£3,718k	94	↑	£816	↓	£3,472k	↓	-£246k
Respite			£4k					£16k	↑	£12k
Community based										
~ Direct payments	13	£366	£241k	13	↔	£510	↑	£287k	↑	£45k
~ Day Care			£4k					£4k	↓	£k
~ Other Care			£44k					£2k	↓	-£41k
~ Homecare arranged	50	per hour £16.10	£633k	47	↓	per hour £16.14	↑	£666k	↑	£33k
Total Expenditure	229		£7,176k	230				£6,870k		-£306k
Residential Income			-£1,049k					-£803k	↑	-£41k
Community Income			-£97k					-£307k	↓	-£120k
Health Income			-£281k					-£10k	↑	-£375k
Total Income			-£1,146k					-£1,111k		-£535k

3. BALANCE SHEET

3.1 Reserves

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

3.2 Capital Expenditure and Funding

Funding

The following changes in funding for 2018/19 have occurred since the Business Plan was published:

- School Conditions Allocation government grant funding increased by £159k which includes new funding for Healthy Pupil Capital Fund.
- Adjustment to carry forward funding increased by £2,460k.
- Prudential Borrowing reduced by £6,582k to account for slippage on projects since the business plan was approved.

2018/19 Revised Capital Programme

The Capital Plan for 2018/19 has reduced by £4,122k since the Business Plan was published, resulting in a revised budget of £83,698m. This is the figure against which progress will be monitored on a monthly basis. The following explains the significant movement and categorises schemes into rephased projects and cost changes.

Rephased schemes

- North West Cambs (NIAB) Primary; £152k slippage. Associated housing development continues to be delayed. This has not yet commenced therefore the scheme has not progressed to the design and planning stage.
- Sawtry Junior slippage £950k due to slower than anticipated progress on the scheme after it was deferred for a year in 2017/18.
- Chatteris is New School; £4,508k slippage. The withdrawal of an approved bid by the sponsor to open the new school as a Free School from September 2018 and recent demographics which show the scheme is needed less urgently.
- Barrington Primary School; £892k accelerated spend as the start on site has been advanced to November 2018 and the scheme finished by August 2019.
- St Neots – Eastern expansion; £2,079k slippage. Only requirement is spend on a temporary solution at Roundhouse Primary. Wintrigham Park scheme will be progressed to provide places.
- New Road Primary; £128k slippage due to slower than anticipated progress in 2017/18.
- Northstowe Secondary; £7,505k accelerated spend due to revised phasing to deliver the school in September 2019.
- Cambridge City Secondary; £399k slippage due to delays incurred in 2017/18 continuing to impact in 2018/19. Project start on site has been deferred due to the need to replace the original scheme with a different approach.
- Alconbury Weald Secondary & Special; Continued delays to the scheme as the developer has still not completed the master planning and site location has yet to be confirmed.

- Cromwell Community College; £250k accelerated spend to progress planning and design of the scheme.
- Orchard Park Primary; £971k slippage as the project continues to be on hold pending the outcome of a review of need. .
- Spring Common Special School; £3,450k slippage. In 2017/18 temporary solutions were put on site due to capacity issue at substantial cost. This has reduced the urgency for this scheme to commence.

Cost Changes

- St Neots – Eastern expansion; £2,079k reduction in 2018/19. Only requirement is spend on a temporary solution at Roundhouse Primary. Wintringham Park scheme will be progressed to provide places.
- St Ives, Eastfield / Westfield / Wheatfields; £7,000k overall scheme increase of which £300k will materialise in 2018/19. The scope of the project has changed to amalgamate Eastfield infant & Westfield junior school into a new all through primary.
- St Neots, Wintringham Park; £5,150k increase in total scheme cost. £3,283k will materialise in 2018/19. Increased scope to build a 3FE Primary and associated Early Years, Offset by the deletion of the St Neots Eastern Expansion scheme.
- Highfields phase 2; £250k additional cost in 2018/19. New scheme to extend accommodation for the current capacity and create teaching space for extended age range to 25.
- Wing Development; £400k additional costs in 2018/19. New school required as a result of new development. It is anticipated this scheme will be funded by both the EFA as an approved free school and S106 funding.

Overall Capital programme

Changes to the overall project cost of the capital plan total an increase of £14,273k since the 2018/19 Business Plan was approved. The total of new schemes added since the Business Plan was published totals £20,220k. Future year changes in scheme costs relating to existing schemes will be managed through the 2018/19 Business Plan process.

2018/19 In Year Pressures/Slippage

As at the end of May the capital programme forecast underspend continues to be zero. The level of slippage has not exceeded the Capital Variation budget of £12,120k. A forecast outturn will only be reported once slippage exceeds this level. However in May movements on schemes has occurred totaling £165k. The significant changes in schemes are detailed below;

- Littleport secondary and special school; £419k slippage relating to ICT equipment which will be purchased as the school expands to full capacity.
- New secondary capacity to serve Wisbech; £200k accelerated spend to progress planning and design of the scheme.

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

4. **PERFORMANCE**

Update for 2018/19 will be available for the June 18 F&PR

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

The performance measures included in this report have been developed in conjunction with the Peoples & Communities management team and link service activity to key Council outcomes. The revised set of measures includes 15 of the previous set and 23 that are new. The measures in this report have been grouped by outcome, then by responsible directorate. The latest available benchmarking information has also been provided in the performance table where it is available. This will be revised and updated as more information becomes available. Work is ongoing with service leads to agree appropriate reporting mechanisms for the new measures included in this report and to identify and set appropriate targets.

Four indicators are currently showing as RED:

- **Number of children with a Child Protection (CP) Plan per 10,000 children**

During March we saw the numbers of children with a Child Protection plan decrease from 498 to 477.

The introduction of an Escalation Policy for all children subject to a Child Protection Plan was introduced in June. Child Protection Conference Chairs raise alerts to ensure there is clear planning for children subject to a Child Protection Plan. This has seen a decrease in the numbers of children subject to a Child Protection Plan.

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

In March the number of Looked After Children held at 697. This figure includes 63 UASC, 9% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.

Actions being taken include:

- A weekly Threshold to Resources Panel (TARP), chaired by the Assistant Director for Children's Services to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. Decisions and Children's Plans are monitored via a tracker which also takes into account the children's care plan- discussed in the Permanency Monitoring Group.
- A monthly Permanency Monitoring Group (PMG) considers all children who are looked after, paying attention to their care plan, ensuring reunification is considered and if this is not possible a timely plan is made for permanence via Special Guardianship Order, Adoption or Long Term Fostering.
- TARP links with the monthly High Cost Placements meeting, which as of January 2018 started to be chaired by the Assistant Director for Children's Services. The panel ensures that required placements meet the child or young person's needs and are cost effective and joint funded with partners where appropriate.

At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.

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

Performance remains low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams – and there are currently 62 service users identified as being in employment yet to have a recorded review in the current year.

(N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)

- **Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) – YTD**

In February 2018, there were 506 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 735 delays – a reduction of 31%. The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.

Delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's remain the key drivers of ASC bed-day delays.

5. P&C PORTFOLIO

Update for 2018/19 will be available for the June 18 F&PR

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

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

APPENDIX 1 – P&C Service Level Budgetary Control Report

Forecast Outturn Variance (Apr) £'000	Service	Budget 2018/19 £'000	Actual May 2018 £'000	Forecast Outturn Variance	
				£'000	%
Adults & Safeguarding Directorate					
0	Strategic Management - Adults	9,667	729	0	0%
0	Principal Social Worker, Practice and Safeguarding	1,522	193	0	0%
0	Autism and Adult Support	939	102	0	0%
0	Carers	757	84	0	0%
Learning Disability Services					
0	LD Head of Service	1,703	607	0	0%
0	LD - City, South and East Localities	33,429	6,533	0	0%
0	LD - Hunts & Fenland Localities	28,036	5,396	0	0%
0	LD - Young Adults	5,700	848	0	0%
0	In House Provider Services	6,071	970	0	0%
0	NHS Contribution to Pooled Budget	-17,113	0	0	0%
Older People and Physical Disability Services					
0	OP - City & South Locality	19,673	3,001	0	0%
0	OP - East Cambs Locality	6,045	1,036	0	0%
0	OP - Fenland Locality	9,089	1,266	0	0%
0	OP - Hunts Locality	13,550	2,268	0	0%
0	Discharge Planning Teams	2,150	272	0	0%
0	Shorter Term Support and Maximising Independence	8,258	1,216	0	0%
0	Physical Disabilities	11,424	2,615	0	0%
Mental Health					
0	Mental Health Central	50	235	0	0%
0	Adult Mental Health Localities	7,189	991	0	0%
0	Older People Mental Health	6,036	1,505	0	0%
0	Adult & Safeguarding Directorate Total	154,174	29,869	0	0%
Commissioning Directorate					
0	Strategic Management –Commissioning	1,003	35	0	0%
0	Access to Resource & Quality	865	207	0	0%
0	Local Assistance Scheme	300	0	0	0%
Adults Commissioning					
0	Central Commissioning - Adults	5,569	541	0	0%
0	Integrated Community Equipment Service	1,016	55	0	0%
0	Mental Health Voluntary Organisations	3,730	94	0	0%
Childrens Commissioning					
0	1 Looked After Children Placements	19,641	1,063	739	4%
0	Commissioning Services	2,535	336	0	0%
0	Home to School Transport – Special	7,871	-20	0	0%
0	LAC Transport	1,632	119	0	0%
0	Commissioning Directorate Total	44,162	2,430	739	2%

Forecast Outturn Variance (Apr) £'000	Service	Budget 2018/19 £'000	Actual May 2018 £'000	Forecast Outturn Variance £'000 %	
Communities & Safety Directorate					
0	Strategic Management - Communities & Safety	-61	21	0	0%
0	Youth Offending Service	1,645	129	0	0%
0	Central Integrated Youth Support Services	953	-25	0	0%
0	Safer Communities Partnership	970	198	0	0%
0	Strengthening Communities	509	108	0	0%
0	Adult Learning & Skills	2,660	529	0	0%
0	Communities & Safety Directorate Total	6,677	961	0	0%
Children & Safeguarding Directorate					
0	Strategic Management – Children & Safeguarding	3,479	607	0	0%
0	Partnerships and Quality Assurance	1,988	268	0	0%
0	Children in Care	13,730	2,746	0	0%
0	Integrated Front Door	2,660	345	0	0%
0	Children’s Centre Strategy	160	178	0	0%
0	Support to Parents	2,870	201	0	0%
0	² Adoption Allowances	5,282	954	248	5%
0	Legal Proceedings	1,940	426	0	0%
District Delivery Service					
0	Safeguarding Hunts and Fenland	4,646	646	0	0%
0	Safeguarding East & South Cambs and Cambridge	4,489	512	0	0%
0	Early Help District Delivery Service –North	4,394	654	0	0%
0	Early Help District Delivery Service – South	5,062	817	0	0%
0	Children & Safeguarding Directorate Total	50,699	8,352	248	0%

Forecast Outturn Variance (Apr) £'000	Service		Budget 2018/19 £'000	Actual May 2018 £'000	Forecast Outturn Variance £'000 %	
Education Directorate						
0		Strategic Management - Education	3,563	109	0	0%
0		Early Years' Service	1,442	288	0	0%
0		Schools Curriculum Service	62	-53	0	0%
0		Schools Intervention Service	1,095	292	0	0%
0	3	Schools Partnership Service	776	207	120	15%
0		Children's' Innovation & Development Service	214	65	0	0%
0		Teachers' Pensions & Redundancy	2,910	169	0	0%
SEND Specialist Services (0-25 years)						
0		SEND Specialist Services	7,576	1,540	0	0%
0		Children's Disability Service	6,542	1,628	0	0%
0		High Needs Top Up Funding	17,036	4,110	0	0%
0	4	Special Educational Needs Placements	8,973	8,482	518	6%
0		Early Years Specialist Support	381	24	0	0%
0	5	Out of School Tuition	1,119	-119	291	26%
Infrastructure						
0		0-19 Organisation & Planning	3,692	178	0	0%
0		Early Years Policy, Funding & Operations	92	10	0	0%
0		Education Capital	168	1,503	0	0%
0		Home to School/College Transport – Mainstream	8,742	477	0	0%
0	Education Directorate Total		64,382	18,911	929	1%
Executive Director						
0		Executive Director	694	287	0	0%
0		Central Financing	91	0	0	0%
0	Executive Director Total		785	287	0	0%
0	Total		320,879	60,810	1,916	1%
Grant Funding						
0	6	Financing DSG	-42,986	-7,164	-809	-2%
0		Non Baselined Grants	-38,564	-3,930	0	0%
0	Grant Funding Total		-81,550	-11,095	-809	1%
0	Net Total		239,329	49,716	1,107	0%

APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
1) Looked After Children Placements	19,641	1,063	739	4%

LAC Placements budget is forecasting an overspend of £0.7m at the end of May. This stems from the underlying pressure brought forward from 17/18, as a result of there being too many LAC in high cost placements, which the budget can not accommodate.

It should be noted that there is expected to be demand pressures on this budget during the year, over and above those forecast and budgeted for. This position will be closely monitored throughout the year and subsequent forecasts will be updated to reflect the latest demand expectations. In addition, there is a £1.5m saving target attached to the budget, where plans to deliver this are being closely monitored.

Overall LAC numbers at the end of May 2018, including placements with in-house foster carers, residential homes and kinship, were 712. This includes 57 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of May were 374, 5 more than at the end of April.

External Placements Client Group	Budgeted Packages	30 Apr 2018 Packages	31 May 2018 Packages	Variance from Budget
Residential Disability – Children	1	2	2	+1
Child Homes – Secure Accommodation	0	1	1	+1
Child Homes – Educational	16	16	18	+2
Child Homes – General	39	38	35	-4
Independent Fostering	199	279	286	+87
Supported Accommodation	31	26	28	-3
Supported Living 16+	8	7	4	-4
TOTAL	294	369	374	80

'Budgeted Packages' are the expected number of placements by Mar-18, once the work associated to the saving proposals has been undertaken and has made an impact.

Mitigating factors to limit the final overspend position include:

- Reconstitution of panels to ensure greater scrutiny and supportive challenge.
- Monthly commissioning intentions [sufficiency strategy work-streams], budget and savings reconciliation meetings attended by senior managers accountable for each area of spend/practice. Enabling directed focus on emerging trends and appropriate responses, ensuring that each of the commissioning intentions are delivering as per work-stream and associated accountable officer. Production of datasets to support financial forecasting [in-house provider services and Access to Resources].
- Investment in children's social care commissioning to support the development of robust commissioning frameworks for external spend (*to be approved*).
- Provider meetings scheduled through the Children's Placement Service [ART] to support the negotiation of packages at or post placement. Working with the Contracts Manager to ensure all placements are funded at the appropriate level of need and cost.
- Regular Permanence Tracking meetings [per locality attended by A2R] chaired by the Independent Reviewing Service Manager to ensure no drift in care planning decisions, and support the identification of foster carers suitable for SGO/permanence arrangements.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
Looked After Children Placements continued <p>These meetings will also consider children in externally funded placements, ensuring that the authority is maximizing opportunities for discounts [length of stay/siblings], volume and recognising potential lower cost options in line with each child's care plan.</p> <ul style="list-style-type: none"> Additional investment in the recruitment and retention [strategy to be produced] of the in-house fostering service to increase the number of fostering households over a three year period (<i>to be approved</i>). 				
2) Adoption	5,282	954	248	5%
<p>The Adoption Allowances budget is forecasting a £248k over spend.</p> <p>In 2018/19 we are forecasting additional demand on our need for adoptive placements. We have re-negotiated our contract with Coram Cambridgeshire Adoption (CCA) based on an equal share of the extra costs needed to cover those additional placements. The increase in Adoption placements is a reflection of the good practice in making permanency plans for children outside of the looked after system and results in reduced costs in the placement budgets.</p>				
3) Schools Partnership Service	776	207	120	15%
<p>Schools Forum took the decision to discontinue the de-delegation for the Cambridgeshire Race Equality & Diversity Service (CREDS) from 1st April 2018, resulting in service closure. The closure timescales have led to a period of time where the service is running without any direct funding and a resulting pressure of £120k. This will be a pressure in 2018/19 only, and mitigating underspends elsewhere in the Education directorate will be sought.</p>				
4) SEN Placements	8,973	8,482	518	6%
<p>The SEN Placements budget is forecasting an overspend of £0.5m at the end of May. This is due a combination of factors, including:</p> <ul style="list-style-type: none"> Placement of two young people in out of county schools needing residential provision, where there is appropriate educational provision to meet needs. Placement of a young person in out of county provision as outcome of SENDIST appeal. Additional funding allocation to stabilise an existing placement. <p>These first of these pressures highlights the problem that the Local Authority faces in accessing appropriate residential provision for some children and young people with SEN. Overall there are rising numbers of children and young people who are LAC, have an EHCP and have been placed in a 52 week placement. These are cases where the child cannot remain living at home. Where there are concerns about the local schools meeting their educational needs, the SEN Placement budget has to fund the educational element of the 52 week residential placement; often these are residential schools given the level of learning disability of the young children, which are generally more expensive.</p> <p>The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).</p> <p><u>Actions being taken:</u></p> <ul style="list-style-type: none"> SEND Sufficiency work is underway to inform future commissioning strategy. This will set out what the SEND need is across Cambridgeshire, where it is and what provision we need in future, taking account of demographic growth and projected needs. Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with further education providers to provide appropriate post 16 course is also being explored in the plan; Peterborough and Cambridgeshire SEND Strategy is being developed with a renewed focus and expectation of children and young people having their needs met locally. Review and renegotiation of packages with some providers to ensure best value is still being achieved. 				

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
5) Out of School Tuition	1,119	-119	291	26%

The Out of School Tuition budget is forecasting a £0.3m overspend at the end of May – this is after the application of £0.4m of High Needs pressure funding being allocated to the Out of School Tuition budget in 18/19. The overspend is due to a combination of a higher number of children remaining on their existing packages and a higher number of children accessing new packages, due to a breakdown of placement, than the budget can accommodate.

There has been an increase in the number of children with an Education Health and Care Plan (EHCP) who are awaiting a permanent school placement, with many of those placements unable to commence until September 2018. 21 pupils are expected to cease tuition in July 2018. A further 26 pupils do not have a confirmed end date for tuition. We are confident that half of these pupils will cease tuition by the halfway point of the financial year. Casework officers are working to provide more specific, predicted end dates for packages of tuition.

Several key themes have emerged throughout the last year, which have had an impact on the need for children to receive a package of education, sometimes for prolonged periods of time:

- Casework officers were not always made aware that a child's placement was at risk of breakdown until emergency annual review was called.
- Casework officers did not have sufficient access to SEND District Team staff to prevent the breakdown of an education placement in the same way as in place for children without an EHCP.
- There were insufficient specialist placements for children whose needs could not be met in mainstream school.
- There was often a prolonged period of time where a new school was being sought, but where schools put forward a case to refuse admission.
- In some cases of extended periods of tuition, parental preference was for tuition rather than in-school admission.

It has also emerged that casework officers do not currently have sufficient capacity to fulfil enough of a lead professional role which seeks to support children to return to mainstream or specialist settings.

Actions going forward to address the underlying issues:

- Proposal to create an in-house "bank" of teachers, tutors, teaching assistants or specialist practitioners and care workers in order to achieve a lower unit cost of provision;
- Move to a Dynamic Purchasing System, which would provide a wider, more competitive market place, where a lower unit cost of provision could be achieved;
- Enhance the preventative work of the Statutory Assessment Team by expanding the SEND District Team, so that support can be deployed for children with an EHCP, where currently the offer is minimal and more difficult to access;
- Creation of an outreach team from the Pilgrim PRU to aid quicker transition from tuition or inpatient care, back into school; and
- Review of existing tuition packages to gain a deeper understanding of why pupils are on tuition packages and how they can be moved back into formal education.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
6) Financing DSG	-42,986	-7,164	-809	-2%
Within P&C, spend of £43.0m is funded by the ring fenced Dedicated Schools Grant. A contribution of £0.84m has been applied to fund pressures on a number of High Needs budgets including SEN Placements (£0.52m) and Out of School Tuition (£0.29m). For this financial year the intention is to manage within overall available DSG resources.				

APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £'000
Grants as per Business Plan		
Public Health	Department of Health	283
Better Care Fund	Cambs & P'Boro CCG	26,075
Social Care in Prisons Grant	DCLG	319
Unaccompanied Asylum Seekers	Home Office	2,200
Staying Put	DfE	167
Youth Offending Good Practice Grant	Youth Justice Board	531
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	2,031
Children's Social Care Innovation Grant (MST innovation grant)	DfE	313
Opportunity Area	DfE	3,400
Opportunity Area - Essential Life Skills	DfE	523
Adult Skills Grant	Skills Funding Agency	2,123
AL&S National Careers Service Grant	European Social Fund	335
Non-material grants (+/- £160k)	Various	137
Total Non Baselined Grants 2018/19		38,564

Financing DSG	Education Funding Agency	42,986
Total Grant Funding 2018/19		81,550

The non-baselined grants are spread across the P&C directorates as follows:

Directorate	Grant Total £'000
Adults & Safeguarding	26,514
Children & Safeguarding	4,889
Education	3,415
Community & Safety	3,746
TOTAL	38,564

APPENDIX 4 – Virements and Budget Reconciliation

Virements between P&C and other service blocks:

	Eff. Period	£'000	Notes
Budget as per Business Plan		239,124	
Strategic Management – Education	Apr	134	Transfer of Traded Services ICT SLA budget to Director of Education from C&I
Childrens' Innovation & Development Service	Apr	71	Transfer of Traded Services Management costs/recharges from C&I
Budget 2018/19		239,329	

APPENDIX 5 – Reserve Schedule as at Close 2017/18
(Update for 2018/19 will be available for the June18 F&PR)

Fund Description	Balance at 1 April 2017	2017/18		Year End 2017/18	Notes
		Movements in 2017/18	Balance at Close 17/18		
	£'000	£'000	£'000	£'000	
<u>General Reserve</u>					
P&C carry-forward	540	-7,493	-6,953	-6,953	Overspend £6,953k applied against General Fund.
subtotal	540	-7,493	-6,953	-6,953	
<u>Equipment Reserves</u>					
IT for Looked After Children	133	-69	64	64	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
subtotal	133	-69	64	64	
<u>Other Earmarked Reserves</u>					
Adults & Safeguarding					
Homecare Development	22	-22	0	0	Managerial post worked on proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work.
Falls prevention	44	-44	0	0	Up scaled the falls prevention programme with Forever Active
Dementia Co-ordinator	13	-13	0	0	Used to joint fund dementia co-ordinator post with Public Health
Mindful / Resilient Together	188	-133	55	55	Programme of community mental health resilience work (spend over 3 years)
Increasing client contributions and the frequency of Financial Re-assessments	14	-14	0	0	Hired fixed term financial assessment officers to increase client contributions as per BP
Brokerage function - extending to domiciliary care	35	-35	0	0	Trialled homecare care purchasing co-ordinator post located in Fenland
Hunts Mental Health	200	0	200	200	Provision made in respect of a dispute with another County Council regarding a high cost, backdated package
Commissioning					
Capacity in Adults procurement & contract management	143	-143	0	0	Continuing to support route rationalisation for domiciliary care rounds
Specialist Capacity: home care transformation / and extending affordable care home capacity	25	-25	0	0	External specialist support to help the analysis and decision making requirements of these projects and tender processes
Home to School Transport Equalisation reserve	-240	296	56	56	A £296k contribution has been made back to reserves to account for 2017/18 having fewer schools days where pupil require transporting
Reduce the cost of home to school transport (Independent travel training)	60	0	60	60	Programme of Independent Travel Training to reduce reliance on individual taxis
Prevent children and young people becoming Looked After	25	-25	0	0	Re-tendering of Supporting People contracts (ART)

Fund Description	Balance at 1 April 2017	2017/18		Year End 2017/18	Notes
		Movements in 2017/18	Balance at Close 17/18		
	£'000	£'000	£'000	£'000	
Disabled Facilities	44	-6	38	38	Funding for grants for disabled children for adaptations to family homes.
Community & Safety					
Youth Offending Team (YOT) Remand (Equalisation Reserve)	150	-90	60	60	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
Children & Safeguarding					
Child Sexual Exploitation (CSE) Service	250	-250	0	0	The funding was required for a dedicated Missing and Exploitation (MET) Unit and due to a delay in the service being delivered this went back to GPC to obtain approval, as originally the Child Sexual Exploitation service was going to be commissioned out but now this was bought in house within the Integrated Front Door and this funding was required in 2017/18 to support this function (1 x Consultant Social Worker & 4 x MET Hub Support Workers).
Education					
Cambridgeshire Culture/Art Collection	47	106	153	153	Providing cultural experiences for children and young people in Cambs - fund increased in-year due to sale of art collection
ESLAC Support for children on edge of care	36	-36	0	0	Funding for 2 year post re CIN
Cross Service					
Develop 'traded' services	30	-30	0	0	£30k was for Early Years and Childcare Provider Staff Development
Improve the recruitment and retention of Social Workers (these bids are cross-cutting for adults, older people and children and young people)	78	-78	0	0	This funded 3 staff focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	110	-110	0	0	Used for repairs & refurb to council properties: £5k Linton; £25k March; £20k Norwich Rd; £10k Russell St; Alterations: £50k Havilland Way Supported the implementation of the in-house fostering action plan: £74k
Other Reserves (<£50k)	149	-57	92	92	Other small scale reserves.
subtotal	1,423	-709	714	714	
TOTAL REVENUE RESERVE	2,096	-8,271	-6,175	-6,175	

Fund Description	Balance at 1 April 2017	2017/18		Year End 2017/18	Notes
		Movements in 2017/18	Balance at Close 17/18		
	£'000	£'000	£'000	£'000	
<u>Capital Reserves</u>					
Devolved Formula Capital	780	980	1,760	717	Devolved Formula Capital Grant is a three year rolling program managed by Cambridgeshire Schools.
Basic Need	0	32,671	32,671	0	The Basic Need allocation received in 2017/18 is fully committed against the approved capital plan.
Capital Maintenance	0	4,476	4,476	0	The School Condition allocation received in 2017/18 is fully committed against the approved capital plan.
Other Children Capital Reserves	1,448	1,777	3,225	5	£5k Universal Infant Free School Meal Grant c/fwd.
Other Adult Capital Reserves	379	3,809	4,188	56	Adult Social Care Grant to fund 2017/18 capital programme spend.
TOTAL CAPITAL RESERVE	2,607	43,713	46,320	778	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

APPENDIX 6 – Capital Expenditure and Funding

6.1 Capital Expenditure

2018/19					TOTAL SCHEME	
Original 2018/19 Budget as per BP £'000	Scheme	Revised Budget for 2018/19 £'000	Actual Spend (May 18) £'000	Forecast Outturn (May 18) £'000	Total Scheme Revised Budget £'000	Total Scheme Forecast Variance £'000
	Schools					
44,866	Basic Need - Primary	41,333	256	41,356	309,842	7,328
35,502	Basic Need - Secondary	36,939	223	36,771	274,319	0
1,222	Basic Need - Early Years	1,488	0	1,488	6,126	0
2,400	Adaptations	2,381	59	2,381	7,329	0
3,476	Specialist Provision	486	-46	466	26,631	6,870
2,500	Condition & Maintenance	2,500	202	2,500	10,050	0
1,005	Schools Managed Capital	1,722	0	1,722	25,500	0
100	Site Acquisition and Development	100	1	100	200	0
1,500	Temporary Accommodation	1,500	37	1,500	13,000	0
295	Children Support Services	295	0	295	2,775	75
5,565	Adult Social Care	5,565	0	5,565	43,241	0
-12,120	Capital Variation	-12,120	0	-11,955	-59,988	0
1,509	Capitalised Interest	1,509	0	1,509	8,798	0
87,820	Total P&C Capital Spending	83,698	733	83,698	667,823	14,273

Basic Need - Primary £7,328k increase in scheme cost

A total scheme variance of -£7,328k has occurred due to changes since the Business Plan was approved in response to adjustments to development timescales and updated school capacity information. The following schemes require the cost increases to be approved by GPC for 2018/19;

- St Ives, Eastfield / Westfield / Wheatfields; £7,000k overall scheme increase of which £300k will materialise in 2018/18. The scope of the project has changed to amalgamate Eastfield infant & Westfield junior school into a new all through primary.
- St Neots, Wintringham Park; £5,150k increase in total scheme cost. £3,283k will materialise in 2018/19. Increased scope to build a 3FE Primary and associated Early Years, Offset by the deletion of the St Neots Eastern Expansion scheme.
- Wing Development; £400k additional costs in 2018/19. New school required as a result of new development. Total scheme cost £10,200k, it is anticipated this scheme will be funded by both the EFA as an approved free school and S106 funding.
- Bassingbourn Primary School; £3.150k new scheme to increase capacity to fulfil demand required from returned armed forces families. £70k expected spend in 2018/19.

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

- St Neots – Eastern expansion; £4,829k reduction. Only requirement is spend on a temporary solution at Roundhouse Primary. Wintringham Park scheme will be progressed to provide places.

Specialist Provision £6,870k increase in scheme cost

- Highfields Special School; £250k additional cost in 2018/19. New scheme to extend accommodation for the current capacity and create teaching space for extended age range to 25 total cost £6,870k

Children's Minor Works and Adaptions £75k increased scheme costs.

Additional budget to undertake works to facilitate the Whittlesey Children's Centre move to Scaldgate Community Centre.

P&C Capital Variation

The Capital Programme Board recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. The allocation for P&C's negative budget adjustments has been calculated as follows, shown against the slippage position for 2018/19:

2018/19					
Service	Capital Programme Variations Budget £000	Forecast Outturn Variance (May 18) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Outturn Variance (May 18) £000
P&C	-12,120	165	165	1.4%	-11,955
Total Spending	-12,120	165	165	1.4%	11,955

6.2 Capital Funding

2018/19				
Original 2018/19 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2018/19 £'000	Forecast Funding Outturn (May 18) £'000	Forecast Funding Variance - Outturn (May 18) £'000
24,919	Basic Need	24,919	24,919	0
4,043	Capital maintenance	4,202	4,202	0
1,005	Devolved Formula Capital	1,722	1,722	0
4,115	Adult specific Grants	4,171	4,171	0
5,944	S106 contributions	5,944	5,944	0
833	Other Specific Grants	833	833	0
1,982	Other Capital Contributions	1,982	1,982	0
47,733	Prudential Borrowing	42,679	42,679	0
-2,754	Prudential Borrowing (Repayable)	-2,754	-2,754	0
87,820	Total Funding	83,698	83,698	0

APPENDIX 7 – Performance at end of Close 2017/18
(Update for 2018/19 will be available for the June18 F&PR)

Outcome										
Adults and children are kept safe										
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% of adult safeguarding enquiries where outcomes were at least partially achieved	Adults & Safeguarding	73.0%	n/a	95.0%	Aug	↑	Improving Green	n/a	n/a	Performance is improving
% of people who use services who say that they have made them feel safer	Adults & Safeguarding	83.2%	n/a	84.8%	2016/17	↑	No target	n/a	n/a	Performance is improving
Rate of referrals per 10,000 of population under 18	Children & Safeguarding	298.6	n/a	330.1	Mar	↓	No target	455.8	548.2	The referral rate is favourable in comparison to statistical neighbours and the England average
% children whose referral to social care occurred within 12 months of a previous referral	Children & Safeguarding	12.54%	20.0%	12.50%	Mar	↑	On Target Green	22.3%	21.9%	Performance in re-referrals to children's social care is below the ceiling target and is significantly below average in comparison with statistical neighbours and the England average.

Outcome	Adults and children are kept safe									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of children with a Child Protection Plan per 10,000 population under 18	Children & Safeguarding	37.1	30.0	35.5	Mar	↑	Off Target red	36.93	43.3	<p>During March we saw the numbers of children with a Child Protection plan decrease from 498 to 477.</p> <p>The introduction of an Escalation Policy for all children subject to a Child Protection Plan was introduced in June. Child Protection Conference Chairs raise alerts to ensure there is clear planning for children subject to a Child Protection Plan. This has seen a decrease in the numbers of children subject to a Child Protection Plan.</p>
Proportion of children subject to a Child Protection Plan for the second or subsequent time (within 2 years)	Children & Safeguarding	27.9%	n/a	10.4%	Mar	↑	No target	22.5%	18.7%	The rate is favourable in comparison to statistical neighbours and the England average

Outcome		Adults and children are kept safe								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
The number of looked after children per 10,000 population under 18	Children & Safeguarding	51.9	40	51.9	Mar	➡	Off Target red	44.9	62	<p>In March the number of Looked After Children held at 697. This figure includes 63 UASC, 9% of the current LAC population. There are workstreams in the LAC Strategy which aim to reduce the rate of growth in the LAC population, or reduce the cost of new placements. Some of these workstreams should impact on current commitment.</p> <p>Actions being taken include: A weekly Threshold to Resources Panel (TARP), chaired by the Assistant Director for Children's Services to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. Decisions and Children's Plans are monitored via a tracker which also takes into account the children's care plan- discussed in the Permanency Monitoring Group.</p> <p>A monthly Permanency Monitoring Group (PMG) considers all children who are looked after, paying attention to their care plan, ensuring reunification is considered and if this is not possible a timely plan is made for permanence via Special Guardianship Order, Adoption or Long Term Fostering.</p> <p>TARP links with the monthly High Cost Placements meeting, which as of January 2018 started to be chaired by the Assistant Director for Children's Services. The panel ensures that required placements meet the child or young person's needs and are cost effective and joint funded with partners where appropriate.</p> <p>At present the savings within the 2016/17 Business Plan are on track to be delivered and these are being monitored through the monthly LAC Commissioning Board. The LAC strategy and LAC action plan are being implemented as agreed by CYP Committee.</p>

Outcome	Adults and children are kept safe									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of young first time entrants into the criminal justice system, per 10,000 of population compared to statistical neighbours	Community & Safety	3.68	n/a	3.23	Q3	↑	No target			Awaiting comparator data

Outcome	Older people live well independently									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of contacts for community equipment in period	Adults & Safeguarding		n/a				No target	n/a	n/a	New measure, currently in development
Number of contacts for Assistive Technology in period	Adults & Safeguarding		n/a				No target	n/a	n/a	New measure, currently in development
Proportion of people finishing a reablement episode as independent (year to date)	Adults & Safeguarding	57.3%	57%	57.7%	Mar	↑	On Target green	n/a	n/a	Performance above target and improving

Outcome		Older people live well independently								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Average monthly number of bed day delays (social care attributable) per 100,000 18+ population	Adults & Safeguarding	157	114	151	Feb	↑	Off Target red	n/a	n/a	<p>In February 2018, there were 506 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 735 delays – a reduction of 31%. The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.</p> <p>Delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's remain the key drivers of ASC bed-day delays.</p>
Number of Community Action Plans Completed in period	Adults & Safeguarding	104	n/a	98	Feb	↓	No target	n/a	n/a	Performance decreased against the previous period.
Number of assessments for long-term care completed in period	Adults & Safeguarding	158	n/a	183	Mar	↑	No target	n/a	n/a	Performance increased against the previous period.

Outcome		Older people live well independently								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Adults & Safeguarding	326.3	564.0	343.2	Mar	↓	On Target Green	n/a	n/a	<p>The implementation of the Transforming Lives model, combined with a general lack of available residential and nursing beds in the area has continued to keep admissions below national and statistical neighbour averages.</p> <p>N.B. This is a cumulative figure, so will always go up. An upward direction of travel arrow means that if the indicator continues to increase at the same rate, the ceiling target will not be breached.</p>

Outcome		People live in a safe environment								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Victim-based crime per 1,000 of population compared to statistical neighbours (hate crime)	Community & Safety	54.87	n/a	57.59	Q3	↓	No target	55.81	69.23	New measure, in development

Outcome		People with disabilities live well independently								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of adults with a primary support reason of learning disability support in paid employment (year to date)	Adults & Safeguarding	3.5%	6.0%	3.6%	Mar	↑	Off Target red	n/a	n/a	Performance remains low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams – and there are currently 62 service users identified as being in employment yet to have a recorded review in the current year. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)
Proportion of adults in contact with secondary mental health services in paid employment	Adults & Safeguarding	13.3%	12.5%	13.0%	Feb	↓	On Target green	n/a	n/a	Performance at this measure is above target. Reductions in the number of people in contact with services are making this indicator more variable while the numbers in employment are changing more gradually.
Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family	Adults & Safeguarding	76.2%	72.0%	71.2%	Mar	↓	Within 10% amber	n/a	n/a	Performance is slightly below target

Outcome		People with disabilities live well independently								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of adults in contact with secondary mental health services living independently, with or without support	Adults & Safeguarding	81.2%	75.0%	81.5%	Feb	↑	On Target green	n/a	n/a	Performance has improved marginally against the previous period.
Proportion of adults receiving Direct Payments	Adults & Safeguarding	23.3%	24.0%	23.6%	Mar	↑	Within 10% amber	n/a	n/a	Performance is slightly below target
Proportion of carers receiving Direct Payments	Adults & Safeguarding	95.1%	n/a	95.0%	Mar	↓	No target	n/a	n/a	Direct payments are the default option for carers support services, as is reflected in the high performance of this measure.

Outcome		Places that work with children help them to reach their full potential								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% of EHCP assessments completed within timescale	Children & Safeguarding	100.0%	n/a	91.4%	Mar	↓	No target			Performance remains high despite a fall in comparison to the previous period
Number of young people who are NEET, per 10,000 of population compared to statistical neighbours	Children & Safeguarding	243.5	n/a	260.3	Mar	↓	No target	213.8	271.1	The rate increased against the previous reporting period, however remains favourable compared to the England average.

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of young people with SEND who are NEET, per 10,000 of population compared to statistical neighbours	Children & Safeguarding	6.9%	n/a	7.6%	Q4	↓	No target			Performance fell in comparison to the previous reporting period.
KS2 Reading, writing and maths combined to the expected standard (All children)	Education	52.5%	n/a	58.7%	2016/17	↑	No target	61.3%	61.1%	Performance increased but remains below that of our statistical neighbours and the England average.
KS4 Attainment 8 (All children)	Education	51.5%	n/a	47.7%	2016/17	↓	No target	47.5%	46.3%	Performance fell in comparison to the previous reporting period but is above the average for our statistical neighbours and the England average.
% of Persistent absence (All children)	Education	11.0%	n/a	n/a		↑	No target	n/a	10.8%	Data currently unavailable - not released at local authority level.
% Fixed term exclusions (All children)	Education	3.5%	n/a	3.7%	Feb	↓	No target	-	-	Performance fell slightly in comparison to the previous reporting period.
% receiving place at first choice school (Primary)	Education	91.3%	n/a	93.2%	Sep	↑	No target	n/a	n/a	Performance increased slightly in comparison to the previous reporting period.
% receiving place at first choice school (Secondary)	Education	92.9%	n/a	92.5%	Sep	↓	No target	n/a	n/a	Performance fell slightly in comparison to the previous reporting period.
% of disadvantaged households taking up funded 2 year old childcare places	Education	69.6%	n/a	82.4%	Autumn term 2017	↑	No target	n/a	n/a	Performance increased significantly in comparison to the previous reporting period.

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Primary Schools)	Education	82.4%	n/a	82.5%	Feb	↑	No target	89.4%	88.0%	Performance increased slightly in comparison to the previous reporting period, but remains below average in comparison to our statistical neighbours and the England average.
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Secondary Schools)	Education	85.5%	n/a	88.8%	Feb	↑	No target	86.8%	80.5%	Performance increased slightly in comparison to the previous reporting period, and remains above average in comparison to our statistical neighbours and the England average.
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Special Schools)	Education	93.1%	n/a	93.1%	Feb	→	No target	96.0%	92.9%	Performance remains comparable to the previous reporting period and is above the England average.
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Nursery Schools)	Education	100.0%	n/a	100.0%	Feb	→	No target	100.0%	98.0%	Performance remains high and is above the England average.

Outcome		The Cambridgeshire economy prospers to the benefit of all residents								
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of new apprentices per 1,000 of population, compared to national figures	Community & Safety		n/a				No target			New measure in development
Engagement with learners from deprived wards as a proportion of the total learners engaged	Community & Safety		n/a				No target			New measure in development

APPENDIX 8 – P&C Portfolio at end of Close 2017/18
 (Update for 2018/19 will be available for the June 18 F&PR)

Programme/Project and Lead Director	Brief description and any key issues	RAG
Building Community Resilience Programme: Sarah Ferguson / Elaine Matthews	<p>The Communities and Partnership Committee in Cambridgeshire have signed off an ambitious Delivery Plan, focused around four key priorities. One of these is to accelerate the work to build community resilience, working in partnership to maximize the capacity across the public sector. The Committee will be receiving a report at the end of May which starts to set out some of the key principles for the work. Discussions have started with District Council's and Peterborough, to create a shared community resilience strategy.</p> <p>The Delivery Plan also reflects the cross cutting nature of this Committee and the support it can bring to all service committees. There are key roles for the five Area Champions (elected members taken from the C&P Committee and politically representative of their District), including supporting the recruitment of key workers (Reablement offices, care and foster parents) through community engagement.</p> <p>Nearly £600k is in the process of being allocated to good ideas which are emerging from community and partner organisations to deliver services differently in a way which could reduce spend for the County Council. The Innovate and Cultivate fund is being reviewed in September/ October 2018 with Members, with a view to making recommendations based on the learning from the pilot.</p>	GREEN
Children's Centres: Helen Freeman / Sarah-Jane Smedmor	<p>The new Child and Family Centre offer launched at the beginning of April and has been communicated to families, partners, staff and members. An update paper went to CYP committee in March and performance will be reported back to this committee in due course.</p> <p>Work to look at opportunities to align the service offer across Cambridgeshire and Peterborough is now being investigated. This is alongside work with various colleagues across the health centre looking at how better integration with community healthy delivery could improve services for families. This includes work to establish midwifery 'Community Hubs' from Child and Family Centres as part of the Better Births programme.</p>	GREEN

<p>Change for Children: Sarah-Jane Smedmor / James Gemmell</p>	<p>The aims of the project are to identify additional opportunities within children's services to ensure that our services are targeted to those in greatest need and towards those that we can ensure experience a de-escalation of need and risk as a result of effective, integrated, multi-agency services delivered in a timely manner.</p> <p>The following options are being explored and monitored;</p> <ul style="list-style-type: none"> • The viability of a different delivery model for safeguarding services including multi-disciplinary co-located teams that work together to tackle domestic abuse, substance misuse and mental health issues. • Whether the current offer being delivered by the SPACE team can be mainstreamed into the District teams. The SPACE project has now finished- 30.04.18. The women involved are being supported by Early Help and CCA as appropriate. • Review a number of fixed term posts which were created as part of the earlier phases of the CCP to identify if learning / development has been embedded within the District teams • Review of the fostering service and the Hub provision • Review provision in the Integrated Front Door in response to the recent self-assessment and Peer Review • Using technology / different ways of working to increase productivity across the service • Restrict the use of out of hours support provided by external providers (following the introduction of planned out of hours working for District Teams). This review has been undertaken. Much of the planned out of hours support is now provided by Family Workers. However, this is being considered again with Edge of Care Services as a whole within the Change for Children Programme. • Further opportunities to share services with Peterborough CC 	<p>GREEN</p>
---	--	---------------------

Programme/Project and Lead Director	Brief description and any key issues	RAG
0-19 Commissioning: Janet Dullaghan	<p>The JCU with CCS and CPFT has made good progress to formalise joint commissioning arrangements and work together to identify an exciting programme that will deliver transformation of 0-19 services to an integrated model in line with policy directives, improving the quality of services for children and families.</p> <p>The next step is to prepare the detailed plan which will set out the timescales, and resources for transforming each of the current service specifications within scope against the framework of principles and themes. These next steps are to be agreed at the next transformation steering board for CCS/CPFT on 5/04/2018</p>	GREEN

Programme/Project and Lead Director	Brief description and any key issues	RAG
Mosaic: Sue Grace / Joanne Hopkins	<ul style="list-style-type: none"> Overall programme is on target for go-live for Adult Services on the 1 October subject to the resolution of the risks allocated to LGSS and some interface work to be finished The Children's work with Mosaic is paused and Children's IT systems will be considered at GPC on 29 May. The main risks with the programme are the stability of ERP Gold and its potential impact on Mosaic and the provision of the new Disaster Recovery arrangements by LGSS IT which are essential for Mosaic go-live 	GREEN
Accelerating Achievement: Jon Lewis	<p>Although the achievement of most vulnerable groups of children and young people is improving, progress is slow and the gap between vulnerable groups and other children and young people remains unacceptably wide. Accelerating the Achievement of Vulnerable Groups is a key priority of the Local Authority's School Improvement Strategy 2016-18 and an action plan has been developed. The AA Steering Group is monitoring the implementation of this plan.</p>	AMBER

These are the details for all the workshops that will be provided for the Communities & Partnerships Committee for 2018/19. Workshops will generally run on the same day as Committee or when available the reserve Committee dates will be utilised. All reports must be signed off and sent to Adrian.chapman@peterborough.gov.uk

Workshop Date	Time	No	Item	Presenter	Attendance
28 September 17 (Wisbech)			<ul style="list-style-type: none"> Tackling deprivation Business Planning Visiting community organisations 	Adrian Chapman Diane Lane	
30 November 17			<ul style="list-style-type: none"> Combined Authority Budget Focus Group Feedback Finance Deep Dive Community Safety Self-Assessment 	Martin Whiteley, Chief Executive and Stephen Rosevear, Interim Director of Skills) Emily Tucker-Prescott and Mike Soper) (Tom Kelly) (Rob Hill and Leigh Roberts)	Apols rec: Cllr Taylor Cllr Manning
24 January 18 10:00-1:00pm KV Room (Reserve Committee)	10:00	1	Adult Skills – supporting communities to grow	Pat Carrington / Lynsi Hayward-Smith / Tom Barden	
		2	Adults Skills and Learning and Adult Learning Self-assessment	Lynsi Hayward-Smith	
15 Feb 18 (Committee)					
15 March 18 10:00-1:00pm KV Room	10:00		Draft Delivery Plan for Cttee	Adrian Chapman	
	11.30	2.	New Vision for Libraries (CM to confirm how long is needed)	Christine May	Committee and Area Champions be invited - to consider ho the vision can be supported and identify local partners to help facilitate and support priority areas within the Cttee's remit

17 April 18 - (Committee)

17 April 2018	2.30	1	Domestic Abuse and Sexual Violence-/Modern Day Slavery	Julia Cullum/Sarah Ferguson	<i>All members of the Council</i>

31 May 18 - (Committee)

21 June 18 10-1:00pm KV Room (Reserve Committee)	10:00	1	Shared work programme with the CA	Adrian Chapman	
		2	Performance Indicators	Dee to confirm	
		3	Agenda plans for other relevant Partnerships	Adrian Chapman/Rob Hill/Sarah Ferguson	
		4	Shaping the Community Resilience Strategy	Sarah Ferguson/Elaine Matthews	

5 July 18 - (Committee)

9 August 18 10:00-1:00 KV Room (Reserve Committee)	10:00	1.	Partnership landscape and relationship with the Combined Authority	Adrian Chapman	
		2	ASB and community safety	Rob Hill	
		3	Adult skills	Pat Carrington/Lynsi Hayward-Smith	
		4	Community cohesion	Sarah Ferguson/Elaine Matthews/Jawaid Khan	

COMMITTEE MEETINGS EVERY MONTH THROUGHOUT AUTUMN (27TH Sept / 18th Oct / 8th Nov / 20th Dec)

17 Jan 19 - (Committee)

14 February 2019 10:00-1:00pm Room 128 (Reserve Committee)	10:00	1.	Relationship with the Combined Authority	Adrian Chapman	
		2.	DASV – review of CCC's role and funding proposals	Sarah Ferguson/Vickie Compton	

7 March 19 - (Committee)

25 th April 2019 10:00-1:00pm KV Room (Reserve Committee)	10:00	1.	White Ribbon Campaign – review of delivery	Sarah Ferguson	
		2.	Review of Adult Skills Service	Pat Carrington/Lynsi Hayward-Smith	
		3.	Skills Strategy and Delivery Plan	Pat Carrington/Lynsi Hayward-Smith	

30 May 19 - (Committee)

COMMUNITIES AND PARTNERSHIP COMMITTEE AGENDA PLAN

Published on 1st June 2018
26th June 2018

AGENDA ITEM: 11

Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

+ indicates items expected to be confidential, which would exclude the press and public.

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

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

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
05/07/18	Review of Tackling Poverty Strategy and proposals for a new Strategy	Adrian Chapman / Ian Phillips	Not applicable	22/06/18	27/06/18
	Wisbech 2020 Review and Cambridgeshire County Council's Role	Adrian Chapman	Not applicable		
	Adult Skills – Proposals for new Delivery Arrangements	Pat Carrington / Lynsi Hayward-Smith	Not applicable		
	Innovate and Cultivate Fund – Endorsement of recommendations	Sarah Ferguson / Elaine Matthews	Not applicable		
	Budget Monitoring - Finance and Performance Report	Martin Wade / Adrian Chapman	Not applicable		
	Risk Management Annual Report	Dee Revens	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Area Champions Update Oral Update	Area Champions	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
09/08/18 (reserve date)	TO BE USED AS TRAINING WORKSHOP SEE ITEM 10 FOR DETAILS			27/07/18	31/07/18
27/09/18	Community Resilience Strategy	Elaine Matthews	2018/052	14/09/18	19/09/18
	White Ribbon Accreditation Decision Report	Sarah Ferguson	Not applicable		
	Review of role of Area Champions	Adrian Chapman / Elaine Matthews in consultation with Area Champions	Not applicable		
	Review of Impact of the Committee on the work of Service Committees	Adrian Chapman	Not applicable		
	Review of the Supporting Cambridgeshire Programme	Sarah Ferguson	Not applicable		
	Risk Management Annual Report	Dee Revens	Not applicable		
	Draft Business Plan Proposals Committee Review of Draft Revenue and Capital Business Planning proposals for 2019-20 to 2023-24	Adrian Chapman Tom Kelly / Martin Wade / Clare Andrews/	Not applicable		
	Innovate and Cultivate Fund – Endorsement of recommendations	Sarah Ferguson / Elaine Matthews	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Area Champions Oral Update	Area Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
18/10/18	Committee Review of Draft Revenue and Capital Business Planning proposals for 2019-20 to 2023-24	Tom Kelly / Martin Wade / Clare Andrews Adrian Chapman	Not applicable	05/10/18	10/10/18
	Partnership Landscape	Adrian Chapman	Not applicable		
	Review of Shared and Integrated Services Programme	Amanda Askham	Not applicable		
	Initial Proposals for Addressing Anti-Social behaviour	Rob Hill	Not applicable		
	Cambridgeshire County Council Role to Tackle Homelessness	Sarah Ferguson	Not applicable		
	Area Champions Oral Update	Area Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
08/11/18	Community Cohesion	Jawaid Khan PCC	Not applicable	26/10/18	31/10/18

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Local Council Development Plan 2017-2022 – Progress Report against the Action Plan	Elaine Matthews / K Bennett ACRE	Not applicable		
	Review of Behaviour Change Programme (Demand and management)	Adrian Chapman	Not applicable		
	Tackling Poverty Needs Assessment	Sarah Ferguson	Not applicable		
	Committee Review of Draft Revenue and Capital Business Planning proposals for 2019-20 to 2023-24 (Focus on Demand Management)	Tom Kelly / Martin Wade / Clare Andrews Adrian Chapman	Not applicable		
	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Area Champions Oral Update	Area Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
20/12/18	Committee Review of Draft Revenue and Capital Business Planning proposals for 2019-20 to 2023-24 Adult Skills Assessment	Tom Kelly / Martin Wade / Clare Andrews Adrian Chapman Pat Carrington / Lynsi Hayward-Smith	Not applicable Not applicable	07/12/18	12/12/18
	Integrated Communities Strategy	Sarah Ferguson / Adrian Chapman	Not applicable		
	Draft Business Planning proposals for 2019-20 to 2023-24 (Focus on Demand Management)		Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Adult Skills	Pat Carrington / Lynsi Hayward-Smith	Not applicable		
	Area Champions Update	Area Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
17/01/19	Review of Community Resilience Strategy	Elaine Matthews	Not applicable	04/01/19	09/01/19
	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Innovate and Cultivate Fund – Endorsement of recommendations	Sarah Ferguson / Elaine Matthews	Not applicable		
	Area Champions Oral Update	Area Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
14/02/19	Reserve date to be used as workshop			01/02/19	06/02/19
07/03/19	Final Proposals for Addressing Anti-Social Behaviour (ASB)	Rob Hill	Not applicable	22/02/19	27/02/19
	Domestic Abuse and Sexual Violence – Review of CCC's role in Delivering the Strategy and Outreach Funding Proposals	Vickie Crompton / Julia Cullum	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Adult Skills	Pat Carrington / Lynsi Hayward-Smith	Not applicable		
	Innovate and Cultivate Fund – Endorsement of recommendations	Sarah Ferguson / Elaine Matthews	Not applicable		
	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Area Champions Update	Area Champions	Not applicable		
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		
25/04/19	Reserve to be used as training workshop			12/04/19	17/04/19
30/05/19	Skills Strategy and Delivery Plan	Pat Carrington / Lynsi Hayward-Smith	To be confirmed	17/05/19	22/05/19
	Review of Adults Skills Service	Pat Carrington / Lynsi Hayward-Smith	Not applicable		
	Review of Shared and Integrated Services Programme	Amanda Askham	Not applicable		
	White Ribbon Campaign – Review of Delivery	Sarah Ferguson	Not applicable		
	Review of Tackling Poverty Strategy Delivery	Sarah Ferguson	Not applicable		
	Budget Monitoring - Finance and Performance Report	Tom Kelly / Martin Wade / Adrian Chapman	Not applicable		
	Area Champions Update	Area Champions	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Agenda Plan	Adrian Chapman / S Ferguson/ C May / R Sanderson	Not applicable		
	Training and Workshop Plan	Adrian Chapman / Christine May / S Ferguson	Not applicable		

Possible additional reports for future meetings:

-

