

# CHILDREN AND YOUNG PEOPLE COMMITTEE



**Date: Tuesday, 12 March 2019**

**Democratic and Members' Services**

Fiona McMillan  
Monitoring Officer

**14:00hr**

Shire Hall  
Castle Hill  
Cambridge  
CB3 0AP

**Council Chamber, Fenland Hall, County Road, March PE15  
8NQ  
[Venue Address]**

## **AGENDA**

**Open to Public and Press**

### **CONSTITUTIONAL MATTERS**

1. **Apologies for absence and declarations of interest**  
*Guidance on declaring interests is available at  
<http://tinyurl.com/ccc-conduct-code>*
2. **Minutes of the meeting on 15 January 2019** **5 - 14**
3. **Action Log** **15 - 24**
4. **Petitions**

### **DECISIONS**

5. **Finance and Performance Report January 2019** **25 - 82**

<b>6.</b>	<b>Service Director's Report March 2019 - Children and Safeguarding</b>	<b>83 - 108</b>
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## **INFORMATION AND MONITORING**

<b>7.</b>	<b>Placement Sufficiency for Looked After Children - Six Month Update</b>	<b>109 - 172</b>
<b>8.</b>	<b>Free School Proposals</b>	<b>173 - 182</b>

## **Decisions**

<b>9.</b>	<b>Agenda Plan, Appointments and Training Plan</b>	<b>183 - 204</b>
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The Children and Young People Committee comprises the following members:

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

Councillor David Ambrose Smith Councillor Anna Bradnam Councillor Peter Downes  
Councillor Lis Every Councillor Anne Hay Councillor Simone Taylor Councillor Joan  
Whitehead and Councillor Julie Wisson

Andrew Read (Appointee) Flavio Vettese (Appointee)

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

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## **CHILDREN AND YOUNG PEOPLE COMMITTEE: MINUTES**

**Date:** Tuesday 15<sup>th</sup> January 2019

**Time:** 2.00pm – 3.50pm

**Venue:** Kreis Viersen Room, Shire Hall, Cambridge

**Present:** Councillors S Bywater (Chairman), S Hoy (Vice Chairwoman), D Ambrose Smith, P Downes, L Every, A Hay, L Nethsingha, S Taylor, J Wisson and J Whitehead

Co-opted members: A Read and F Vettese

**Apologies:** Councillor A Bradnam (substituted by Councillor L Nethsingha)

**Also present:** Councillor L Harford

### **CONSTITUTIONAL MATTERS**

#### **191. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies were noted as recorded above.

#### **192. MINUTES OF THE MEETING ON 4 December 2018**

The minutes of the meeting on 4 December 2018 were approved as an accurate record, subject to the following amendments:

- i. Meeting start time corrected from 2.00pm to 3.00pm;
- ii. Minute 185: Draft 2018/19 Capital Programme
  - a. The sentence 'A Member commented that they felt the second primary school planned at Wintringham Park was a good idea, but asked whether there had been consultation on this with other local schools.' deleted and replaced with, 'A Member commented that they were happy with the plans for Wintringham Park.'
  - b. The following correction to discussion of the proposed amalgamation of Eastfield Infant and Nursery School and Westfield Junior School, 'A Member commented that their understanding was that the infant school was not fit for purpose, but that the junior school was in an acceptable state of repair. On that basis they asked whether it would be feasible to expand the ~~infant~~ junior school.'

There were no declarations of interest.

#### **193. ACTION LOG**

The action log was reviewed. A Member commented that there was no reference to Spring Common Academy in the Capital Programme report going to the General Purposes Committee and asked when this would be revisited. The Service Director for Education undertook to follow this up with the Member outside of the meeting.  
(**Action: Assistant Director: Education Capital and Place Planning**)

Updates on the remaining actions would be circulated outside of the meeting.

## **194 PETITIONS**

No petitions were received.

## **KEY DECISION**

### **195. RESIDENTIAL SHORT BREAKS FOR DISABLED CHILDREN - EXTENSION AND CONSULTATION (KD2019/022)**

The current contract for Residential Short Breaks and Shared Care was awarded to Action for Children in October 2015. In August 2018 the Joint Commissioning Board approved a recommendation to recommission the service through a new procurement exercise and not to utilise the available 2+2 year contract extension period. This decision was based on a number of factors including the lack of geographical spread of the current provision, the need to future-proof the service within available funding and the lack of an integrated response to crisis situations. In order to provide sufficient time for a full and proper engagement with service users it was recommended to extend the existing contract by 12 months. The service was jointly funded with the local Clinical Commissioning Group which was reviewing current funding of the service. Officers were working with PinPoint (parent participation service) and Social Care to provide assurance to service users and staff.

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

- The report stated that the current incumbent had struggled to deliver the contract on budget and in full. A Member asked when this difficulty had been identified given that the contract was entering its fourth year and why this had not been raised with the Committee before. The Executive Director for People and Communities stated that it was not unusual for children's and adults services providers to struggle. A range of supportive mechanisms had been put in place to support the contractor, but going forward the aim was to re-design the offer to better reflect service users' needs;
- Clarification was requested of what was meant in this context by 'direct payments'. Officers stated that these offered the option of children being cared for in their own homes whilst their parent/s had some time away, or being supported to attend clubs or activities away from the home;
- A Member commented that they were supportive of the recommendations, but that it would be important going forward to address both the quality and quantity of provision. Officers stated that there would be no deterioration in service provision. Service users would receive the same allocation of respite support, but delivered in more flexible ways to maximise capacity;
- The Vice Chairwoman commented that family members were not permitted to provide paid respite care under the arrangements in place in Norfolk. She felt that this meant that families lost access to a lot of potential carers and commented she would not want to see that option lost in Cambridgeshire;

- A Member asked how the quality of care funded through direct payments would be monitored. Officers stated that this would be explored as part of the consultation process and confirmed that the residential short break option would still be available to parents alongside the direct payment offer;
- A Member asked about the implications to the Council if the CCG should decide not to fund the proposed 12 month contract extension. Officers stated that should this be the case they would work in partnership with the CCG to review how it would meet its obligations. The Executive Director for People and Communities stated that her sense was that the CCG would want to think about how the service could be delivered through a more person-centred approach.

It was resolved to:

- a) agree to extend the contract for 12 months (to October 2020);
- b) delegate authority to the Executive Director for People and Communities to execute a contract extension;  
**(Action: Executive Director, People and Communities/ Democratic Services Officer)**
- c) note the proposed consultation and engagement with families.

## OTHER DECISIONS

### 196. FREE SCHOOL PROPOSALS

*Standing item. No business to discuss.*

### 197. ADMISSION ARRANGMENTS FOR COMMUNITY AND VOLUNTARY CONTROLLED PRIMARY SCHOOLS FOR THE ACADEMIC YEAR 2020-21

The Chairman stated that consultation on the proposed arrangements had closed on 13 January 2019. Two responses had been received and these had been published that morning and circulated to all members of the Committee by email for information. Hard copies were available at the meeting.

A report had been brought to the Committee in November 2018 describing the proposed changes to admission arrangements for community and voluntary controlled primary schools for the academic year 2020/21 and seeking the Committee's agreement to these forming the basis of the public consultation exercise. The Committee had approved this recommendation and the consultation had run from 19 November 2018 to 13 January 2019. This was longer than the minimum six week period required to take account of the Christmas period. The three proposed changes related to:

- children who had previously been in state care outside of England (new criterion 2);
- children of school staff (new criterion 6); and
- out of catchment children (old criterion 5)

The low response rate to the consultation exercise was disappointing, but the statutory process had been followed and officers now sought the Committee's approval for the proposed changes.

In discussion of the report and in response to questions:

- A Member welcomed the proposal relating to children of school staff which they felt would be particularly helpful for schools in rural areas where staff might live at significant distance from the school;
- A Member asked whether the criterion relating to children of school staff should be extended to all school staff rather than those who had been in post for more than two years. Officers stated that the two year minimum period was specified in the School Admissions Code and was a legislative requirement;
- A Member commented that a school trying to recruit a teacher could lose an applicant if their children could not be offered places at the school. To address this they suggested the criterion relating to school staff should be given higher priority in the list. Officers stated that this change could not be made for 2020/21 as it was not included in the public consultation exercise, but that this could be considered as part of the review of the arrangements for 2021/22;  
**(Action: Strategic Admissions Manager)**
- The Chairman of the Corporate Parenting Sub-Committee noted that the criterion relating to Looked After children remained at the top of the list, but commented that she remained concerned that some schools might not be accepting these children. Officers stated that this happened rarely in Cambridgeshire, but that where it did officers were seeking and receiving Secretary of State support. Directions to admit had been obtained from the Secretary of State in recent months in relation to three Looked After Children living out of county;
- A Member asked what steps were taken to make sure that parents were aware when free home to school transport would and would not be available before they chose their preferred schools. Officers stated that this information was already provided to parents and their attention drawn to it, but the difficulty arose when a family could not be allocated their catchment school as transport capacity would not be known at that time. However, they undertook to look at whether it would be possible to make clear in offer letters when home to school transport would not be available;  
**(Action: Strategic Admissions Manager)**
- A Member asked how much flexibility existed to support a child with special educational needs but no Education Health and Care Plan (EHCP) to get a school place. Officers stated that discussions between the Statutory Assessment team and schools would inform what school was named on an EHCP and a mechanism existed for in-year admissions to revisit which school was named on an EHCP. The wording was required by legislation, but officers would try to place in-year admissions with an EHCP into a local or catchment school through local protocols.

It was resolved to:

- a) approve and determine the proposed changes to admission arrangements for Community and Voluntary Controlled Schools for the 2020/21 academic year.

## KEY DECISION

### 198. SCHOOLS FUNDING FORMULA APPROVAL (KD2019/020)

The Chairman stated that, exceptionally, he had accepted the Schools Funding Formula Approval as a late report on the following grounds:

1. Reason for lateness: The Department for Education only released the Dedicated Schools Grant (DSG) settlement two weeks before the Christmas break. The finance team had been reviewing the datasets from the DfE since then and modelling the implications of the announcement and Schools Forum decisions. The output from this work needed to be reviewed and refined prior to completion of the report to Committee. It is important to be as up to date as possible as this will form the basis of the decision for the 2019/20 school budgets.
2. Reason for urgency: Approval is required for the authority to return its APT (Authority Proforma Tool) submission by the required deadline of 21 January. Therefore deferral to a later meeting was not possible without missing the DfE submission deadline.

This decision was published as an addition to the Forward Plan on 11 January 2019 under the Access to Information Procedure Rules.

On 17 December 2018 the Department for Education (DfE) had published the DSG allocations for 2019/20. The increase in the Schools Block for 2019/20 totalled £7.8m. Consultation with all schools was undertaken between 26 October 2018 and 30 November 2018 and presented to the Cambridgeshire Schools Forum to inform its decision to approve the transfer of £1.7m of the DSG from the Schools Block to the High Needs Block. This transfer was supported by a reduction in the Age Weighted Pupil Unit (AWPU) values which was the preferred approach of the majority of those responding to the consultation exercise. There was also a slight reduction in the Primary Low Prior Attainment rate. The additional costs set out at paragraph 4.3 of the report were greater than the £7.8m uplift in Schools Block funding and the options for managing this difference were set out at paragraph 4.4. Options 1 and 2 would both result in more schools having a reduction in their overall budget so officers were recommending Option 3: to hold the Minimum Funding Levels as they were in 2018/19 and set the funding cap at 1.6%. However, it was recognised that there was no ideal solution. The numbers of schools gaining and losing under the proposed arrangements were fairly similar to previous years. Those gaining the most tended to be the schools with guaranteed pupil numbers like new schools whilst those losing the most were mainly those with falling rolls. The Committee's decision would be reported to the Cambridgeshire Schools Forum at its meeting on 18 January 2019.

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

- A Member commented that the close correlation between pupil numbers and funding highlighted the implications for existing schools of opening new schools where there was no basic need;
- A Member sought clarification of whether it was for the Schools Forum to approve the transfer of funding from the Schools Block to the High Needs Block or whether the decision rested with the Committee. Officers stated that under the Regulations it was for the Schools Forum to decide whether to transfer funds from the Schools Block to the High Needs Block, but that it was for the

Committee to approve the funding formula for primary and secondary maintained schools;

- A Member asked about the impact of the proposals on smaller rural schools. Officers confirmed that these were the schools most at risk;
- Councillor Downes stated that he would be attending a meeting of the F40 Group the next day as the Council's representative and that, with the consent of the Committee, he would be continuing to press the Council's concerns. The Chairman thanked Councillor Downes for the considerable time he gave to representing the Council on the F40 Group and stated that, regardless of Members' political affiliations, the Committee was under no illusions of the challenge being faced;
- A Co-opted Member commented on the need to factor in the inflationary costs of running schools. Smaller schools in particular were less able to mitigate the impact of these costs than larger schools. They expressed thanks to the Local Authority (LA) for its work on this issue, but cautioned that whilst there was value in campaigning for change this must not be seen as an excuse for schools not to act to address the situation. It was their understanding that some schools were in discussion with the LA about closing due to these pressures.

Officers stated that Government funding bore no real relation to inflationary costs and that more schools could be expected to fall into financial difficulty if this did not change. The Chairman acknowledged this, but stated that it was important to be clear that the Council was not at the stage where schools would be closing.

- The number of schools requiring the Minimum Funding Guarantee in the current round had dropped from around 50 to around 40;
- A Member commented that after all of the work on the National Funding Formula (NFF) done by the Council and Schools Forum they felt it was appalling that schools would still receive less income per pupil. Should Option 3 be approved they felt it would be important to continue to protest that Cambridgeshire's schools would still not be funded at the DfE's minimum funding level. They were also concerned that the transfer of funds from the Schools Block to the High Needs Block affected every child's funding and about the implications for high needs provision if this transfer was not permitted in future. The Local Authority needed to plan now for this scenario. Officers stated that high needs funding was a key national as well as local issue;
- A handful of Local Authority schools in Cambridgeshire were reporting deficits of around £50k, but no maintained schools were reporting deficits significantly larger than this;
- A Co-opted Member asked whether any governing bodies of maintained schools were in discussion with the Local Authority about the viability of their schools over the next three years. Officers stated that no formal applications had been received. The Service Director for Education stated that he was not aware of any big issues with viability within the secondary school sector, although these were not maintained schools. Serious discussions were continuing within the F40 Group about budgets for the next three years and he offered a paper on this issue to a future meeting to provide more information.
- **(Action: Service Director for Education)**

The Chairman thanked the Head of Integrated Finance Services and his team for their hard work in preparing the proposals before the Committee.

It was resolved by a majority to:

- a) note the £1.7m transfer of Dedicated Schools Grant funding from the Schools Block to the High Needs Block approved by the Schools Forum;
- b) approve the Cambridgeshire schools funding formula, for primary and secondary mainstream schools as set out in Section 4 and Appendix 3 to enable submission to the Education and Skills Funding Agency (ESFA) by the deadline of 21 January 2019.

## **INFORMATION AND MONITORING ITEMS**

### **199. CAMBRIDGESHIRE EDUCATION OUTCOMES 2018**

The report to the Committee set out the performance of Cambridgeshire's maintained schools and academies in the end of Key Stage assessments and tests for the Early Years Foundation Stage (EYFS), Year 1 Phonics tests and Key Stages 1, 2 and 4 for 2018. GCSE results were provisional pending the expected release of updated figures from the Department for Education (DfE) at the end of January 2019. The report contained comparative national figures. There was still work to be done across most Key Stages and the Service Director for Education's report to Committee in November 2018 had set out the focus on how to improve these figures going forward.

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

#### Key Stage 4 (GCSEs)

- A Member commented that they understood that the position had been worse around 10-12 years ago, but that somehow schools had improved the outcomes of the Key Stage 4 cohort. They asked whether it was expected that improvements at the EYFS and Key Stages 1-3 would lead to further improvements in outcomes at Key Stage 4. Officers confirmed that this was the expectation and that there was a focus on ensuring outcomes reached at least national level across all Key Stages;
- A Member commented that it would be useful to know how Opportunity Area funding was being used in Fenland and East Cambridgeshire to support better educational outcomes. They suggested a presentation by the Opportunity Area Lead;  
**(Action: Service Director for Education)**

#### Post 16

- A Member commented that the report showed a mixed picture with good outcomes at Key Stage 4, but a bumpy journey on the way. They expressed some surprise that A level results were below the national average and suggested the presentation of Post 16 data might in future give some context to the results, such as 'ranked xx out of xx'. Officers confirmed that outcomes amongst this cohort would continue to be monitored. This was the first time Key Stage 5 data had been reported in this way and its future presentation would be reviewed in the light of Members' comments. The next report would include more detail on destination data, but it was important to remember that the Post-16 cohort was self-selecting;

- A Member noted differences in the Post-16 offer around the county and commented that Post 16 transport was an issue as this might prevent young people from accessing their preferred Post 16 course;
- A Member asked about performance across time in a number of geographical areas. The Service Director for Education stated that all data was in the public domain and that he would be happy to direct Members to the information relating to areas of particular interest to them on request.
- The Service Director for Education offered a further paper focusing on Post 16 education;  
(**Action: Service Director for Education**)

#### Fenland

- A Member commented that they had 10 grandchildren attending schools in Fenland and they found the situation depressing. They questioned when outcomes in Fenland would improve. The Service Director for Education stated that he had met with headteachers and senior leaders from 17 Fenland schools earlier in the day and identified a number of interventions. The response had been very positive and there was a recognition of the need for schools and the Local Authority to work together to drive forward positive change. However, whilst recognising the educational issues in Fenland, it was also important to take account of the wider context in Fenland and the challenges faced.
- The Vice Chairwoman commented that there were also positive stories to tell about education in Fenland, not least due to investments made in the area. This needed to be continued. The Service Director for Education was also being seen to hold individuals and organisations to account.

The Chairman thanked the Service Director for Education and his team for their hard work over the past 12 months and urged that this momentum should be maintained.

It was resolved to:

- a) note and comment on the findings of the report.

## **200. FINANCE AND PERFORMANCE REPORT- NOVEMBER 2018**

The Chairman stated that the position on those areas of the budget within the remit of the Children and Young People Committee remained unchanged from that reported to the Committee in December 2018 so he had agreed that officers need only provide a short update report on this occasion.

A Member commented that the number of pupils attending schools judged as Good or Outstanding (Special Schools) by Ofsted was now shown as red-rated, but their recollection was that this was usually rated green (paragraph 1.2). Officers undertook to provide advice on this point;

(**Action: Strategic Business Partner**)

A Member asked for current figures on Looked After Children. Officers stated that as of 14 January 2019 there had been 767 children and young people in the Council's care including 82 or 83 unaccompanied asylum seeking children. This was a slight decrease from the previous month, but still around 100 more than were being cared for by Cambridgeshire's statistical neighbours.



It was resolved to:

- a) note the report.

## OTHER DECISIONS

### 201. AGENDA PLAN, APPOINTMENTS AND TRAINING PLAN

The Chairman proposed that some future Committee meetings should be held away from Shire Hall to facilitate wider public access. To this end it was hoped that the meeting on 12 March 2019 would be held at Fenland Hall, March. Some Members expressed reservations about the practicality of alternative locations and it was agreed that the position would be reviewed after meeting away from Shire Hall had been trialled. The Reserve Committee date of 12 February 2019 was not required and would be cancelled.

The Committee reviewed the agenda plan and a Member asked when further reports on whether the proposed amalgamation of Eastfield Infant and Nursery School and Westfield Junior School could be delivered with a £7m budget and the capital works at Spring Common Academy would be brought back to the Committee.

**(Action: Assistant Director: Education Capital and Place Planning)**

Members reviewed Committee appointments to internal advisory groups and panels and outside bodies and noted vacancies on the Cambridgeshire Culture Steering Group and the March Educational Foundation. The latter vacancy would be drawn to the attention of local Members if no member of the Committee wished to take this role on.

The Committee accepted the advice of Councillor Bill Hunt, the Member for Soham South and Haddenham, that there was no longer a need for county councillor representation on the Elizabeth March Charity in Haddenham. No further appointments would be made.

The Chairman stated that in his capacity as Committee Chairman he was routinely advised of School Governor appointments, but going forward these would also be reported to the Committee on a termly basis for noting.

It was resolved to:

- a) note the following changes to the Committee agenda plan:

March 2019:

- i. Remove the report on Medical Pupil Referral Unit;
  - ii. Consolidate the reports on Review of Children's Centre Changes and Developing Family Safeguarding in Cambridgeshire into a single Service Director's Report.
- b) note vacancies on two outside bodies: Cambridgeshire Culture Steering Group and March Educational Foundation. Local Members would be made aware of the March Educational Foundation vacancy;  
**(Action: Democratic Services Officer)**
- c) Confirm that county councillor representation on the Elizabeth March Charity, Haddenham was no longer required;

- d) note school governor appointments for the period September to December 2018;
- e) note the Committee training plan.

Chairman  
(date)

**CHILDREN AND YOUNG  
PEOPLE COMMITTEE**

**Minutes-Action Log**



**Introduction:**

This log captures the actions arising from Children and Young People Service Committee meetings and updates Members on progress. It was last updated on **4 March 2019**.

## Minutes of the meeting on 10 July 2018

130.	<b>Update on Domestic Abuse and Sexual Violence Work in Children and Education Services</b>	<b>Sarah Ferguson</b>	<p><b>10.07.18:</b> To provide an information report on how children at risk were identified by front line services, possibly through the Local Safeguarding Children Board.</p> <p><b>09.10.18:</b> A Member asked for clarification of whether CYP would be receiving the information report which had been requested in addition to being advised of the outcome of the planned review.</p>	<p><b>03.10.18:</b> Update sent by email to all Committee members.</p> <p><b>12.10.18:</b> Update sent by email. Officers have confirmed that this can be done, and that it will be based on the scoping report which the Domestic Abuse and Sexual Violence (DASV) Delivery Board will be considering at its meeting in November 2018.</p> <p><b>22.10.18:</b> Update requested.</p> <p><b>29.11.18:</b> Update requested.</p> <p><b>20.12.18:</b> An information report will be provided to Members in January 2019, setting out how children at risk are identified by front line services.</p> <p>The planned review is due to deliver its initial findings by the end of January 2019.</p> <p><b>13.02.19:</b> Information circulated by email to all Committee members.</p>	<b>Completed</b>
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**Minutes of the meeting on 11 September 2018**

139.	<b>Recommissioning of Young Carers Services across Cambridgeshire and Peterborough (KD2018/064)</b>	<b>Will Patten/ Oliver Hayward/ Richenda Greenhill</b>	The Service Director for Commissioning to advise when he has exercised delegated authority to commit funding at the time of the award of the contract.	<b>08.01.18:</b> It is expected that the contract will be awarded in September 2019.	Expected completion date: September 2019
142.	<b>Finance and Performance Report July 2018</b>	<b>Jon Lewis</b>	To circulate Ofsted figures relating to academies.	<p><b>09.10.18:</b> This is being produced and will be shared in November 2018.</p> <p><b>22.11.18:</b> Update requested.</p> <p><b>20.12.18:</b> Update requested.</p> <p><b>26.02.19:</b> Update requested.</p>	<b>On-going</b>
143.	<b>Childrens Services Budget Pressures</b>	<b>Lou Williams</b>	To provide an update on the position in relation to family meetings in the next relevant report to Committee.	<p><b>21.12.18:</b> To be included in the next report to Committee in March 2019.</p> <p><b>26.02.19:</b> Included in the Service Director's report to Committee March 2019.</p>	<b>Completed</b>

**Minutes of the meeting on 9 October 2018**

<b>155.</b>	<b>Exemption and delegation to award for LAC and Independent Special Educational Needs (KD2018/073)</b>	<b>Wendi Ogle-Welbourn/ Richenda Greenhill</b>	The Executive Director for People and Communities to advise when she has exercised delegated authority to award the Dynamic Purchasing System, as specified in the report.	<b>27.02.19:</b> Contracts will commence on the 1st April 2019 (award date 20.03.19)	Expected completion date: 20.03.19
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<b>183.</b>	<b>Construction Consultants Framework (KD2018/072)</b>	<b>Wendi Ogle-Welbourn</b>	The Executive Director to advise when she has exercised delegated authority to award the contract.	<b>07.01.19:</b> It is expected that the contract will be awarded in June 2019, subject to there being no challenges during the procurement process.	Expected completion date: June 2019
<b>184.</b>	<b>Finance and Performance Report – October 2018</b>	<b>Lou Williams</b>	To provide a note on how much money had been spent on the MOSAIC project given the subsequent decision not to implement this for Children's Services.		
<b>185.</b>	<b>Draft 2018/19 Capital Programme</b>	<b>Hazel Belchamber</b>	To clarify whether the references to 'committed' and 'uncommitted' expenditure in relation to Wintringham Park and Loves Farm had been transposed.	<b>05.02.19:</b> It is confirmed that the references within the report had been transposed: Wintringham Park is a committed scheme and Love's Farm is uncommitted.	<b>Completed</b>

## Minutes of the meeting on 15 January 2019

193.	<b>Action Log</b>	<b>Hazel Belchamber</b>	<p>Cllr Whitehead commented that there was no reference to Spring Common Academy in the Capital Programme report going to the General Purposes Committee and asked when this would be revisited.</p> <p>(See also the action at Minute 201 below)</p>	<b>01.02.19:</b> Procurement timetable emailed to all members of the Committee. Where it proves necessary for new schemes to be added to the capital programme following its adoption by Council these can be detailed in the Finance and Performance report for approval initially by the Children and Young People Committee and then the General Purposes Committee.	<b>Completed</b>
195.	<b>Residential Short Breaks for Disabled Children – Extension and Consultation (KD2019/022)</b>	<b>Wendi Ogle-Welbourn</b>	The Executive Director to advise when she has exercised delegated authority to execute a contract extension.	<b>27.02.19:</b> Contract extension has been executed and signed off.	<b>Completed</b>
197.	<b>Admission arrangements for community and voluntary controlled primary schools for the academic year 2021/22</b>	<b>Sam Surtees</b>	To consider whether the criterion relating to school staff should be given higher priority in the list as part of the review of arrangements for 2021/22.	<b>01.03.19:</b> This will be considered as part of the annual consultation process in the Autumn Term 2019.	<b>Completed</b>

		<b>Sam Surtees</b>	To look at whether it would be possible to make clear in offer letters when home to school transport would not be available.	<b>01.03.19:</b> A link to Home to School Transport Policy and application is included in Transition Round Letters. In-year letters have been updated, as these applications are considered individually, to say where transport would be offered when the offer is not for the child's catchment school.	<b>Completed</b>
<b>198.</b>	<b>Schools Funding Formula Approval (KD2019/020)</b>	<b>Jon Lewis/ Dee Revens</b>	To add a report on school budgets and financial viability to the agenda plan.		
<b>199.</b>	<b>Cambridgeshire Education Outcomes 2018</b>	<b>Jon Lewis</b>	To consider Cllr Every's suggestion of a presentation by the Opportunity Area Lead on how Opportunity Area funding was being used in Fenland and East Cambridgeshire to support better educational outcomes.	<b>01.03.19:</b> An Opportunity Areas Update report added to the CYP agenda plan for July 2019.	<b>Completed</b>
		<b>Jon Lewis/ Dee Revens</b>	To add a further paper focusing on Post 16 education to the Committee agenda plan.		



200.	Finance and Performance report: November 2018	Martin Wade	A Member commented that the number of pupils attending schools judged as Good or Outstanding (Special Schools) by Ofsted was now shown as red-rated, but their recollection was that this was usually rated green (paragraph 1.2). Officers were asked to check this point.	<b>01.02.19:</b> The Business Intelligence team state that the indicator is correctly showing as off target in the report. The target is 100% and at the end of November 2018 (the last reported figure) performance was 87% which makes it off target. The comments explained that there are two schools contributing to the performance being lower. The figure has been “off target” since June 2018 and before that was “within 10%” since December 2016.”	<b>Completed</b>
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201.	<b>Agenda Plan, Appointments and Training Plan</b>	<b>Hazel Belchamber</b>	<p>Cllr Whitehead asked when further reports on whether the proposed amalgamation of Eastfield Infant and Nursery School and Westfield Junior School could be delivered with a £7m budget and the capital works at Spring Common Academy would be brought back to the Committee.</p> <p>(See also the action at Minute 193 above)</p>	<p><b>01.02.19:</b> Proposed amalgamation of Eastfield Infant and Nursery School and Westfield Junior School: The Service Director for Education and Assistant Director: Education Capital and Place Planning are in the process of arranging a meeting with the Heads of the two schools which looks likely to take place towards the end of February 2019. The Strategic Education Capital Manager: Cambridgeshire and Peterborough will also need to review the scheme before a further report is made to Members.</p> <p>Procurement timetable relating to capital works at Spring Common Academy emailed to all members of the Committee. Where it proves necessary for new schemes to be added to the capital programme following its adoption by Council these can be detailed in the Finance and Performance report for approval initially by the Children and Young</p>	<b>Completed</b>
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				People Committee and then the General Purposes Committee.	
		<b>Richenda Greenhill</b>	To make local Members aware of the vacancy on the March Educational Foundation.	<p><b>13.02.19:</b> Details sent to Cllrs Count, French and Gowing.</p> <p><b>19.02.19:</b> Cllr Gowing would like to take this role on. Committee approval to his appointment to be sought on 13 March 2019.</p>	<b>Completed</b>



**FINANCE AND PERFORMANCE REPORT – JANUARY 2019**

**To:** Children and Young People Committee

**Meeting Date:** 12 March 2019

**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 January 2019 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 January 2019.

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

<b><i>Officer contact:</i></b>		<b><i>Member contact:</i></b>	
Name:	Martin Wade	Name:	Councillor Simon Bywater
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## 1.0 BACKGROUND

- 1.1 A Finance & Performance Report for People and Communities (P&C) is produced monthly and the most recent available report is presented to the Committee when it meets.
- 1.2 The report is presented to provide the Committee with the opportunity to comment on the financial and performance position of the services for which the Committee has responsibility.
- 1.3 This report is for the whole of the P&C Service, and as such, not all of the budgets contained within it are the responsibility of this Committee. Members are requested to restrict their attention to the budget lines for which this Committee is responsible, which are detailed in Appendix 1, whilst the table below provides a summary of the budget totals relating to CYP Committee:

<b>Forecast Variance Outturn (December) £000</b>	<b>Directorate</b>	<b>Budget 2018/19 £000</b>	<b>Actual January 2019 £000</b>	<b>Forecast Outturn Variance £000</b>
4,850	Children's Commissioning	32,746	27,441	4,500
-50	Communities & Safety - Youth Offending Service	1,650	1,170	-50
0	Communities & Safety - Central Integrated Youth Support Services	1,334	653	0
1,547	Children & Safeguarding	52,004	46,282	2,182
7,418	Education	81,239	50,202	9,118
-2,909	Executive Director and Central Financing	4,306	706	-2,979
<b>10,856</b>	<b>Total Expenditure</b>	<b>173,278</b>	<b>126,453</b>	<b>12,771</b>
-6,642	Grant Funding (including Dedicated Schools Grant etc.)	-59,680	-49,733	-8,038
<b>4,214</b>	<b>Total</b>	<b>113,598</b>	<b>76,720</b>	<b>4,733</b>

**Please note:** Strategic Management – Commissioning covers all of P&C and is therefore not included in the table above. The Executive Director and Central Financing budgets have now been included as they contain significant spend relevant to CYP Committee, but exclude unused accruals which relate to Adults & Safeguarding.

## 1.4 Financial Context

As previously discussed at CYP Committee the major savings agenda continues with £99.2m of savings required across the Council between 2017 and 2022. The total planned savings for P&C in the 2018/19 financial year total £21,287k.

Although significant savings have been made across the directorate the service continues to face demand pressures, particularly in relation to the rising number of looked after children, and those related to Special Educational Needs and Disabilities (SEND).

The Committee have previously received reports confirming the medium term approach to managing demand on the looked after children's placement budget as well as outlining the major change and restructuring programme underway in the service.

However, it is acknowledged that these changes, and resulting budgetary improvements, will take time to embed and it is increasingly recognised that it will not be possible to fully address and reduce the pressures through offsetting savings and mitigating actions within P&C during 2018-19. General Purposes Committee previously approved the allocation of the £3.413m smoothing fund reserve to support Children's Services pressures, as recommended by CYP Committee, which is reflected in the reported position.

The continuing increase in the number of pupils with SEND and the overall complexity of need has resulted in significant pressures on both the High Needs Block element of the Dedicated Schools Grant (DSG), and core Local Authority budget. Work is ongoing with key stakeholders, including Schools Forum, to reduce costs and deliver a recovery plan of the current deficit.

## **2.0 MAIN ISSUES IN THE JANUARY 2019 P&C FINANCE & PERFORMANCE REPORT**

2.1 The January 2019 Finance and Performance report is attached at Appendix 2. At the end of January the P&C forecast overspend has increased to £4,830k.

### **2.2 Revenue**

The main changes to the revenue forecast variances within CYP Committees areas of responsibility since the previous report are as follows:

- Looked after Children placements. Despite the continuing overall pressures on numbers the latest forecast has been reduced by £100k which reflects the ongoing work around the review of high cost placements and negotiating cheaper prices.
- LAC Transport is now forecasting a balanced position at year-end. This follows a detailed review of current commitments and significant reductions in costs due to the introduction of more efficient routes, including the utilisation of existing services wherever possible.
- The Adoption Allowance forecast has increased by £125k since last month due to a rise in the Adoption/SGO allowances and provision of a further two external inter agency placements.
- Strategic Management – Children and Safeguarding. This budget is now forecasting a £500k pressure as a result of under-achievement of vacancy savings. Given the pressures across the service the level of realised vacancies has not been as high as in the previous year and in the Safeguarding teams, agency use has been necessary to fulfil our statutory safeguarding responsibilities by covering vacant posts. In the recent Ofsted inspection, inspectors said that one of the most important issues for us to tackle was that of caseloads which are too high in some parts of the service. High caseloads is partly the result of vacancies. We therefore need to assess the extent to which vacancy savings are realistic within children's services.
- Pressures on SEND Specialist Services (0-25yrs) continue to increase reflecting the system wide pressures on SEND due to a continuing rise in overall numbers and complexity of need. There was a net increase of 500 Education, Health and Care Plans (EHCPs) over the course of the 2017/18 academic year (13%) and an average of 10 additional EHCPs a week throughout the 2018/19 academic year to date. Despite additional funding of £1.4m from the DfE, announced in December, approximately £8m of this pressure relates to the Dedicated Schools Grant (DSG) and will be carried forward as part of the overall DSG deficit into 2019/20. Work is ongoing with Schools Forum to develop options to reduce expenditure and produce

a sustainable system within the available High Needs Block. £1.2m of the pressure within this area is base budget and therefore impacts on the Council's bottom line.

- The 0-19 Organisation & Planning service is forecasting a revised underspend of £200k, a £110k improvement from the previous position. This is due to a combination of over-achievement of income and vacancy savings targets.
- Home to School / College Transport - Mainstream is expected to overspend by £300k, an increase of £100k. This is primarily as a result of quotes being received at a higher cost than that expected based on previous years costs. In addition, there has been a higher than usual number of in-year admissions requests where the local school is full. These situations require us to provide transport to schools further away, outside statutory walking distance.

The additional underspend within the Central Financing policy line (increase of -£70k) is as a result of identifying a number of prior year accruals which are no longer expected to be invoiced.

2.3 The table below identifies the key areas of over and underspends within CYP alongside potential mitigating actions:

<p><b>Looked After Children Placements</b></p> <p>Forecast year-end variance: <b>+£2,900k</b></p>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>• Underlying pressure brought forward from the previous year</li> <li>• The continuing higher than budgeted number of LAC placements and forecast under-delivery of savings.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Reconstitution of panels to ensure greater scrutiny and supportive challenge.</li> <li>• Monthly budget and savings reconciliation meetings attended by senior managers accountable for each area of spend/practice.</li> <li>• Investment in children's social care commissioning to support the development of robust commissioning pseudo-dynamic purchasing systems for external spend.</li> <li>• Provider meetings scheduled through the Children's Placement Service [ART] to support the negotiation of packages at or post placement.</li> <li>• Regular Permanence Tracking meetings 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.</li> <li>• Additional investment in the recruitment and retention of the in-house fostering service to increase the number of fostering households over a three year period.</li> </ul>
<p><b>Home to School Transport - Special</b></p> <p>Forecast year-end variance: <b>+£1,600k</b></p>	<p>The key reason for the overspend in this area is:</p> <ul style="list-style-type: none"> <li>• Increasing demand for SEND Transport, with a 20% increase in pupils attending special schools between September 2017 and September 2018 and a 13% increase in pupils with Education Health Care Plans (EHCPs) over the same period.</li> </ul> <p>Mitigating actions include:</p>



	<ul style="list-style-type: none"> <li>• A review of processes in the Social Education Transport and SEND teams with a view to reducing costs</li> <li>• A strengthened governance system around requests for costly exceptional transport requests</li> <li>• A change to the process around Personal Transport Budgets to ensure they are offered only when they are the most cost-effective option</li> <li>• Implementation of an Independent Travel Training programme to allow more students to travel to school and college independently.</li> </ul>
<b>Strategic Management - Children &amp; Safeguarding</b>  Forecast year-end variance: <b>+£500k</b>	<p>The key reason for the overspend in this area is:</p> <ul style="list-style-type: none"> <li>• Under-achievement of vacancy saving target of £1.2m by £500k. This is a very testing target and vacancies have not occurred at the rate needed to achieve the target. Also, in the Safeguarding teams, agency use has been necessary to fulfil our statutory safeguarding responsibilities by covering vacant posts.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• In the recent Ofsted inspection, inspectors said that one of the most important issues for us to tackle was that of caseloads which are too high in some parts of the service. High caseloads is partly the result of vacancies. We therefore need to assess the extent to which vacancy savings are realistic within children's services.</li> </ul>
<b>Children in Care</b>  Forecast year-end variance: <b>+£1,184k</b>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>• A significant increase in numbers of unaccompanied children and young people. Support is available via a Home Office grant, but this does not fully cover the expenditure.</li> <li>• The increasing number of staying put arrangements agreed for Cambridgeshire children placed in external placements, the cost of which is not covered by DFE grant.</li> <li>• The use of additional relief staff and external agencies required to cover the current Supervised Contact Cases.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Reviewing the structure of Children's Services. This will focus on creating capacity to meet additional demand.</li> <li>• Agreement from other local authorities who are part of the Eastern Region scheme to reduce the 0.07% expectation of authorities to 0.06%.</li> <li>• Region writing to the Home Office stating the need for additional funding to support UASC and the imperative to expedite decisions on leave to remain at eighteen.</li> </ul>
<b>Adoption Allowances</b>  Forecast year-end variance: <b>+£373k</b>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>• Additional demand on the need for adoptive places.</li> <li>• Re-negotiated contract with Coram Cambridgeshire Adoption (CCA) based on an equal share of the extra costs needed to cover those additional placements.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Ongoing dialogue with CCA to identify more cost effective</li> </ul>

	medium term options to recruit more adoptive families to meet the needs of our children.
<b>Strategic Management - Education</b>  Forecast year-end variance: <b>-£264k</b>	The key reasons for the underspend in this area are: <ul style="list-style-type: none"> <li>• A review of ongoing commitments and using one-off sources of funding to offset pressures emerging across the directorate.</li> <li>• Over-recovery on vacancy savings due to holding recruitment on a number of vacant management posts while a review of the overall Education structure is undertaken in conjunction with Peterborough.</li> </ul>
<b>Schools Partnership Service</b>  Forecast year-end variance: <b>+£106k</b>	The key reason for the overspend in this area is: <ul style="list-style-type: none"> <li>• The decision by Schools Forum to discontinue the de-delegation for the Cambridgeshire Race Equality &amp; Diversity Service (CREDS) from 1st April 2018, resulting in service closure.</li> </ul>
<b>SEND Specialist Services</b>  Forecast year-end variance: <b>+£1,017k</b>  <b>-£126k DSG Funded</b> <b>£1,143k Core Funded</b>	The key reasons for the overspend in this area are: <ul style="list-style-type: none"> <li>• Educational Psychologists – Educational Psychologists have a statutory role in signing off EHCPs. Increasing demand for EHCPs, along with recruitment issues meaning that costly locum staff are being used, creating a pressure on the budget.</li> <li>• Access &amp; Inclusion – there has been an increase in the number pupils without EHCPs being excluded leading to Out of School tuition being required. This has led to a pressure on the Access &amp; Inclusion budget.</li> <li>• Under-recovery on income generation – increased demand across the service has reduced the capacity of staff to leading to an under-recovery on income generation.</li> </ul> Mitigating actions include: <ul style="list-style-type: none"> <li>• A focus on financial control including a detailed analysis of high cost expenditure to assess whether the current level support is required and, if so, whether the support could be provided in a more cost-effective manner</li> <li>• An overall review of SEND need across Cambridgeshire, the available provision, and the likely need in future years. This work will inform decision around the development of new provision to ensure that more need can be met in an appropriate manner in county, reducing the number of children and young people who are place in high-cost, independent or Out of County provision. This will include working with FE providers to ensure appropriate post-16 provision is available.</li> <li>• Proposal to create an in-house “bank” of teachers, tutors, teaching assistants or specialist practitioners and care workers in order to achieve a cost of providing out of school tuition</li> <li>• Move to a dynamic-purchasing system for SEN Placements and Out of School Tuition to provide a wider, more competitive market place, reducing unit costs</li> <li>• Enhance the preventative work of the Statutory Assessment Team by expanding the SEND District Team,</li> </ul>

	<p>so that support can be deployed for children with an EHCP, where currently the offer is minimal and more difficult to access;</p> <ul style="list-style-type: none"> <li>• Creation of an outreach team from the Pilgrim PRU to aid quicker transition from tuition or inpatient care, back into school; and</li> <li>• 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.</li> <li>• A review of the Educational Psychologist offer, including a focus on recruiting permanent staff to mitigate the high locum costs.</li> </ul>
<p><b>Special Schools and High Needs Units Funding</b></p> <p>Forecast year-end variance: <b>+£2,586k</b></p> <p><b>DSG Funded</b></p>	<p>The key reason for the overspend in this area is:</p> <ul style="list-style-type: none"> <li>• Increase in numbers of young people being placed in Special Schools and High Needs Units within mainstream schools.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Review of high cost packages and provision.</li> <li>• Longer term structural review looking at the role of Special Schools and Units within the county's overall SEN provision.</li> </ul>
<p><b>High Needs Top-Up Funding</b></p> <p>Forecast year-end variance: <b>+£4,457k</b></p> <p><b>DSG Funded</b></p>	<p>The key reason for the overspend in this area is:</p> <ul style="list-style-type: none"> <li>• Numbers of young people with Education Health and Care Plans (EHCP) in Post-16 Further Education (FE) providers continue to increase and there has been an increase in the number of secondary aged pupils in receipt of an EHCP.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• A detailed analysis and review of all high cost packages, to ensure that the additional support is still needed, and also look at alternatives to providing ongoing support for small groups of children with a similar need;</li> <li>• Review of FE funding rates.</li> </ul>
<p><b>SEN Placements</b></p> <p>Forecast year-end variance: <b>+£250k</b></p> <p><b>DSG Funded</b></p>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>• Placement of one young person in out of county school needing residential provision, where there is appropriate educational provision to meet needs.</li> <li>• Placement of a young person in out of county provision as outcome of SENDIST appeal.</li> <li>• An unprecedented increase in requests for specialist SEMH (social, emotional and mental health) provision. Local provision is now full, which is adding an additional demand to the high needs block.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>

	<ul style="list-style-type: none"> <li>• 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;</li> <li>• Peterborough and Cambridgeshire SEND Strategy is being developed with a renewed focus and expectation of children and young people having their needs met locally.</li> <li>• Review and renegotiation of packages with some providers to ensure best value is still being achieved.</li> </ul>
<b>Out of School Tuition</b>  Forecast year-end variance: <b>+£791k</b>  <b>DSG Funded</b>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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;</li> <li>• 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.</li> </ul>
<b>0-19 Organisation and Planning</b>  Forecast year-end variance: <b>-£200k</b>	<p>The key reasons for the underspend in this area are:</p> <ul style="list-style-type: none"> <li>• A combination of income over recovery and vacancy savings. £150k of this surplus is council revenue budget, the remaining £50k is Dedicated Schools Grant.</li> </ul>
<b>Home to School / College Transport - Mainstream</b>  Forecast year-end variance: <b>+£300k</b>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>• Higher costs being quoted for routes in some areas of the county than in previous years.</li> <li>• Higher than usual number of in-year admissions requests where the local school is full. These situations require us to provide transport to schools further away, outside statutory walking distance.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• A review of processes with a view to reducing costs</li> <li>• A strengthened governance system around requests for costly exceptional transport requests</li> <li>• Implementation of an Independent Travel Training programme to allow more students to travel to school and college independently.</li> </ul>
<b>Executive Director and Central Financing</b>  Forecast year-end	<p>The key reasons for the forecast variance in this area are:</p> <ul style="list-style-type: none"> <li>• A £504k overspend due costs of the Mosaic project that were previously capitalised being moved to revenue.</li> <li>• Changes in Children's Services, agreed at the Children's and Young People's committee, have led to a change in</li> </ul>

variance: <b>-£3,229k</b>	<p>approach for the IT system for Children's Services. At its meeting on 29th May General Purposes Committee supported a recommendation to procure a new Children's IT System that could be aligned with Peterborough City Council. A consequence of this decision is that the Mosaic system will no longer be rolled out for Children's Services.</p> <ul style="list-style-type: none"> <li>• The underspend within the Central Financing policy line reflects the allocation of the £3.413m smoothing fund reserve to support Children's Services pressures, as recommended by CYP Committee and approved by General Purposes Committee.</li> <li>• Unused accruals within Education have contributed a further £70k.</li> </ul>
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## 2.4 Capital

The Capital Programme Board recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. As forecast underspends start to be reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up until the point where slippage exceeds this budget. The allocation for P&C's negative budget adjustments has been calculated as follows, shown against the slippage forecast to date. As at January 2019, £6.6m of the £10.5m Capital Variation budget has been utilised and this is unlikely to change in the remainder of the financial year:

2018/19					
Service	Capital Programme Variations Budget £000	Forecast Outturn Variance (Jan 19) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Outturn Variance (Jan 19) £000
P&C	-10,469	-6,561	-6,561	62.7	3,908
<b>Total Spending</b>	-10,469	-6,561	-6,561	62.7	3,908

## 2.5 Performance

Of the thirty-eight P&C service performance indicators twelve are shown as green, nine as amber and eight as red. Fourteen have no target and are therefore not RAG-rated.

Of the Children and Young People Performance Indicators, six are green, six are amber and four are red. Three have no target and were therefore not RAG-rated. The four red performance indicators are:

1. Number of children with a Child Protection Plan per 10,000 population under 18
2. Proportion of children subject to a Child Protection Plan for the second or subsequent time (within 2 years)
3. The number of looked after children per 10,000 population under 18
4. Ofsted – Pupils attending schools that are judged as Good or Outstanding (Special

### **3.0 2018-19 SAVINGS TRACKER**

- 3.1 As previously reported the “tracker” report – a tool for summarising delivery of savings – will be made available for Members on a quarterly basis.
- 3.2 Where a shortfall is currently forecast this is being reflected in the overall bottom line, but it is also important to note the relationship with the reported pressures within the detailed F&PR.

### **4.1 A good quality of life for everyone**

- 4.1.1 There are no significant implications for this priority.

### **4.2 Thriving places for people to live**

- 4.2.1 There are no significant implications for this priority

### **4.3 The best start for Cambridgeshire’s Children**

- 4.3.1 There are no significant implications for this priority

## **5.0 SIGNIFICANT IMPLICATIONS**

### **5.1 Resource Implications**

- 5.1.1 This report sets out details of the overall financial position of the P&C Service.

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

- 5.2.1 There are no significant implications within this category.

### **5.3 Statutory, Legal and Risk 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 Communications 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**

- 6.7.1 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.	<a href="https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&amp;-performance-reports/">https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&amp;-performance-reports/</a>





**Children & Young People Committee Revenue Budgets  
within the Finance & Performance report**

**Commissioning Directorate**

Strategic Management – Commissioning – *covers all of P&C*  
Access to Resource & Quality

Children's Commissioning

Looked After Children Placements  
Commissioning Services  
Home to School Transport – Special  
LAC Transport

**Community & Safety Directorate**

Youth Offending Service

**Children & Safeguarding Directorate**

Strategic Management – Children & Safeguarding  
Partnerships and Quality Assurance  
Children in Care  
Integrated Front Door  
Children's Centre Strategy  
Support to Parents  
Adoption Allowances  
Legal Proceedings

District Delivery Service

Safeguarding Hunts and Fenland  
Safeguarding East & South Cambs and Cambridge  
Early Help District Delivery Service –North  
Early Help District Delivery Service – South

**Education Directorate**

Strategic Management - Education  
Early Years Service  
Schools Curriculum Service  
Schools Intervention Service  
Schools Partnership Service  
Children's Innovation & Development Service  
Teachers' Pensions & Redundancy

SEND Specialist Services (0-25 years)

SEND Specialist Services  
Children's Disability Service  
High Needs Top Up Funding  
Special Educational Needs Placements  
Early Years Specialist Support  
Out of School Tuition

Infrastructure

0-19 Organisation & Planning  
Early Years Policy, Funding & Operations

Education Capital  
Home to School/College Transport – Mainstream

**Executive Director**

Executive Director - *covers all of P&C*  
Central Financing - *covers all of P&C*

**Grant Funding**

Financing DSG  
Non Baselined Grants - *covers all of P&C*

**People & Communities (P&C) Service**

**Finance and Performance Report – January 2019**

**1. SUMMARY**

**1.1 Finance**

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

**1.2. Performance Indicators – December 2018 Data (see sections 4&5)**

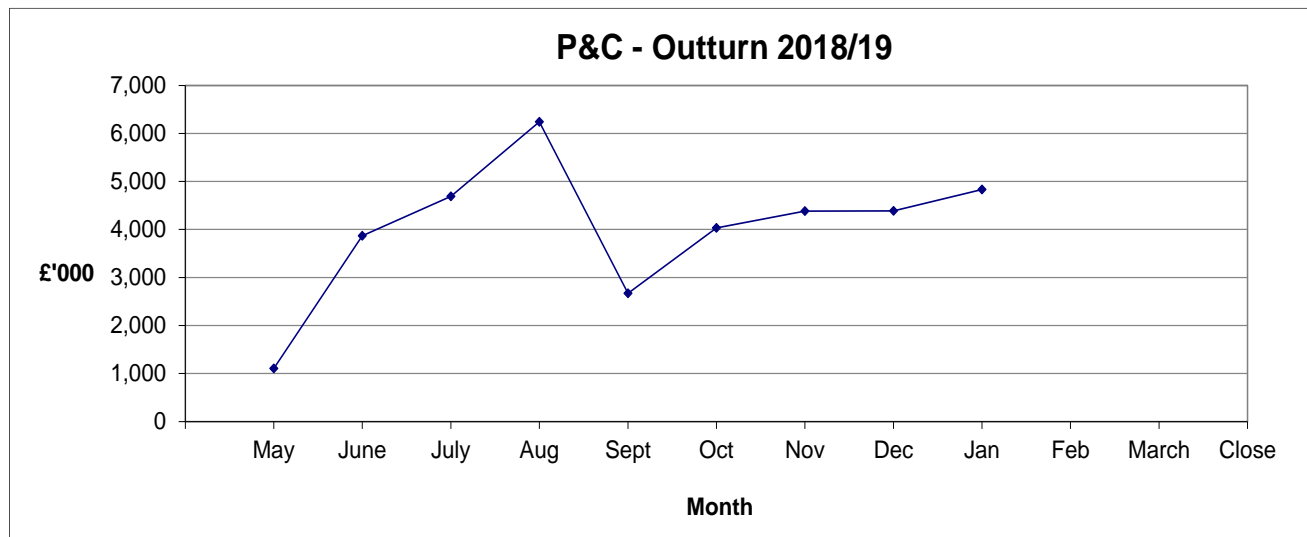
Monthly Indicators	Red	Amber	Green	No Target	Total
December 18/19 Performance (No. of indicators)	8	9	12	9	38

**2. INCOME AND EXPENDITURE**

**2.1 Overall Position**

Forecast Variance Outturn (Dec) £000	Directorate	Budget 2018/19 £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
118	Adults & Safeguarding	153,106	126,525	130	0.1%
5,181	Commissioning	44,956	43,734	4,831	10.7%
-76	Communities & Safety	6,909	5,443	-165	-2.4%
1,547	Children & Safeguarding	52,004	46,463	2,182	4.2%
7,419	Education	81,239	49,258	9,118	11.2%
-3,159	Executive Director	4,306	706	-3,229	-75.0%
<b>11,030</b>	<b>Total Expenditure</b>	<b>342,519</b>	<b>272,131</b>	<b>12,867</b>	<b>3.8%</b>
-6,642	Grant Funding	-99,343	-84,895	-8,038	8.1%
<b>4,388</b>	<b>Total</b>	<b>243,175</b>	<b>187,236</b>	<b>4,830</b>	<b>2.0%</b>

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 January 2019, the overall P&C position is an overspend of £4,830k.

Significant issues are detailed below:

### Adults

Within Adults and Safeguarding, care budgets remain under pressure from higher than expected cost increases, growing demand for services, and increasing complexity of the cohort of people in receipt of care, although the overall reported position is materially unchanged since December's report:

- Large care pressures continue to be reported in the Learning Disability Partnership, but these are unchanged from the £2.56m reported previously as the Council's share of the pooled budget with the NHS. Increases in the forecast position for the LDP in the last several months have been due to changes in care costs – demand for services, mainly through changing needs of existing service-users, has consistently exceeded the monthly expectation on which budgets were based. Part of the overall pressure relates to delays to savings plans, with some expected to be delivered in 2019/20 instead of in-year, but savings delivery remains good and on track for the revised phasing.
- Older People and Physical Disability Services is forecast to have a pressure of around £1,274k. Unit costs of care continue to increase, as have numbers of people in receipt of some of the most expensive types of care. This is partly to be expected over winter, but this has started from a position that is over the budgeted activity levels, and is exacerbated by work ongoing to accelerate discharges from hospitals as well as constraints in the domiciliary care market.

The financial position in Adults services remains partially offset by mitigations including the use of budget specifically held in mitigation of in-year pressures, identified underspends in several budgets and the application of grant funding received from central government. Parts of these grants were specifically earmarked against emerging demand pressures, and further funding has been identified from other spend lines that have not happened or where there has been slippage. These mitigations appear on the 'Strategic Management – Adults' budget line.

## Children

Although significant savings have been made, services continue to face increasing demand pressures, particularly in those related to the rising number of looked after children, and those related to Special Educational Needs and Disabilities (SEND).

- Looked after Children placements. Despite the continuing overall pressures on numbers the latest forecast has been reduced by £100k which reflects the ongoing work around the review of high cost placements and negotiating cheaper prices.
- LAC Transport is now forecasting a balanced position at year-end. This follows a detailed review of current commitments and significant reductions in costs due to the introduction of more efficient routes, including the utilisation of existing services wherever possible.
- The Adoption Allowance forecast has increased by £125k since last month due to a rise in the Adoption/SGO allowances and provision of a further two external inter agency placements.
- Strategic Management – Children and Safeguarding. This budget is now forecasting a £500k pressure as a result of under-achievement of vacancy savings. Given the pressures across the service the level of realised vacancies has not been as high as in the previous year and in the Safeguarding teams, agency use has been necessary to fulfil our statutory safeguarding responsibilities by covering vacant posts. In the recent Ofsted inspection, inspectors said that one of the most important issues for us to tackle was that of caseloads which are too high in some parts of the service. High caseloads is partly the result of vacancies. We therefore need to assess the extent to which vacancy savings are realistic within children's services.
- Pressures on SEND Specialist Services (0-25yrs) continue to increase reflecting the system wide pressures on SEND due to a continuing rise in overall numbers and complexity of need. There was a net increase of 500 Education, Health and Care Plans (EHCPs) over the course of the 2017/18 academic year (13%) and an average of 10 additional EHCPs a week throughout the 2018/19 academic year to date. Despite additional funding of £1.4m from the DfE, announced in December, approximately £8m of this pressure relates to the Dedicated Schools Grant (DSG) and will be carried forward as part of the overall DSG deficit into 2019/20. Work is ongoing with Schools Forum to develop options to reduce expenditure and produce a sustainable system within the available High Needs Block. £1.2m of the pressure within this area is base budget and therefore impacts on the Council's bottom line.
- The 0-19 Organisation & Planning service is forecasting a revised underspend of £200k, a £110k improvement from the previous position. This is due to a combination of over-achievement of income and vacancy savings targets.
- Home to School/ College Transport - Mainstream is expected to overspend by £300k, an increase of £100k. This is primarily as a result of quotes being received at a higher cost than that expected based on previous years costs. In addition, there has been a higher than usual number of in-year admissions requests where the local school is full. These situations require us to provide transport to schools further away, outside statutory walking distance.

The additional underspend within the Central Financing policy line (increase of - £70k) is as a result of identifying a number of prior year accruals which are no longer expected to be invoiced.

## 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 January for Looked After Children (LAC) is shown below:

	BUDGET				ACTUAL (January)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements January 19	Yearly Average	Forecast Outturn	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	1.81	£218k	2,595.75	0.81	£86k	51.09
Residential - secure accommodation	0	£k	52	0.00	2	0.96	£303k	5,830.89	0.96	£303k	5,830.89
Residential schools	16	£2,277k	52	2,716.14	19	17.32	£2,210k	2,568.86	1.32	-£67k	-147.28
Residential homes	39	£6,725k	52	3,207.70	35	34.25	£6,212k	3,693.47	-4.75	-£513k	485.77
Independent Fostering	199	£9,761k	52	807.73	300	289.56	£11,971k	799.16	90.56	£2,210k	-8.57
Supported Accommodation	31	£2,355k	52	1,466.70	19	21.95	£1,399k	1,436.11	-9.05	-£956k	-30.59
16+	8	£89k	52	214.17	8	6.14	£112k	308.83	-1.86	£23k	94.66
Growth/Replacement	-	£k	-	-	-	-	£289k	-	-	£289k	-
Pressure funded within directorate	-	-£1,526k	-	-	-	-	£k	-	-	£1,526k	-
<b>TOTAL</b>	<b>294</b>	<b>£19,813k</b>			<b>385</b>	<b>371.99</b>	<b>£22,713k</b>		<b>77.99</b>	<b>£2,900k</b>	
In-house fostering - Basic	191	£1,998k	56	181.30	197	191.48	£1,983k	179.01	0.48	-£15k	-2.29
In-house fostering - Skills	191	£1,760k	52	177.17	205	198.13	£1,790k	182.56	7.13	£30k	5.39
Kinship - Basic	40	£418k	56	186.72	42	42.27	£437k	192.46	2.27	£19k	5.74
Kinship - Skills	11	£39k	52	68.78	14	11.88	£48k	56.07	0.88	£8k	-12.71
In-house residential	5	£431k	52	1,658.45	0	1.33	£431k	3,117.39	-3.67	£k	1,458.94
Growth	0	£k	-	0.00	0	0.00	£k	0.00	-	£k	-
<b>TOTAL</b>	<b>236</b>	<b>£4,646k</b>			<b>239</b>	<b>235.08</b>	<b>£4,689k</b>		<b>-0.92</b>	<b>£43k</b>	
Adoption Allowances	105	£1,073k	52	196.40	107	106.90	£1,175k	200.20	1.9	£102k	3.80
Special Guardianship Orders	246	£1,850k	52	144.64	251	249.62	£1,845k	142.33	3.62	-£5k	-2.31
Child Arrangement Orders	91	£736k	52	157.37	88	89.91	£723k	153.04	-1.09	-£14k	-4.33
Concurrent Adoption	5	£91k	52	350.00	1	4.05	£74k	350.00	-0.95	-£17k	0.00
<b>TOTAL</b>	<b>447</b>	<b>£3,750k</b>			<b>447</b>	<b>450.48</b>	<b>£3,816k</b>		<b>1.9</b>	<b>£66k</b>	
<b>OVERALL TOTAL</b>	<b>977</b>	<b>£28,210k</b>			<b>1071</b>	<b>1,057.55</b>	<b>£31,218k</b>		<b>78.97</b>	<b>£3,008k</b>	

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

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

BUDGET				ACTUAL (January 19)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements January 19	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	100	101.81	£6,329k	£62k	2	3.81	£164k	-£1k
Hearing Impairment (HI)	3	£100k	£33k	3	3.00	£121k	£40k	0	0.00	£21k	£7k
Moderate Learning Difficulty (MLD)	3	£109k	£36k	9	9.38	£184k	£20k	6	6.38	£74k	-£17k
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	-£75k	£k
Physical Disability (PD)	1	£19k	£19k	4	4.34	£77k	£18k	3	3.34	£58k	-£1k
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	1	0.99	£67k	£68k	0	-0.01	£26k	£26k
Social Emotional and Mental Health (SEMH)	35	£1,490k	£43k	48	49.51	£2,257k	£46k	13	14.51	£767k	£3k
Speech, Language and Communication Needs (SLCN)	3	£163k	£54k	3	2.30	£106k	£46k	0	-0.70	-£58k	-£9k
Severe Learning Difficulty (SLD)	2	£180k	£90k	5	4.73	£422k	£89k	3	2.73	£241k	-£1k
Specific Learning Difficulty (SPLD)	8	£164k	£20k	9	7.66	£233k	£30k	1	-0.34	£69k	£10k
Visual Impairment (VI)	2	£64k	£32k	2	2.00	£74k	£37k	0	0.00	£10k	£5k
Growth / (Saving Requirement)	-	£1,000k	-	-	-	-£47k	-	-	-	-£1,047k	-
<b>TOTAL</b>	<b>157</b>	<b>£9,573k</b>	<b>£61k</b>	<b>184</b>	<b>185.72</b>	<b>£9,823k</b>	<b>£53k</b>	<b>27</b>	<b>28.72</b>	<b>£250k</b>	<b>-£8k</b>

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

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

		BUDGET			ACTUAL (January 19)			Year End		
Service Type		Expected No. of Service Users 2018/19	Budgeted Average Unit Cost (per week) £	Annual Budget £000	Current Service Users	DoT	Current Average Unit Cost (per week) £	Forecast Actual £000	D o T	Variance £000
Learning Disability Services	Residential	299	£1,375	£21,372k	279	↓	£1,481	£22,236k	↓	£864k
	Nursing	8	£1,673	£696k	8	↔	£1,634	£714k	↓	£18k
	Community	1,285	£667	£44,596k	1,313	↓	£694	£48,348k	↑	£3,752k
<b>Learning Disability Service Total</b>		<b>1,592</b>		<b>£66,664k</b>	<b>1,600</b>			<b>£71,298k</b>		<b>£4,634k</b>
<b>Income</b>				<b>-£2,814k</b>				<b>-£3,355k</b>	↑	<b>-£541k</b>
<b>Further savings assumed within forecast as shown in Appendix 1</b>										<b>-£613k</b>
<b>Net Total</b>				<b>£63,850k</b>						<b>£3,480k</b>

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

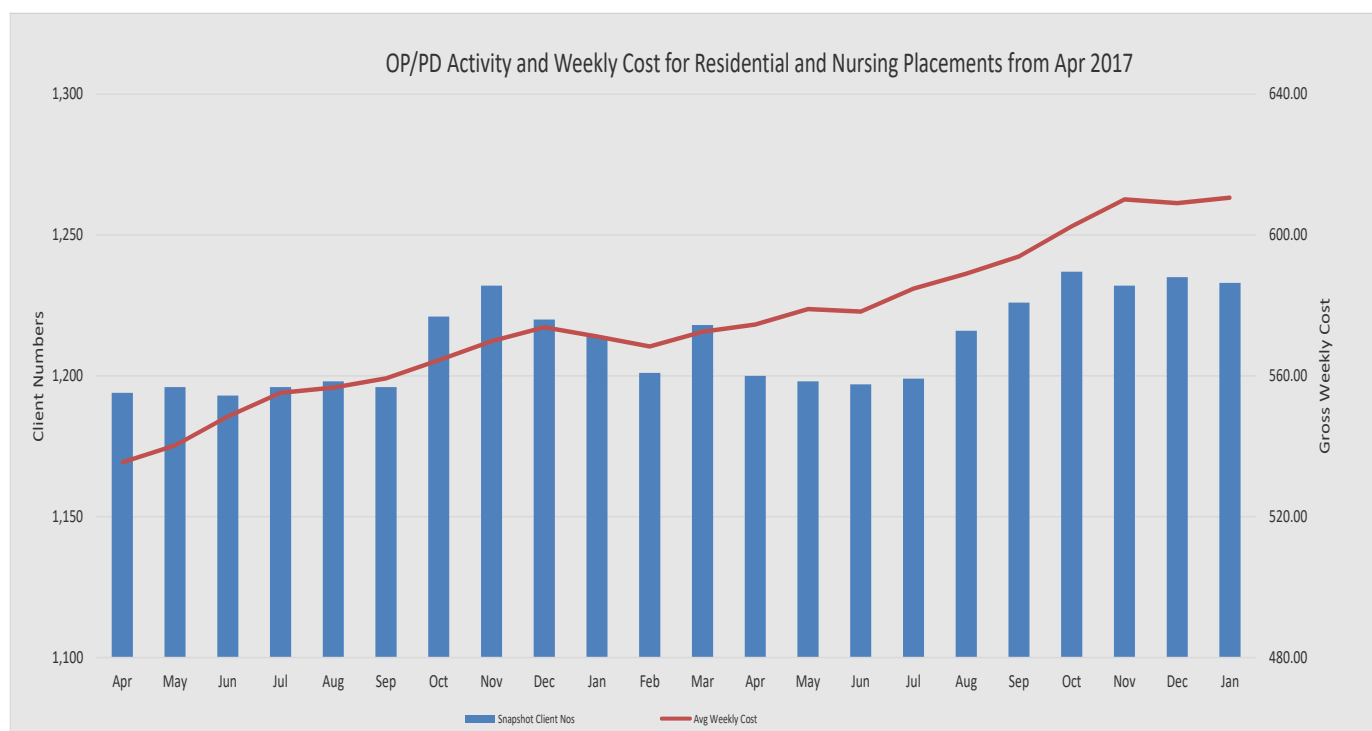
		BUDGET			ACTUAL (January)				Year End		
Service Type		Expected No. of Service Users 2018/19	Budgeted Average Unit Cost (per week) £	Annual Budget £000's	Current Service Users	D o T	Current Average Unit Cost (per week) £	D o T	Forecast Actual £000's	D o T	Variance £000's
Adult Mental Health	Community based support	11	£127	£71k	5	↔	£85	↑	£36k	↑	-£34k
	Home & Community support	164	£100	£857k	146	↓	£108	↑	£799k	↑	-£58k
	Nursing Placement	14	£648	£457k	17	↔	£601	↓	£557k	↓	£99k
	Residential Placement	75	£690	£2,628k	63	↓	£660	↑	£2,288k	↑	-£340k
	Supported Accommodation	130	£120	£792k	131	↓	£131	↓	£1,069k	↓	£277k
	Direct Payments	12	£288	£175k	12	↓	£242	↓	£188k	↓	£12k
<b>Total Expenditure</b>		<b>406</b>		<b>£4,980k</b>	<b>374</b>				<b>£4,936k</b>		<b>-£44k</b>
Health Contribution				-£298k					-£120k		£178k
Client Contribution				-£234k					-£371k		-£136k
<b>Total Income</b>				<b>-£532k</b>					<b>-£490k</b>		<b>£42k</b>
<b>Adult Mental Health Net Total</b>		<b>406</b>		<b>£4,448k</b>	<b>374</b>				<b>£4,446k</b>		<b>-£2k</b>

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

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

OP Total		BUDGET			ACTUAL (January 19)				Year End		
Service Type		Expected No. of Service Users 2018/19	Budgeted Average Unit Cost (per week) £	Annual Budget £000	Current Service Users	D o T	Current Average Unit Cost (per week) £	D o T	Forecast Actual £000	D o T	Variance £000
Residential		514	£541	£14,845k	467	↓	£592	↑	£14,996k	↑	£151k
Residential Dementia		389	£554	£11,484k	379	↑	£562	↓	£11,601k	↑	£117k
Nursing		312	£750	£11,960k	294	↓	£661	↓	£13,112k	↓	£1,152k
Nursing Dementia		62	£804	£2,524k	93	↑	£742	↓	£2,768k	↓	£243k
Respite				£1,558k					£1,508k	↓	-£50k
Community based											
~ Direct payments		538	£286	£8,027k	500	↑	£333	↓	£8,460k	↑	£433k
~ Day Care				£1,095k					£1,000k	↑	-£95k
~ Other Care				£4,893k					£5,018k	↑	£125k
~ Homecare arranged		1,516	per hour £16.31	£14,872k	1,380	↓	per hour £16.16	↑	£14,005k	↓	-£867k
~ Live In Care arranged		50		£2,086k	49	↔	£782.96	↓	£2,032k	↑	-£54k
<b>Total Expenditure</b>		<b>3,381</b>		<b>£73,344k</b>	<b>3,113</b>				<b>£74,499k</b>		<b>£1,155k</b>
Residential Income				-£9,639k					-£9,216k	↑	£423k
Community Income				-£9,351k					-£9,201k	↓	£150k
Health Income				-£804k					-£1,351k	↓	-£547k
<b>Total Income</b>				<b>-£19,793k</b>					<b>-£19,768k</b>		<b>£25k</b>





**2.5.6** Key activity data to the end of January 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 (January 19)				Year End		
Service Type	Expected No. of Service Users 2018/19	Budgeted Average Unit Cost (per week) £	Annual Budget £000	Current Service Users	Difference	Current Average Unit Cost (per week) £	Difference	Forecast Actual £000	Difference	Variance £000
Residential	27	£572	£793k	18	↔	£519	↑	£792k	↑	£1k
Residential Dementia	26	£554	£732k	23	↑	£600	↓	£731k	↑	£1k
Nursing	29	£648	£939k	19	↑	£585	↓	£877k	↓	£62k
Nursing Dementia	84	£832	£3,523k	75	↓	£765	↓	£3,290k	↓	£233k
Respite			£4k					£26k	↑	£22k
Community based										
~ Direct payments	13	£366	£247k	6	↔	£392	↔	£204k	↓	£43k
~ Day Care			£4k					£5k	↑	£2k
~ Other Care			£43k					£47k	↑	£5k
~ Homecare arranged	50	per hour £16.10	£409k	32	↓	per hour £17.33	↓	£405k	↓	£4k
~ Live In Care arranged	4		£185k	3	↔	£698.12	↓	£145k	↓	£40k
<b>Total Expenditure</b>	<b>229</b>		<b>£6,694k</b>	<b>173</b>				<b>£6,524k</b>		<b>£315k</b>
Residential Income			£1,049k					£463k	↑	£586k
Community Income			£97k					£268k	↑	£171k
Health Income			£65k					£247k	↓	£182k
<b>Total Income</b>			<b>£1,211k</b>					<b>£978k</b>		<b>£232k</b>

### **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**

##### 2018-19 Funding Changes

In January 2019 the EFSA announced an additional £1,348k of Devolved Formula Capital funding to be given to Cambridgeshire Maintained Schools.

##### 2018/19 In Year Pressures/Slippage

As at the end of January 2019 the capital programme is forecasting an overspend of £3,908. The level of slippage has not exceeded the revised Capital Variation budget of £10,469k. In January movements on schemes has occurred totaling £1,144k. The significant changes in schemes are detailed below;

- Fulbourn Phase 2; £200k accelerated spend as the scheme continues to progress ahead of original schedule.
- Sawtry Infant; £150k slippage due to the scheme currently being halted at MS4 until the outcome of a new housing development planning application, which could impact on the scope of provision required.
- Sawtry Junior; £138k slippage due to the scheme currently being halted at MS4 until the outcome of a new housing development planning application, which could impact on the scope of provision required.
- Bellbird, Sawston: £150k slippage of 4-5 weeks as a result delays in co-ordination of the steelwork and beams.
- Northstowe Secondary; £1,000k accelerated spend as full works have commenced on site and progressing ahead of schedule due to favorable winter weather conditions allowing for works to be completed ahead of schedule.
- Chesterton Community College; £250k slippage due to delays occurring in the summer for exam and asbestos removal.

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

### **4. PERFORMANCE**

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

The performance measures included in this report have been developed in conjunction with the People's & Communities management team and link service activity to key Council outcomes. 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.

Following a review of measures across Children's service with the Service Director, Children's and Safeguarding, the following changes to two existing measures are proposed, to make them more useful for comparison.

- Change the 'Rate of referrals per 10,000 of population under 18' to a 12 month rolling figure to enable comparison to statistical neighbours and England.
- Change the timeframe for the children subject to a previous CP plan indicator from 'Proportion of children subject to a Child Protection Plan for the second or subsequent time (within 2 years)' to Proportion of children subject to a Child Protection Plan for the second or subsequent time' to enable comparison to statistical neighbours and England. This is in line with Department for Education reporting.

### **Eight indicators are currently showing as RED:**

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

During December the number of children with a Child Protection plan increased from 492 to 510. The introduction of an Escalation Policy for all children subject to a Child Protection Plan was introduced in June 2017. 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.

- **Proportion of children subject to a Child Protection (CP) Plan for the second or subsequent time (within 2 years)**

In December there were 9 children subject to a child protection plan for the second or subsequent time. The rate is favourable in comparison to statistical neighbours and the England average, however it is above target this month. NOTE: Target added in July 2018.

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

At the end of December there were 767 children who were looked after by the Local Authority and of these 87 were unaccompanied asylum seeking children and young people. Cambridgeshire are supporting 105 care leavers who were previously assessed as being unaccompanied asylum seeking children and 32 adult asylum seekers whose claims have not reached a conclusion. These adults have been waiting between one and three years for a status decision to be made by the Home Office.

Actions being taken include:

- There is currently a review underway of the Threshold to Resources Panel (TARP) which is chaired by the Assistant Director for Children's Services. The panel is designed to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The intention is to streamline a number of District and Countywide Panels to ensure close scrutiny of thresholds and use of resources but also to provide an opportunity for collaborative working across services to improve outcomes for children. It is proposed that the new panel structure will be in place for the implementation of the Change for Children transformation.
- A county wide Legal Tracker is in place which tracks all children subject to the Public Law Outline (pre proceedings), Care Proceedings and children accommodated by the Local Authority with parental agreement. This is having a positive impact on the care planning for Cambridgeshire's most vulnerable children, for example in the identification of wider family members in pre-proceedings where there are concerns that is not safe for children to remain in the care of their parents. In addition a monthly Permanency Tracker Meeting 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. The multi-agency Unborn Baby Panel operational in the South and

North of the County monitors the progress of care planning, supporting timely decision making and permanency planning.

- Monthly Placement Strategy, Finance and Looked After Children Savings Meetings are now operational and attended by representatives across Children's Social Care, Commissioning and Finance. The purpose of these meetings is to provide increased scrutiny on financial commitments for example placements for looked after children, areas of specific concern and to monitor savings targets. This meetings reports into the People and Communities Delivery Board.
- Supporting this activity, officers in Children's Social Care and Commissioning are holding twice weekly placement forum meetings which track and scrutinise individual children's care planning and placements. These meetings, led by Heads of Service have positively impacted on a number of looked after children who have been consequently been able to move to an in house and in county foster care placement, plans have been made to de-escalate resources in a timely way or children have returned to live with their family. In Cambridgeshire we have 74% of our looked after children in foster care as opposed to 78% nationally and 42% of these children are placed with in-house carers as opposed to 58% in external placements.
- **Average monthly number of bed day delays (social care attributable) per 100,000 18+ population**

In November 2018, there were 921 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 680 delays – a 35% increase. 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.

- **Proportion of requests for support where the outcome was signposting, information or advice only**

Performance at this indicator is improving as Adult Early Help & Neighbourhood Cares teams employ use of community and voluntary resources. Recording of these types of services is also improving as contact outcomes are recorded with more detail in Mosaic.

- **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. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.) No new data is currently available for this measure during ongoing migration of service data to Mosaic system.

- **Proportion of adults receiving Direct Payments**

Target has been increased in line with the average of local authorities in the Eastern region causing performance to fall more than 10% short of the new target. Performance is slightly below target, and continues to fall gradually.

- **Percentage of disadvantaged households taking up funded 2 year old childcare places**

Performance increased by 4 percentage points in comparison to the previous figure for the summer 2018 term. The annual figure reported by the DFE is 68% for 2018 which is below both the statistical neighbour average and the England average. The previous figure for 2017 was 79%.

The DFE estimate there were 1700 Cambridgeshire two year olds eligible for funded early education in 2018. Of those eligible there were 1140 two year olds taking up the funded early education. 95.6% of these met the economic basis for funding criteria. The remaining 4.4% of two years olds met the criteria on a high-level SEN or disability basis or the looked after or adopted from care basis.

- **Ofsted – Pupils attending special schools that are judged as Good or Outstanding**

Performance has remained the same since last month.

There are currently 2 schools which received an overall effectiveness grading of requiring improvement and 137 pupils attend these schools in total.

The statistical neighbour figure has decreased by 0.5 percentage points and the national figure has decreased by 0.2 percentage points.

## APPENDIX 1 – P&C Service Level Budgetary Control Report

Forecast Outturn Variance (Dec) £'000		Service	Budget 2018/19 £'000	Actual Jan 2019 £'000	Forecast Outturn Variance	
					£'000	%
Adults & Safeguarding Directorate						
-2,916	1	Strategic Management - Adults	7,578	-133	-3,116	-41%
0		Principal Social Worker, Practice and Safeguarding	1,575	1,207	-0	0%
-102		Autism and Adult Support	925	617	-97	-10%
-200	2	Carers	661	329	-220	-33%
<u>Learning Disability Partnership</u>						
1,128	3	LD Head of Service	3,614	2,821	1,054	29%
849	3	LD - City, South and East Localities	34,173	30,826	770	2%
908	3	LD - Hunts & Fenland Localities	29,602	25,598	810	3%
398	3	LD - Young Adults	5,760	5,301	526	9%
46	3	In House Provider Services	6,071	4,988	169	3%
-772	3	NHS Contribution to Pooled Budget	-18,387	-18,387	-772	-4%
<u>Older People and Physical Disability Services</u>						
345	4	Physical Disabilities	11,292	10,888	498	4%
978	4	OP - City & South Locality	18,984	17,475	1,273	7%
499	4	OP - East Cambs Locality	5,941	5,550	378	6%
-464	4	OP - Fenland Locality	9,112	7,454	-451	-5%
-484	4	OP - Hunts Locality	12,165	10,472	-507	-4%
0	4	Neighbourhood Cares	710	320	0	0%
0	4	Discharge Planning Teams	1,872	1,895	0	0%
83	4	Shorter Term Support and Maximising Independence	7,958	7,679	83	1%
<u>Mental Health</u>						
-90	5	Mental Health Central	368	610	-90	-24%
36	5	Adult Mental Health Localities	6,821	5,501	-2	0%
-125	5	Older People Mental Health	6,310	5,514	-176	-3%
118	Adult & Safeguarding Directorate Total		153,106	126,525	130	0%
Commissioning Directorate						
-0		Strategic Management –Commissioning	865	996	-0	0%
-0		Access to Resource & Quality	978	565	-0	0%
-10		Local Assistance Scheme	300	141	-10	-3%
<u>Adults Commissioning</u>						
333	6	Central Commissioning - Adults	6,390	11,427	333	5%
0		Integrated Community Equipment Service	925	233	0	0%
8		Mental Health Voluntary Organisations	3,730	3,444	8	0%
<u>Childrens Commissioning</u>						
3,000	7	Looked After Children Placements	19,813	17,578	2,900	15%
0		Commissioning Services	2,452	1,710	0	0%
1,550	8	Home to School Transport – Special	7,871	6,444	1,600	20%
300		LAC Transport	1,632	1,196	0	0%
5,181	Commissioning Directorate Total		44,956	43,734	4,831	11%

Forecast Outturn Variance (Dec) £'000	Service	Budget 2018/19  £'000	Actual Jan 2019  £'000	Forecast Outturn Variance  £'000   %	
Communities & Safety Directorate					
-23	Strategic Management - Communities & Safety	-38	112	-90	-238%
-50	Youth Offending Service	1,650	1,170	-50	-3%
0	Central Integrated Youth Support Services	1,334	653	0	0%
23	Safer Communities Partnership	947	806	0	0%
-26	Strengthening Communities	521	550	-26	-5%
0	Adult Learning & Skills	2,494	2,153	0	0%
-76	Communities & Safety Directorate Total	6,909	5,443	-165	-2%
Children & Safeguarding Directorate					
0	<sup>9</sup> Strategic Management – Children & Safeguarding	3,747	3,293	500	13%
75	Partnerships and Quality Assurance	2,053	1,806	50	2%
1,224	<sup>10</sup> Children in Care	14,769	14,293	1,184	8%
0	Integrated Front Door	2,614	2,328	-0	0%
0	Children’s Centre Strategy	58	7	0	0%
0	Support to Parents	2,870	259	0	0%
248	<sup>11</sup> Adoption Allowances	5,282	5,052	373	7%
0	Legal Proceedings	1,940	2,602	75	4%
District Delivery Service					
0	Safeguarding Hunts and Fenland	4,646	3,819	0	0%
0	Safeguarding East & South Cambs and Cambridge	4,489	3,460	0	0%
0	Early Help District Delivery Service –North	4,801	5,228	-0	0%
0	Early Help District Delivery Service – South	4,736	4,315	0	0%
1,547	Children & Safeguarding Directorate Total	52,004	46,463	2,182	4%

Forecast Outturn Variance (Dec) £'000	Service		Budget 2018/19  £'000	Actual Jan 2019  £'000	Forecast Outturn Variance  £'000   %	
Education Directorate						
-359	12	Strategic Management - Education	3,943	977	-264	-7%
-57		Early Years' Service	1,442	1,042	-72	-5%
35		Schools Curriculum Service	276	172	2	1%
85		Schools Intervention Service	1,095	690	29	3%
176	13	Schools Partnership Service	420	459	106	25%
15		Children's' Innovation & Development Service	0	-31	15	4373%
-30		Teachers' Pensions & Redundancy	2,910	1,341	-28	-1%
SEND Specialist Services (0-25 years)						
1,051	14	SEND Specialist Services	8,077	7,378	1,017	13%
1,953	14	Funding for Special Schools and Units	16,889	17,203	2,586	15%
0		Children's Disability Service	6,542	6,555	0	0%
3,500	14	High Needs Top Up Funding	15,028	14,927	4,457	30%
518	14	Special Educational Needs Placements	9,973	13,747	250	3%
130	14	Early Years Specialist Support	381	328	130	34%
291	14	Out of School Tuition	1,519	1,983	791	52%
Infrastructure						
-90	15	0-19 Organisation & Planning	3,742	3,244	-200	-5%
0		Early Years Policy, Funding & Operations	92	43	0	0%
0		Education Capital	168	-27,207	0	0%
200	16	Home to School/College Transport – Mainstream	8,742	6,406	300	3%
7,419	Education Directorate Total		81,239	49,258	9,118	11%
Executive Director						
504	17	Executive Director	802	654	504	63%
-3,663	18	Central Financing	3,504	52	-3,733	-107%
-3,159	Executive Director Total		4,306	706	-3,229	-75%
11,030	Total		342,519	272,131	12,867	4%
Grant Funding						
-6,642	19	Financing DSG	-59,680	-49,733	-8,038	-13%
0		Non Baselined Grants	-39,664	-35,162	0	0%
-6,642	Grant Funding Total		-99,343	-84,895	-8,038	8%
4,388	Net Total		243,175	187,236	4,830	2%



## 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	%
<b>1) Strategic Management – Adults</b>	<b>7,578</b>	<b>-133</b>	<b>-3,116</b>	<b>-41%</b>
<p>A number of mitigations have been applied to this budget line to offset care cost pressures across Adult Social Care.</p> <p>The majority of this is the application of grants from central government, specifically elements of the Improved Better Care Fund and Adult Social Care Support grants, which are given for the purpose of meeting demand pressures on the social care system and to put in place measures to mitigate that demand. Parts of this funding is earmarked against pressures from increasing complexity of people that we support and increasing cost of care packages, and additional funding can be applied where some other planned spend does not happen. Spending plans for these grants, and variations to them, are agreed through either the Health and Wellbeing Board or General Purposes Committee.</p>				
<b>2) Carers</b>	<b>661</b>	<b>329</b>	<b>-220</b>	<b>-30%</b>
<p>The Carers service is expected to be -£220k underspent at the end of the year, an increase of £20k this month. The under spend is due to lower levels of direct payments to carers than was expected over the year to date – work is ongoing to review the support offered to carers, including direct payments, and is a major part of the council's future demand management approach.</p>				
<b>3) Learning Disability Partnership</b>	<b>60,834</b>	<b>51,147</b>	<b>2,557</b>	<b>4%</b>
<p>An over spend of £3,329k is forecast against the Learning Disability Partnership (LDP) at the end of January 19. According to the risk sharing arrangements for the LDP pooled budget, the proportion of the over spend that is attributable to the council is <b>£2,557k</b>, no change from the December forecast.</p> <p>Total new savings / additional income expectation of £5,329k are budgeted for 18/19. As at the end of December, a £992k shortfall is expected as a result of slippage of planned work and a lower level of delivery per case than anticipated. This is primarily against the reassessment saving proposal and from the conversion of residential to supported living care packages.</p> <p>Demand pressures have been higher than expected, exceeding demand funding allocations despite positive work that has reduced the overall number of people in high-cost out-of-area in-patient placements. New package costs continued to be high in 17/18 due to increased needs identified at reassessment that we had a statutory duty to meet. This, together with a shortfall in delivery of 17/18 savings, has led to a permanent opening pressure in the 18/19 budget above that level expected during business planning, reflected in the overall forecast at the end of January.</p> <p>Where there are opportunities to achieve additional savings that can offset any shortfall from the delivery of existing planned savings these are being pursued. For example, work is ongoing to maximise referrals to the in-house Technology Enabled Care team as appropriate, in order to increase the number of 'Just Checking' kits that can be issued to help us to identify the most appropriate level of resource for services users at night. £103k of savings are expected to be delivered by reviewing resource allocation as informed by this technology and this additional saving has been reflected in the forecast. Also, negotiations are continuing with CCGs outside of Cambridgeshire, where people are placed out of area and the CCG in that area should be contributing to the cost of meeting health needs.</p>				

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
<b>4) Older Peoples and Physical Disabilities Services</b>	<b>68,034</b>	<b>61,732</b>	<b>1,274</b>	<b>2%</b>
<p>An overspend of £1,274k is forecast for Older People and Physical Disability Services, an increase of £316k since December.</p> <p>The total savings expectation in this service for 2018/19 is £2.1m, and this is expected to be delivered in full through a programme of work designed to reduce demand, for example through a reablement expansion and review of double-handed care packages, and ensure funding is maximised. This has been bolstered by the fast-forward work in the Adults Positive Challenge Programme.</p> <p>The cost of providing care, however, is generally increasing in 2018/19. The unit costs of most types of care are increasing month-on-month, and the number of people with more complex needs requiring more expensive types of care are also going up. The focus on discharging people from hospitals as quickly as possible to alleviate pressure on the broader health and social care system can result in more expensive care for people, at least in the shorter-term, and can result in the Council funding care placements that were appropriate for higher levels of need at point of discharge through the accelerated discharge process. These problems are exacerbated by constraints in the local market for domiciliary care, where care packages in parts of the county cannot in all cases be immediately found. We are including an estimate in the forecast of the pressure that will be seen by year end as a result of the upwards trend in price and service user numbers, particularly in residential and nursing care.</p> <p>In the past month a large number of new block beds have been activated, for which we pay a set rate; this aims to minimise the increasing pressure due to rising residential and nursing placement costs. However, we have still seen a £316k increase in the forecast overspend for nursing and residential care, largely due to new placements.</p> <p>In addition to the work embodied in the Adults Positive Challenge Programme to intervene at an earlier stage so the need for care is reduced or avoided, work is ongoing within the Council to bolster the domiciliary care market, and the broader care market in general:</p> <ul style="list-style-type: none"> <li>• The Council's new integrated brokerage team brings together two Councils and the NHS to source care packages</li> <li>• Providers at risk of failure are provided with some intensive support to maximise the continuity of care that they provide</li> <li>• The Reablement service has been greatly expanded and has a role as a provider of last resort for care in people's homes</li> <li>• Recent money announced for councils in the budget to support winter pressures will be used to purchase additional block capacity with domiciliary care and care home providers – this should expand capacity in the market by giving greater certainty of income to providers.</li> </ul> <p>An additional pressure of around £83k is projected on the Technology Enabled Care (TEC) budget as a result of more specialist equipment being bought. This is due to more referrals being put through the TEC Team, which is a positive as it should result in lower costs for those people's care and it will be explored whether additional funding is required for this team in future as it forms a key part of preventative work in coming years.</p>				
<b>5) Mental Health</b>	<b>13,499</b>	<b>11,625</b>	<b>-268</b>	<b>-2%</b>
<p>Mental Health Services are forecasting an underspend of £268k, which is an improvement of £89k from last month.</p> <p>Underlying cost of care commitments across Adult Mental Health and Older People Mental Health are showing a small overspend against budget of £53k as the result of a reduction in expected levels of contributions from service users contributing towards the cost of their care. One-off net savings of £230k have been identified from continuation of the work to secure appropriate funding for service users with health needs, and these are expected to be realised prior to year-end to offset this position.</p> <p>In addition, there is an expected underspend of £90k on the Section 75 contract with CPFT resulting from vacancies within the service.</p>				

Service	Budget 2018/19	Actual	Forecast Outturn Variance																																														
	£'000	£'000	£'000	%																																													
<b>6) Central Commissioning – Adults</b>	<b>6,390</b>	<b>11,427</b>	<b>333</b>	<b>5%</b>																																													
<p>An overspend of £333k is forecast for Central Commissioning – Adults, due to the slower than expected delivery of a major piece of work to transform the Council's Housing Related Support contracts. It is still expected that this piece of work will be completed and deliver in full, but that this will be phased over a longer time-period due to the large number of contracts and the amount of redesigning of services that will be needed rather than simply re-negotiating contract costs. This is partially offset by savings made through recommissioning other contracts, particularly the rationalisation of block domiciliary care car rounds from the start of 18/19, and mitigations will need to be found until the delivery of the above saving is achieved in full.</p>																																																	
<b>7) Looked After Children Placements</b>	<b>19,813</b>	<b>17,578</b>	<b>2,900</b>	<b>15%</b>																																													
<p>LAC Placements forecast an overspend of £2.9m, which is a reduction of £0.1m this month. A combination of the expected demand pressures on this budget during 18/19, over and above those forecast and budgeted for, and the underlying pressure brought forward from 17/18, results in a forecast overspend of £2.9m. The latest savings forecast shows an overachievement against the £1.5m target. The majority of this relates to some excellent work around the review of high cost placements and negotiating cheaper prices, which has yielded great results (it should be noted that these are diminishing returns and cannot be replicated every year). Much of the additional saving is absorbing the costs associated with the continued increase in LAC numbers and assisting to maintain a steady financial projection. This position continues to be closely monitored throughout the year, with subsequent forecasts updated to reflect any change in this position.</p> <p>The budgeted position in terms of the placement mix is proving testing, in particular pressures within the external fostering line showing a +101 position. Given an average c. £800 per week placement costs, this presents a c. £81k weekly pressure. The foster placement capacity both in house and externally is overwhelmed by demand both locally and nationally. The real danger going forward is that the absence of appropriate fostering provision by default, leads to children and young people's care plans needing to change to residential services provision.</p> <p>Overall LAC numbers at the end of January 2019, including placements with in-house foster carers, residential homes and kinship, were 759, 8 less than at the end of December. This includes 83 unaccompanied asylum seeking children (UASC). External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of January were 385, 10 more than at the end of December.</p> <table> <tr> <th>External Placements Client Group</th><th>Budgeted Packages</th><th>31 Dec 2018 Packages</th><th>31 Jan 2019 Packages</th><th>Variance from Budget</th></tr> <tr> <td>Residential Disability – Children</td><td>1</td><td>2</td><td>2</td><td>+1</td></tr> <tr> <td>Child Homes – Secure Accommodation</td><td>0</td><td>0</td><td>2</td><td>+2</td></tr> <tr> <td>Child Homes – Educational</td><td>16</td><td>18</td><td>19</td><td>+3</td></tr> <tr> <td>Child Homes – General</td><td>39</td><td>34</td><td>35</td><td>-4</td></tr> <tr> <td>Independent Fostering</td><td>199</td><td>294</td><td>300</td><td>+101</td></tr> <tr> <td>Supported Accommodation</td><td>31</td><td>20</td><td>19</td><td>-12</td></tr> <tr> <td>Supported Living 16+</td><td>8</td><td>7</td><td>8</td><td>0</td></tr> <tr> <td><b>TOTAL</b></td><td><b>294</b></td><td><b>375</b></td><td><b>385</b></td><td><b>+91</b></td></tr> </table> <p>'Budgeted Packages' are the expected number of placements by Mar-19, once the work associated to the saving proposals has been undertaken and has made an impact.</p>					External Placements Client Group	Budgeted Packages	31 Dec 2018 Packages	31 Jan 2019 Packages	Variance from Budget	Residential Disability – Children	1	2	2	+1	Child Homes – Secure Accommodation	0	0	2	+2	Child Homes – Educational	16	18	19	+3	Child Homes – General	39	34	35	-4	Independent Fostering	199	294	300	+101	Supported Accommodation	31	20	19	-12	Supported Living 16+	8	7	8	0	<b>TOTAL</b>	<b>294</b>	<b>375</b>	<b>385</b>	<b>+91</b>
External Placements Client Group	Budgeted Packages	31 Dec 2018 Packages	31 Jan 2019 Packages	Variance from Budget																																													
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Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
<b>Looked After Children Placements continued</b>				
Mitigating factors to limit the final overspend position include:				
<ul style="list-style-type: none"> <li>• Reconstitution of panels to ensure greater scrutiny and supportive challenge.</li> <li>• 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).</li> <li>• Investment in children's social care commissioning to support the development of robust commissioning pseudo-dynamic purchasing systems for external spend (<i>to be approved</i>). These commissioning models coupled with resource investment will enable more transparent competition amongst providers bidding for individual care packages, and therefore support the best value offer through competition driving down costs.</li> <li>• Provider meetings scheduled through the Children's Placement Service (Access to Resources) to support the negotiation of packages at or post placement. Working with the Contracts Manager to ensure all placements are funded at the appropriate levels of need and cost.</li> <li>• Regular Permanence Tracking meetings (per locality attended by Access to Resources) 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. 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.</li> <li>• Additional investment in the recruitment and retention of the in-house fostering service to increase the number of fostering households over a three year period.</li> <li>• Recalculation of the Unaccompanied Asylum Seeking Children (UASC) Transfer Scheme allotment (0.07% of the 0-18 year old population to 0.06% - the aim that this will create greater capacity within the local market in the long term).</li> <li>• Access to the Staying Close, Staying Connected Department for Education (DfE) initiative being piloted by a local charity offering 16-18 year old LAC the opportunity to step-down from residential provision, to supported community based provision in what will transfer to their own tenancy post 18</li> <li>• Greater focus on those LAC for whom permanency or rehabilitation home is the plan, to ensure timely care episodes and managed exits from care.</li> </ul>				
<b>8) Home to School Transport – Special</b>	<b>7,871</b>	<b>6,444</b>	<b>1,600</b>	<b>20%</b>
<p>Home to School Transport – Special is reporting an anticipated £1.6m overspend for 2018/19. This is largely due to a 20% increase in pupils attending special schools between September 2017 and September 2018 and a 13% increase in pupils with Education Health Care Plans (EHCPs) over the same period, linked to an increase in complexity of need. This has meant that more individual transport with a passenger assistant to support the child/young person is needed. Further, there is now a statutory obligation to provide post-19 transport putting further pressure on the budget.</p> <p>Actions being taken to mitigate the position include</p> <ul style="list-style-type: none"> <li>• A review of processes in the Social Education Transport and SEND teams with a view to reducing costs</li> <li>• A strengthened governance system around requests for costly exceptional transport requests</li> <li>• A change to the process around Personal Transport Budgets to ensure they are offered only when they are the most cost-effective option alongside the promotion of the availability of this option with parents/carers to increase take-up</li> <li>• Implementation of an Independent Travel Training programme to allow more students to travel to school and college independently.</li> </ul> <p>Some of these actions will not result in an immediate reduction in expenditure, but will help to reduce costs over the medium term.</p>				

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
<b>9) Strategic Management - Children &amp; Safeguarding</b>	<b>3,747</b>	<b>3,293</b>	<b>500</b>	<b>13%</b>
<p>The Children and Safeguarding Director budget is forecasting a £500k over spend.</p> <p>The C&amp;S Directorate is estimated to under-achieve its vacancy saving target of £1.2m by £500k. This is a very testing target and vacancies have not occurred at the rate needed to achieve the target. Also, in the Safeguarding teams, agency use has been necessary to fulfil our statutory safeguarding responsibilities by covering vacant posts.</p> <p><u>Actions being taken:</u></p> <p>In the recent Ofsted inspection, inspectors said that one of the most important issues for us to tackle was that of caseloads which are too high in some parts of the service. High caseloads is partly the result of vacancies. We therefore need to assess the extent to which vacancy savings are realistic within children's services.</p>				
<b>10) Children in Care</b>	<b>14,769</b>	<b>14,293</b>	<b>1,184</b>	<b>8%</b>
<p>The Children in Care budget is forecasting a £1.184m over spend.</p> <p>The UASC U18 budget is currently forecasting a £250k overspend which is a reduction of £50k since last month.</p> <p>As of the 28 January 2019 there were 83 under 18 year old UASC (84 end Dec 2018). Support is available via an estimated £2.5m Home Office grant but this does not fully cover the expenditure.</p> <p>Semi-independent accommodation for this age range has traditionally been possible to almost manage within the grant costs but the majority of the recent arrivals have been placed in high cost placements due to the unavailability of lower cost accommodation.</p> <p>The UASC Leaving Care budget is forecasting a £426k overspend.</p> <p>Support is available via an estimated £525k Home Office grant but this does not fully cover the expenditure. We are currently supporting 108 (End Dec 2018) UASC care leavers of which 32 young people have been awaiting a decision from the Home Office on their asylum status for between 1 and three years. The £536k overspend is partially offset by £50k from the migration fund and £60k from the 14-25 team budget.</p> <p><u>Actions being taken:</u></p> <p>The team proactively support care leavers in claiming their benefit entitlements and other required documentation and continue to review all high cost placements in conjunction with commissioning colleagues but are restricted by the amount of lower cost accommodation available.</p> <p>The Staying Put budget is currently forecasting a £223k overspend.</p> <p>The overspend is a result of the increasing number of staying put arrangements agreed for Cambridgeshire children placed in external placements, the cost of which is not covered by the DFE grant. We currently support 12 in-house placements and 12 independent placements and the DCLG grant of £171k does not cover the full cost of the placements. Staying put arrangements are beneficial for young people, because they are able to remain with their former foster carers while they continue to transition into adulthood. Outcomes are much better as young people remain in the nurturing family home within which they have grown up and only leave they are more mature and better prepared to do so.</p> <p><u>Actions being taken:</u></p> <p>The fostering service are undertaking a systematic review of all staying put costs for young people in external placements to ensure that financial packages of support are needs led and compliant with CCC policy.</p> <p>The Supervised Contact budget is forecasting an over spend of £235k. This is a reduction of £40k since last month due to better management of contact over weekends.</p>				

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
<b>Children in Care continued</b> <p>The overspend is due to the use of additional relief staff and external agencies required to cover the current 233 (end Jan 2019) Supervised Contact Cases (225 end Dec) which equate to 711 (756 end Dec) supervised contact sessions a month. 335 (343 end Dec) children are currently open to the service.</p> <p><u>Actions being taken:</u>  An exercise is underway reviewing the structure of Children's Services. This will focus on creating capacity to meet additional demand.</p>				
<b>11) Adoption</b>	<b>5,282</b>	<b>5,052</b>	<b>373</b>	<b>7%</b>
<p>The Adoption budget is forecasting a £373k over spend. This is an increase of £125k since last month due to a £60k increase in the forecast of Adoption/SGO allowances and provision of a further two external inter agency placements (£65k) in the adoption budget.</p> <p>In 2018/19 we forecast 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>				
<b>12) Strategic Management – Education</b>	<b>3,943</b>	<b>977</b>	<b>-264</b>	<b>-7%</b>
<p>Mitigations of 264k have been found across the Education Directorate. £178k of this is due to a review of ongoing commitments and using one-off sources of funding to offset pressures emerging across the directorate.</p> <p>The remaining £85k is an over-recovery on vacancy savings due to holding recruitment on a number of vacant management posts while a review of the overall Education structure is undertaken in conjunction with Peterborough.</p>				
<b>13) Schools Partnership Service</b>	<b>420</b>	<b>459</b>	<b>106</b>	<b>25%</b>
<p>Schools Forum took the decision to discontinue the de-delegation for the Cambridgeshire Race Equality &amp; Diversity Service (CREDS) from 1st April 2018, resulting in service closure. The closure timescales have led to a period of time where the service was running whilst staff worked their notice periods. Without any direct funding this led to a resulting pressure of £176k. This will be a pressure in 2018/19 only, and has been partially mitigated by underspends in other areas of the Schools Partnership Service.</p>				

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
<b>14) SEND Specialist Services</b>	<b>51,867</b>	<b>55,566</b>	<b>9,231</b>	<b>18%</b>

#### **SEND Specialist Services (0-25 year)**

The SEND service is forecasting a £9.2m overspend in 2018/19. £8m of this pressure is Dedicated Schools Grant expenditure which will be managed within the overall DSG resources and carried forward as a deficit balance into 2019/20. £1.2m of this is a base budget pressure on the Council's bottom line. We saw a net increase of 500 Education, Health and Care Plans (EHCPs) over the course of the 2017/18 academic year (13%) and have been averaging an additional 10 EHCPs a week throughout the 2018/19 academic year. This increase in numbers, as well as an increase in complexity of need, has caused pressures across all elements of the SEN budget:

#### **High Needs Top Up Funding - £4.46m DSG overspend**

As well as the overall increases in EHCP numbers creating a pressure on the Top-Up budget, the number of young people with EHCPs in Post-16 Further Education is continuing to increase significantly as a result of the provisions laid out in the 2014 Children and Families Act. This element of provision is causing the majority of the forecast overspend on the High Needs Top-Up budget.

#### **Funding to Special Schools and Units - £2.59m DSG overspend**

As the number of children and young people with an EHCP increase, along with the complexity of need, we see additional demand for places at Special Schools and High Needs Units. The extent of this is such that a significant number of spot places have been agreed and the majority of our Special Schools are now full.

#### **SEN Placements - £0.3m DSG overspend**

The SEN Placements forecast overspend has decreased by £0.250m this month, the majority of which is due to increased contributions from partners. The overspend is due to a combination of factors, including:

- Placement of one young person in out of county school 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.
- We are currently experiencing an unprecedented increase in requests for specialist SEMH (social, emotional and mental health) provision. Our local provision is now full, which is adding an additional demand to the high needs block.

The 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.

In addition, there are six young people not able to be placed in county due to lack of places in SEMH provision. Some of these young people will receive out of school tuition package whilst waiting for a suitable mainstream school placement, with support. Others have needs that will not be able to be met by mainstream school, and if no specialist places are available in county, their needs will have to be met by independent/out county placements.

#### **Out of School Tuition - £0.8m DSG overspend**

The forecast overspend has increased by £0.5m this month due to a combination of extended provision and also new tuition packages being put in place due to placement breakdowns. This is a continuation of the current theme experienced to date this financial year, resulting in a higher number of children accessing tuition packages 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.

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.

#### **SEND Specialist Services - £1.02m overspend, £0.126m DSG underspend £1.2m base budget overspend**

SEND Specialist Services is reporting a £1.02m pressure. This is made up of

- Educational Psychologists – Educational Psychologists have a statutory role in signing off EHCPs. Increasing demand for EHCPs, along with recruitment issues meaning that costly locum staff are being used, creating a pressure on the budget.
- Access & Inclusion – there has been an increase in the number pupils without EHCPs being excluded leading to Out of School tuition being required. This has led to a pressure on the Access & Inclusion budget.
- Under-recovery on income generation – increased demand across the service has reduced the capacity of staff to leading to an under-recovery on income generation.

#### **Early Years Specialist Support - £0.13m DSG overspend**

Early Years Specialist Support is reporting a £130k pressure. This is due to a combination of tribunal decisions resulting in two high cost provisions being agreed, as well as legal costs incurred over and above the service's SLA.

#### **Mitigating Actions:**

In order to mitigate these pressures the following actions are being taken:

- A focus on financial control including a detailed analysis of high cost expenditure to assess whether the current level support is required and, if so, whether the support could be provided in a more cost-effective manner
- An overall review of SEND need across Cambridgeshire, the available provision, and the likely need in future years. This work will inform decision around the development of new provision to ensure that more need can be met in an appropriate manner in county, reducing the number of children and young people who are placed in high-cost, independent or Out of County provision. This will include working with FE providers to ensure appropriate post-16 provision is available.
- Proposal to create an in-house "bank" of teachers, tutors, teaching assistants or specialist practitioners and care workers in order to achieve a cost of providing out of school tuition.
- Move to a dynamic-purchasing system for SEN Placements and Out of School Tuition to provide a wider, more competitive market place, reducing unit costs
- 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.
- A review of the Educational Psychologist offer, including a focus on recruiting permanent staff to mitigate the high locum costs.



Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
<b>15) 0-19 Organisation &amp; Planning</b>	<b>3,742</b>	<b>3,244</b>	<b>-200</b>	<b>-5%</b>
<p>0-19 Organisation &amp; Planning is currently forecasting a £200k surplus due to a combination of income over recovery and vacancy savings. £150k of this surplus is council revenue budget, the remaining £50k is Dedicated Schools Grant.</p> <p>Attendance and Behaviour is reporting over recovery of £120k. This is due to changes to the Council's attendance processes and criteria for the issuing of Penalty Notices (PNs) for non-school attendance. There has been an increase level in the numbers of PNs being issued and the associated income generated. The remainder of the surplus is due to a combination of charging for academy conversions and an increase in appeals income as well as vacancies within the Admissions service.</p>				
<b>16) Home to School / College Transport – Mainstream</b>	<b>8,742</b>	<b>6,406</b>	<b>300</b>	<b>3%</b>
<p>Home to School Transport – Mainstream is reporting an anticipated £300k overspend for 2018/19. While savings were achieved as part of the annual tender process we have seen significantly higher costs being quoted for routes in some areas of the county than in previous years, which has challenged both our ability to make savings, as well as increasing the cost of any routes which need to be tendered during the course of the year. Where routes are procured at particularly high rates these are agreed on a short-term basis only with a view to reviewing and retendering at a later date in order to reduce spend where possible.</p> <p>There have also been pressures due to a higher than usual number of in-year admissions requests where the local school is full. These situations require us to provide transport to schools further away, outside statutory walking distance. The effect on the Transport budget is taken into account when pupils are placed in-year which is resulting in a smaller pressure on the budget than would otherwise be the case.</p>				
<b>17) Executive Director</b>	<b>802</b>	<b>654</b>	<b>504</b>	<b>63%</b>
<p>The Executive Director Budget is currently forecasting an overspend of £504k. This is mainly due to costs of the Mosaic project that were previously capitalised being moved to revenue.</p> <p>Changes in Children's Services, agreed at the Children's and Young People's Committee, have led to a change in approach for the IT system for Children's Services. At its meeting on 29th May General Purposes Committee supported a recommendation to procure a new Children's IT System that could be aligned with Peterborough City Council. A consequence of this decision is that the Mosaic system will no longer be rolled out for Children's Services. Therefore £504k of costs for Mosaic, which were formerly charged to capital, will be a revenue pressure in 2018/19.</p>				
<b>18) Central Financing</b>	<b>3,504</b>	<b>52</b>	<b>-3,733</b>	<b>-107%</b>
<p>The underspend within the Central Financing policy line reflects the allocation of the £3.413m smoothing fund reserve to support Children's Services pressures, as recommended by CYP Committee and approved by General Purposes Committee. In addition, unused accruals within A&amp;S and Education have contributed a further £250k and £70k respectively.</p>				
<b>19) Financing DSG</b>	<b>-59,680</b>	<b>-49,733</b>	<b>-8,038</b>	<b>-13%</b>
<p>Within P&amp;C, spend of £59.7m is funded by the ring fenced Dedicated Schools Grant. A contribution of £8.04m has been applied to fund pressures on a number of High Needs budgets including High Needs Top Up Funding (£4.46m), Funding to Special Schools and Units (£2.59m), Out of School Tuition (£0.79m), SEN Placements (£0.25m), Early Years Specialist Support (£0.13m), 0-19 Organisation &amp; Planning (-£0.05m) and SEND Specialist Services (-£0.13m).</p>				

### APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £'000
<b>Grants as per Business Plan</b>		
Public Health	Department of Health	293
Better Care Fund	Cambs & P'Boro CCG, and Ministry of Housing and Local Government	26,075
Social Care in Prisons Grant	DCLG	318
Unaccompanied Asylum Seekers	Home Office	2,994
Staying Put	DfE	171
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	978
Adult Skills Grant	Skills Funding Agency	2,123
AL&S National Careers Service Grant	European Social Fund	164
Non-material grants (+/- £160k)	Various	148
<b>Total Non Baselined Grants 2018/19</b>		<b>39,664</b>

Financing DSG	Education Funding Agency	59,680
<b>Total Grant Funding 2018/19</b>		<b>99,343</b>

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

Directorate	Grant Total £'000
Adults & Safeguarding	26,513
Children & Safeguarding	5,678
Education	3,422
Community & Safety	4,050

<b>TOTAL</b>	<b>39,664</b>
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## APPENDIX 4 – Virements and Budget Reconciliation

### Virements between P&C and other service blocks:

	Eff. Period	£'000	Notes
<b>Budget as per Business Plan</b>		<b>239,124</b>	
Strategic Management – Education	Apr	134	Transfer of Traded Services ICT SLA budget to Director of Education from C&I
Childrens' Innovation & Development Service	Apr	74	Transfer of Traded Services Management costs/recharges from C&I
Strategic Management – Adults	June	-70	Transfer Savings to Organisational Structure Review, Corporate Services
Strategic Management – C&S	June	295	Funding from General Reserves for Children's services reduced grant income expectation as approved by GPC
Children in Care	June	390	Funding from General Reserves for New Duties – Leaving Care as approved by GPC
Strategic Management – Commissioning	Sept	-95	Transfer of Advocacy budget to Corporate
Central Financing	Sept	3,413	Financing Items, Use of Smoothing Fund Reserve as per GPC
Children's Centres Strategy	Oct	-12	Transfer of Bookstart contribution to Planning & Economy
Strategic Management – Commissioning	Dec	-14	Children's Commissioning contribution towards CCC Shared Services saving target
Integrated Front Door	Jan	-62	Transfer of Budget from Head of Service - Multi-Agency Safeguarding Hub to Contact centre
<b>Budget 2018/19</b>		<b>243,175</b>	

# APPENDIX 5 – Reserve Schedule as at January 2019

Fund Description	Balance at 1 April 2018	2018/19		Year End Forecast 2018/19	Notes
		Movements in 2018/19	Balance at January 2019		
	£'000	£'000	£'000	£'000	
<b><u>General Reserve</u></b>					
P&C carry-forward	0	0	0	-4,830	Overspend £4,830k applied against General Fund.
<b>subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-4,830</b>	
<b><u>Equipment Reserves</u></b>					
IT for Looked After Children	64	0	64	0	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend)
<b>subtotal</b>	<b>64</b>	<b>0</b>	<b>64</b>	<b>0</b>	
<b><u>Other Earmarked Reserves</u></b>					
<b>Adults &amp; Safeguarding</b>					
Hunts Mental Health	200	0	200	200	Provision made in respect of a dispute with another County Council regarding a high cost, backdated package
<b>Commissioning</b>					
Mindful / Resilient Together	55	0	55	0	Programme of community mental health resilience work (spend over 3 years)
Home to School Transport Equalisation reserve	116	-38	77	0	Equalisation reserve to adjust for the varying number of school days in different financial years
Disabled Facilities	38	0	38	0	Funding for grants for disabled children for adaptations to family homes.
<b>Community &amp; Safety</b>					
Youth Offending Team (YOT) Remand (Equalisation Reserve)	60	0	60	10	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
<b>Education</b>					
Cambridgeshire Culture/Art Collection	153	0	153	140	Providing cultural experiences for children and young people in Cambs
<b>Cross Service</b>					
Other Reserves (<£50k)	42	-42	0	0	Other small scale reserves.
<b>subtotal</b>	<b>664</b>	<b>-80</b>	<b>584</b>	<b>351</b>	
<b>TOTAL REVENUE RESERVE</b>	<b>728</b>	<b>-80</b>	<b>648</b>	<b>-4,479</b>	

Fund Description	Balance at 1 April 2018	2018/19		Year End Forecast 2018/19	Notes
		Movements in 2018/19	Balance at January 2019		
	£'000	£'000	£'000	£'000	
<b><u>Capital Reserves</u></b>					
Devolved Formula Capital	717	0	717	0	Devolved Formula Capital Grant is a three year rolling program managed by Cambridgeshire Schools.
Basic Need	0	27,532	27,532	27,532	The Basic Need allocation received in 2018/19 is fully committed against the approved capital plan. Remaining balance is 2019/20 & 2020/2021 funding in advance
Capital Maintenance	0	0	0	0	The School Condition allocation received in 2018/19 is fully committed against the approved capital plan.
Other Children Capital Reserves	5	1,260	1,265	0	£5k Universal Infant Free School Meal Grant c/fwd.
Other Adult Capital Reserves	56	4,141	4,197	0	Adult Social Care Grant to fund 2018/19 capital programme spend.
<b>TOTAL CAPITAL RESERVE</b>	<b>779</b>	<b>32,932</b>	<b>33,710</b>	<b>27,532</b>	

(+) 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 (Jan 19) £'000	Forecast Outturn (Jan 19) £'000	Total Scheme Revised Budget £'000	Total Scheme Forecast Variance £'000
	<b>Schools</b>					
44,866	Basic Need – Primary	34,189	27,066	32,923	309,849	7,278
35,502	Basic Need - Secondary	36,939	19,768	30,395	274,319	0
1,222	Basic Need - Early Years	1,488	2	1,488	6,126	0
2,400	Adaptations	2,381	2,521	2,600	7,329	0
3,476	Specialist Provision	486	12	516	26,631	6,870
2,500	Condition & Maintenance	2,500	4,766	4,001	11,275	1,225
1,005	Schools Managed Capital	1,599	19	2,947	25,500	0
100	Site Acquisition and Development	100	179	100	200	0
1,500	Temporary Accommodation	1,500	871	954	13,000	0
295	Children Support Services	370	18	415	2,850	75
5,565	Adult Social Care	5,565	5,491	5,565	43,241	0
-12,120	Capital Variation	-10,469	0	0	-58,337	1,651
1,509	Capitalised Interest	1,509	0	1,509	8,798	0
<b>87,820</b>	<b>Total P&amp;C Capital Spending</b>	<b>78,157</b>	<b>60,712</b>	<b>83,413</b>	<b>670,781</b>	<b>17,099</b>

#### Basic Need - Primary £7,278k increase in scheme cost

A total scheme variance of £7,278k 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 2018/19. The scope of the project has changed to amalgamate Eastfield infant & Westfield junior school into a new all through primary. The scheme is currently subject to a further review by the CYP Committee.
- 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 the ESFA 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. The only requirement is spend on a temporary solution at Roundhouse Primary. Wintringham Park scheme will be progressed to provide places.

#### Basic Need - Primary £1,266k slippage

The following Basic Need Primary schemes have experienced slippage in 2018/19 as follows;

- Waterbeach Primary scheme has experienced slippage of £631k due to start on site now being January 2019, a one month delay. The contract length has also increased from 13 to 15 months.

- North West Cambridge (NIAB) scheme has incurred accelerated spend of £50k to undertake initial ground works within the planning permission timescales.
- Wyton Primary has experienced £149k slippage due to slighter slower progress than originally expected.
- St Neots – Eastern expansion has experienced £35k slippage as a proportion of costs will not be due until 2019/20 financial year.
- Ermine Street Primary has experienced £140k slippage due to revised phasing of the scheme.
- Littleport 3<sup>rd</sup> Primary has experienced £180k slippage as the scheme is now not required until September 2021.
- Sawtry Infant School £237k and Sawtry Junior school £178k due to the schemes currently being halted, until the outcome of a planning application for a new housing development is known which could impact scope of provision required.
- Chatteris additional primary places has incurred slippage of £150k due to the delay in the start of works, this will have no impact on the completion date of summer 2020.
- St Ives, Eastfield / Westfield scheme has experienced overall slippage of £480k due to delays in agreeing the scope and the financial envelop of the project. This project is currently subject to a Member review.
- Bellbird Primary, Sawston has experienced £111k slippage due to a 4-5week delay on site arising from delays in co-ordination of the steelwork and beams.

The slippage above has been offset by accelerated expenditure incurred on Meldreth, Fulbourn and Bassingbourn where progress is ahead of originally planned.

Isle of Ely Primary has experienced £432k overspend on the total project budget due to additional cost of soil removal. This cost was approved by corporate property colleagues, but was not budgeted within the original scope of works.

### **Basic Need - Secondary £6,544k slippage**

The following Basic Need Secondary schemes have experienced slippage in 2018/19 as follows;

- Northstowe Secondary & Special has experienced £4,200k slippage due to a requirement for piling foundations on the site, which will lead to an increase in scheme cost and also extend the build time, some initial slippage has been regained due to full works being able to commence on site.
- Alconbury Weald Secondary & Special is, to date, forecast to experience £200k slippage as, currently, there is no agreed site for the construction. Scheme expected to be delivered for September 2022 in line with the timetable set by the ESFA for this new free school scheme.
- Cambourne Village College is not starting on site until February 2019 for a September 2019 completion the impact being £1,599k slippage.
- North West Fringe School; £350k slipped as the scheme has not yet progressed.
- Cromwell Community College has experienced £100k slippage in October 2018 as early highways works to the site have been delayed to enable a bigger highways element to be undertaken in summer 2019.
- Wisbech Secondary scheme has experienced £100k of accelerated spend as works were expected to commence ahead of anticipated schedule, however there has been a further delay due to potential revised scope.

### **Specialist Provision £6,870k increase in scheme cost**

Highfields Special School has experienced £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.

**Adaptations £219k accelerated spend**

Morley Memorial Primary Scheme is experiencing accelerated spend as works is progressing slightly ahead of the original planned timescales. The final accounts will be settled in 2018/19.

**Condition, Maintenance and Suitability £1,501k 2018/19 overspend**

Condition & Maintenance; £1,501k overspend is due a number of unplanned emergency projects requiring urgent attention to ensure the schools concerned remained operational and to maintain schools condition.

**Schools Managed Capital**

The revised budget for Devolved Formula capital has reduced by £123k due to government confirming the funding for 2018/19 allocations.

**Temporary Accommodation £546k 2018/19 underspend.**

£546k underspend in 2018/19 as the level of temporary mobile accommodation was lower than initially anticipated as part of the Business Planning process.

**Children's Minor Works and Adaptions £75k increased scheme costs. £45k 2018/19 overspend.**

Additional budget to undertake works to facilitate the Whittlesey Children's Centre move to Scaldgate Community Centre. There has also been a further increase in the cost of the Scaldgate scheme resulting in an estimated £45k overspend in 2018/19.

**P&C Capital Variation**

The Capital Programme Board recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. As forecast underspends start to be reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up until the point where slippage exceeds this budget. The allocation for P&C's negative budget adjustments has been calculated as follows, shown against the slippage forecast to date:

2018/19					
Service	Capital Programme Variations Budget £000	Forecast Outturn Variance (Jan 19) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Outturn Variance (Jan 19) £000
P&C	-10,469	-6,561	-6,561	62.7	3,908
<b>Total Spending</b>	-10,469	-6,561	-6,561	62.7	3,908



## 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 (Jan 19) £'000	Forecast Funding Variance - Outturn (Jan 19) £'000
24,919	Basic Need	24,919	24,919	0
4,043	Capital maintenance	4,202	4,202	0
1,005	Devolved Formula Capital	2,947	2,947	0
4,115	Adult specific Grants	4,171	4,171	0
5,944	S106 contributions	6,324	6,324	0
833	Other Specific Grants	833	833	0
1,982	Other Capital Contributions	1,982	1,982	0
47,733	Prudential Borrowing	36,881	40,789	3,908
-2,754	Prudential Borrowing (Repayable)	-2,754	-2,754	0
<b>87,820</b>	<b>Total Funding</b>	<b>79,505</b>	<b>83,413</b>	<b>3,908</b>

## APPENDIX 7 – Performance at end of December 2018

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%	87.0%	95.0%	2017/2018	↑	On Target (Green)	n/a	n/a	Performance is improving as the 'Making Safeguarding Personal' agenda become imbedded in practice
% of people who use services who say that they have made them feel safer	Adults & Safeguarding	84.8%	86.3%	83.2%	2017/2018	↓	Within 10% (Amber)	n/a	n/a	Performance has fallen since last year's survey, however the change is not considered statistically significant based on the survey methodology used.
Rate of referrals per 10,000 of population under 18	Children & Safeguarding	37.0	n/a	24.7	Dec	↑	No target	443.5	552.5	The referral rate decreased this month.
% children whose referral to social care occurred within 12 months of a previous referral	Children & Safeguarding	19.5%	20.0%	18.7%	Dec	↑	On Target (Green)	22.6%	21.9%	Re-referrals to children's social care decreased this month. It is 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	36.6	30.0	38.0	Dec	↓	Off target (Red)	41.6	45.3	During December the number of children with a Child Protection plan increased from 492 to 510.
Proportion of children subject to a Child Protection Plan for the second or subsequent time (within 2 years)	Children & Safeguarding	14.6%	5%	21.4%	Dec	↓	Off target (Red)	N/A	N/A	In December there were 9 children subject to a child protection plan for the second or subsequent time.  NOTE: Target added in July 2018.
The number of looked after children per 10,000 population under 18	Children & Safeguarding	56.8	40	57.0	Dec	↓	Off target (Red)	46.3	64	At the end of December there were 767 children who were looked after by the Local Authority and of these 87 were unaccompanied asylum seeking children and young people.
Number of young first time entrants into the criminal justice system, per 10,000 of population compared to statistical neighbours	Community & Safety	2.18	n/a	1.13	Q2	↑	No target			Awaiting comparator data to inform target setting

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
ASCOF 2D: % of new clients where the sequel to Reablement was not a long-term service.	Adults & Safeguarding	92.9%	77.8%	93%	2017/2018	↑	On Target (Green)	n/a	77.8%	Performance continues to improve, and is well above the national average.
Average monthly number of bed day delays (social care attributable) per 100,000 18+ population	Adults & Safeguarding	153	114	157	Nov-18	↑	Off target (Red)	n/a	n/a	<p>In November 2018, there were 921 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 680 delays – a 35% increase. The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles &amp; 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>

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
Proportion of requests for support where the outcome was signposting, information or advice only	Adults & Safeguarding	39.7%	55.0%	44.1%	2017/2018	↑	Off target (Red)	n/a	n/a	Performance at this indicator is improving as Adult Early Help & Neighbourhood Cares teams employ use of community and voluntary resources. Recording of these types of services is also improving as contact outcomes are recorded with more detail in Mosaic.
Number of new people receiving long-term care per 100,000 of population	Adults & Safeguarding	228.4	408	289.6	2017/2018	↓	On Target (Green)	n/a	n/a	Although a greater number of people went on to receive long-term care compared to the previous year, the numbers compare favourably to target which is based on average rate for local authorities in the Eastern region.
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Adults & Safeguarding	164.8	282.0 (Pro-rata)	195.6	Sep*	↑	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> <p>*No new data is currently available for this measure during ongoing migration of service data to Mosaic system.</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	49.90	n/a	49.54	Q2	↑	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 service users (18-64) with a primary support reason of learning disability support in paid employment (year to date)	Adults & Safeguarding	1.4%	3.0% (Pro-rata)	1.4%	Sep*	→	Off Target (Red)	n/a	n/a	<p>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.</p> <p>(N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)</p> <p>*No new data is currently available for this measure during ongoing migration of service data to Mosaic system.</p>

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 in paid employment	Adults & Safeguarding	12.6%	12.5%	14.1%	Dec	↑	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	68.0%	72.0%	68.0%	Sep*	→	Within 10% (Amber)	n/a	n/a	Performance is slightly below target, but improving generally.  *No new data is currently available for this measure during ongoing migration of service data to Mosaic system.
Proportion of adults in contact with secondary mental health services living independently, with or without support	Adults & Safeguarding	81.3%	75.0%	81.3%	Dec	→	On Target (Green)	n/a	n/a	Performance is above target.
Proportion of adults receiving Direct Payments	Adults & Safeguarding	23%	27%	23.0%	Dec	→	Off target (Red)	n/a	n/a	Target has been increased in line with the average of local authorities in the Eastern region causing performance to fall more than 10% short of the new target. Performance is slightly below target, and continues to fall gradually.

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 carers who are satisfied with the support or services that they have received from social services in the last 12 months	Adults & Safeguarding	41.6%	38.9%	35.1%	2016/2017	↓	Within 10% (Amber)	38.9%	39.0%	Performance at this indicator is calculated using data from the biennial carer survey. The 2018-2019 survey is currently underway.

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	63.4%	70.0%	70.6%	Dec	↑	On Target (Green)			Performance has improved significantly this month and has gone above target
Number of young people who are NEET, per 10,000 of population compared to statistical neighbours	Children & Safeguarding	254.0	n/a	256.0	Dec	↓	No target	213.8	271.1	The rate increased against the previous reporting period. The rate remains higher than statistical neighbours.



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	738.00	n/a	567	Q2	↑	No target	524		The figure for Q2 is lower than Q1 however it is higher than statistical neighbours
KS2 Reading, writing and maths combined to the expected standard (All children)	Education	58.7%	65.0%	61.4%	2017/18	↑	Within 10% (Amber)	64.7% (2017/18)	64.4% (2017/18)	2017/18 Performance increased but remains below that of the national average.
KS4 Attainment 8 (All children)	Education	47.7	50.1	48.0	2017/18	↑	Within 10% (Amber)	48.2 (2017/18)	46.5 (2017/18)	<p>The 2017/18 Attainment 8 average score increased by 0.3 percentage points in comparison to 2016/17. This is now 2.1 percentage points away from reaching our target.</p> <p>Cambridgeshire is currently 1.5 percentage points above the England figure which remained the same as the 2016/17 figure.</p> <p>The 2017/18 statistical neighbour average increased by 0.7 percentage points.</p>

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 Persistent absence (All children)	Education	9.2%	8.5%	8.9%	2016/17	↑	Within 10% (Amber)	10.0%	10.8%	2016/17 Persistent absence has reduced from 9.2% to 8.9% and is below both the statistical neighbour and national averages.
% Fixed term exclusions (All children)	Education	3.47%	3.7%	3.76%	2016/17	↓	On target (Green)	4.30%	4.76%	The % of fixed term exclusions rose by 0.5 percentage points in 2016/17 in comparison to the previous year. This is well below the statistical neighbour average and the national figure.
% receiving place at first choice school (Primary)	Education	93.2%	93.0%	94.7%	Sept-18	↑	On target (Green)	91.2%	91.0%	Performance increased by 1.5 percentage points in comparison to the previous reporting period and is above both the statistical neighbour average and the national figure.
% receiving place at first choice school (Secondary)	Education	92.5%	91.0%	87.8%	Sept-18	↓	Within 10% (Amber)	87.2%	82.1%	<p>Performance fell by 4.7 percentage points in comparison to the previous reporting period although it remains above both the statistical neighbour average and the national figure.</p> <p>The statistical neighbour average fell 1.2 percentage points and the national figure fell by 1.4 percentage points in the same period.</p>

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 2 year olds taking up the universal entitlement (15 hours)	Education	66.7%	75.0%	70.7%	Autumn term 2018	↑	Within 10% (Amber)	73.3% (2018 academic year)	71.8% (2018 academic year)	<p>Performance increased by 4 percentage points in comparison to the previous figure for the summer 2018 term. The annual figure reported by the DFE is 68% for 2018 which below both the statistical neighbour average and the England average. The previous figure for 2017 was 79%.</p> <p>The DFE estimate there were 1700 Cambridgeshire two year olds eligible for funded early education in 2018. Of those eligible there were 1140 two year olds taking up the funded early education. 95.6% of these met the economic basis for funding criteria. The remaining 4.4% of two years olds met the criteria on a high-level SEN or disability basis or the looked after or adopted from care basis.</p>
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Primary Schools)	Education	82.0%	90%	82.0%	Dec-18	→	Within 10% (Amber)	88.2%	87.3%	<p>Performance has increased by remained the same as the previous month. Both the national figure and the statistical neighbour figures have also remained the same.</p>

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 (Secondary Schools)	Education	91.0%	90%	91.0%	Dec-18	➔	On target (Green)	84.9%	80.1%	<p>Performance has remained the same since last month and is now above the target and nearly 10 percentage points above the national average.</p> <p>The statistical neighbour figure has increased by 0.3 percentage points and the national figure has decreased by 0.2 percentage points.</p>
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Special Schools)	Education	87.0%	100%	87.0%	Dec-18	➔	Off target (Red)	93.4%	93.7%	<p>Performance has remained the same since last month.</p> <p>There are currently 2 schools which received an overall effectiveness grading of requiring improvement and 137 pupils attend these schools in total.</p> <p>The statistical neighbour figure has decreased by 0.5 percentage points and the national figure has decreased by 0.2 percentage points.</p>
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Nursery Schools)	Education	100%	100%	100%	Dec-18	➔	On target (Green)	100%	97.9%	<p>Performance is high and has remained the same as the previous month. The national figure and the statistical neighbour average both remain unchanged.</p>

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



**SERVICE DIRECTOR'S REPORT MARCH 2019: CHILDREN AND SAFEGUARDING**

**To:** Children and Young People

**Meeting Date:** 12<sup>th</sup> March 2018

**From:** Executive Director People and Communities.

**Electoral division(s):** All

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

**Purpose:** To provide Members with an update on the impact of the recent changes within children's social care services, and an update on the outcome of the Inspection of children's services by Ofsted under the Inspection of Local Authority Children's Services framework, which took place between January 7-18 2019.

**Recommendation:** The Committee is asked to:

- a) Note the content of this report and the outcome of the recent Ofsted inspection, recognising that this was in line with our self-assessment;
- b) Record their thanks to all staff in children's services for their continuing commitment and dedication to securing the best outcomes for vulnerable children, young people and their families;
- c) Agree in principle to exploring ways in which we can improve recruitment and retention of particular roles in certain areas, in partnership with Adult Services;
- d) Agree in principle to continuing exploration of developing the Family Safeguarding approach in Cambridgeshire, including seeking transformation funding if necessary.

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## **1. BACKGROUND**

- 1.1. The main focus of this report is on the recent inspection of children's services by Ofsted under the Inspection of Local Authority Children's Services [or 'ILACS'] inspection framework. This was an unannounced inspection that took place between 7-18 January 2019 inclusive. The report following this inspection was published on 18 February 2019 and is attached as Appendix 1 to this report.
- 1.2. This report summarises the main findings from the inspection. It concludes by highlighting areas for development identified by Ofsted through the inspection process, and arrangements for ensuring that these are addressed.

## **2. MAIN ISSUES**

### **Inspection of Children's Services by Ofsted**

- 2.1. The unannounced inspection took place between 7-18 January 2019. Inspectors were off site for the first week, interrogating Cambridgeshire performance information and conducting a range of background telephone interviews with key Members and Officers. Interviews took place with the Leader, the Chairman of the Children and Young People Committee, the chair of the Local Safeguarding Children Board and the Chief Executive of the Council. Inspectors also used this time to undertake a considerable amount of background reading about children's services in Cambridgeshire including, for example, previous reports to this Committee.
- 2.2. It is during this first week that inspectors formulate their key lines of inquiry that they then go on to test during the week they spend on site. In Cambridgeshire, the lines of inquiry included understanding the reasons behind and impact of the recent changes to children's social care through the Change for Children programme, the impact of high caseloads in some parts of the service, the effectiveness of management oversight and supervision and the underlying reasons for our higher than expected numbers of children in care.
- 2.3. The last time that Cambridgeshire was fully inspected was in 2014 under the then Single Inspection Framework, or 'SIF'. The outcome at that time was that the overall judgement was 'Good', but the sub-judgement for children in need of help and protection was 'Requires Improvement to be Good'. This is an unusual outcome; the safeguarding judgement is usually considered to be limiting – in other words, a finding of Requires Improvement in this area would usually limit the overall judgement to 'Require Improvement'.
- 2.4. The ILACS inspection is a very different framework to the SIF. The new framework assesses the impact of children's services almost entirely by assessing the quality of individual work with children and families. Accordingly, almost all the time that inspectors spend on site is spent discussing cases with front line practitioners, or auditing the quality of case files. This is in contrast with the SIF, where they would also spend a considerable time meeting senior staff, staff from partner agencies and so on.
- 2.5. As an inspection framework, the ILACS approach is very good; it provides the most



accurate assessment of the effectiveness of children's services by comprehensively analysing the impact of services on improving the lives of children. Unlike the previous framework, there is really no place to hide, and no opportunity to put a positive spin on the quality of services without being able to provide evidence to back this up.

2.6. The overall findings of the inspection of Cambridgeshire were as follows:

- The impact of leaders on social work practice: Good
- The experience and progress of children who need help and protection: Requires Improvement to be Good;
- The experience of children in care and care leavers: Requires Improvement to be Good;
- Overall effectiveness: Requires Improvement to be Good.

2.7. The full report is attached to this report as Appendix 1 and details Ofsted's evidence for these judgement outcomes.

2.8. Inspectors were very positive about the practitioners and other staff they spoke to during the inspection. They thought that our workforce was highly committed and highly skilled. They also found our staff to be almost universally positive about the recent changes to the structure of children's social care services that were implemented on 1 November 2018.

2.9. Inspectors said that our approach to managing the recent large-scale re-structuring of children's social care was an intelligent and evidenced-based one, drawing on a range of evidence sources in order to ensure that the decisions being made were the correct ones. They pointed to the peer review of the Integrated Front Door and MASH and the work commissioned by Oxford Brookes University as examples of this. They also praised the way that members of staff were engaged throughout the process.

2.10. Inspectors said that these changes, including the development of the alternatively qualified children's practitioner roles, provide a strong foundation on which Cambridgeshire children's services can build an improved service in terms of delivering consistently good outcomes for vulnerable children and young people.

2.11. Importantly, inspectors could also see the significant contribution made by Members in supporting the change programme, including the support by this Committee. They could see how scrutiny and recommendations by this committee assisted, for example, in successful bids for additional transformational funding from the General Purposes Committee to ensure that the necessary change programme was supported by the required investment.

2.12. Ordinarily, Ofsted would expect that a self-assessment is available to them prior to any inspection. They use this to ascertain whether senior leaders have an accurate understanding of how well children's services are delivering positive impact for vulnerable children, young people and their families. This is usually drafted between January and March of each calendar year. The timing of our inspection meant that they did not have such an assessment. It was therefore helpful that they were able to

access the report to this Committee in December 2018 that detailed the progress relating to the implementation of the Change for Children programme to date.

- 2.13. The December 2018 Committee report helped to evidence that Members as well as senior officers had an accurate understanding of the impact of children's services, and the continuing areas where improvement was needed. Inspectors said that it was clear that there was a very good understanding of the issues facing children's services at all levels within the organisation.
- 2.14. As can be seen from the full inspection report, inspectors agreed that the changes implemented in November 2018 provide a strong foundation to address some long-standing issues in children's services in Cambridgeshire.
- 2.15. They were impressed by the Integrated Front Door, which includes the Multi-Agency Safeguarding Hub [MASH], the Early Help Hub, and the Missing, Exploited and Trafficked [MET] Hub. Members will recall that the peer review that took place in March 2018 endorsed our assessment of the need for far-reaching changes within the Integrated Front Door. Because these changes needed to be included in the larger re-structure and included moving resources to the Customer Service Centre at St Ives, the new MASH arrangements actually only went fully live on 21<sup>st</sup> December 2018, just before the Christmas closedown.
- 2.16. Despite this very recent implementation, inspectors thought that the new arrangements were already working well, with decisions about referrals being made quickly and appropriately. They thought the links between the Early Help Hub and MASH were effective. They were also impressed by the MET hub as well as the arrangements for sharing and actioning information about adults at risk from domestic abuse and about young people at risk from sexual and other forms of exploitation.
- 2.17. Inspectors agreed that the new arrangements for managing child protection enquiries were also working well, with good engagement by partner agencies. This is important as it is an endorsement of our decision to manage this process within the new specialist assessment teams that operate in each district. Child protection enquiries were previously managed within a county-wide First Response Team, located within the Integrated Front Door, the effectiveness of which – together with the previous model of the MASH - was compromised by high levels of staff turnover and vacancies.
- 2.18. Inspectors spent a considerable amount of their fieldwork time with the assessment and children's teams in Cambridge City and South Cambridgeshire. These are the teams where recruitment challenges have been most significant for a considerable period. At the time inspectors visited, these teams were also awaiting children's practitioners to join, as these posts were recruited externally.
- 2.19. Staff vacancies, combined with the need to create space in the new assessment teams, meant that at the time of the inspection there were some very high caseloads in these teams. Inspectors have rightly said that we must do all we can to bring caseloads down to acceptable levels. They praised staff and managers in these teams for ensuring that children were safe, despite the high caseloads, but also found that while teams were doing the urgent and important work, they did not have the space to

complete assessments and progress plans for children in a timely way.

- 2.20. In teams where caseloads were lower, inspectors found a good range of work being completed with children and their families including, for example, in the children with disability teams and some of the children in care teams.
- 2.21. Caseloads are reducing in Cambridge City and South Cambridgeshire, but inspectors are of course correct to identify high caseloads as an issue that affects quality and consistency of work. Addressing this will require some further detailed consultation around possible options, which may need to include consideration of retention payments for teams or areas where recruitment is most challenging. It should be noted, however, that any such proposals would need to be supported by detailed business cases and would require careful HR advice as well as consultation with unions.
- 2.22. Inspectors were positive about the new adolescent teams established as part of the change for children programme. They thought these teams offered opportunities for us to enhance our work with vulnerable young people, joining up with the MET Hub and our Young People's Workers and targeted early help services.
- 2.23. They agreed with our assessment that children in need and children in care managed within the 'whole-life' unit model were those who were most likely to have experienced delays in the progress of plans for them. They also agreed that young people leaving care did not receive the attention they deserved in the previous model of 14-25 teams, where they were competing against the needs of younger people who were still in care.
- 2.24. Inspectors said that they could already see some impact from the changes we have made to our support of care leavers and children in care. That said, they also identified that there remain a number of children in care for whom we need to address past delays in care planning.
- 2.25. It is also important to note that inspectors identified that there was an increasing use of quality assurance processes to support improved practice. These approaches included increased use of management and thematic audits, and that they could see how these are being used to direct support to areas as needed. Inspectors also, however, continued the theme picked up in the focused visit in 2018 that our work with children did not feed into developing plans that are appropriate to meet their needs.
- 2.26. The report made the following recommendations for things that we need to improve quickly:
  - The capacity of social work teams to complete work to a consistently good standard and to ensure that children and families receive the help they need as quickly as possible;
  - The consistency and quality of direct work undertaken with children, and how well this is used to inform help and support for them and their families.
  - The frequency, quality and impact of management supervision of social work practice.
  - The effectiveness of arrangements to promote health and education and to secure

permanence for children in care.

- The relatively high numbers of children missing education.

### **Addressing capacity issues**

- 2.27. As noted above, recruitment and retention issues continue to affect some teams. This may mean that we need to explore whether some incentives are required in order to attract workers to some locations and/or teams. Any such work will need to include HR colleagues and discussions with trade unions, as well as further agreement by Members.
- 2.28. It is important to note, however, that addressing capacity is not only about staffing. It is also about ensuring that work flows through the system in a timely way. Inspectors identified that work with children in need was most likely to be delayed where capacity issues exist. This is part of the reason behind the introduction of children's practitioner roles in our teams – alternatively qualified workers who can undertake case-holding responsibility for children in need under appropriate circumstances. Once these roles become established across the county, these practitioners will be in a better position to progress plans for children in need than social workers who are also going to be working with children on child protection plans and in proceedings.
- 2.29. Experience elsewhere suggests that this approach means that children in need receive a better, more timely and more consistent service, enabling the family issues to be resolved more quickly, and for them to be stepped down to targeted and universal support services.
- 2.30. It is notable that the number of children open as children in need in Cambridgeshire as of the end of January 2019 appears high when compared with similar authorities, implying that this is not just about vacancies and staffing, but also about throughput.

### **Improving the consistency and quality of direct work with children**

- 2.31. Clearly caseloads are a factor in the quality of direct work with children, young people and their families. There is also a theme, however, that runs through the Oxford Brookes research into outcomes for children in care, the focused visit by Ofsted into the progress being made by children in need and in need of protection in 2018 and in this most recent inspection. This theme is that while our social workers know their children well, and while there is often a considerable amount of direct work with children, assessments and plans have a tendency to be too adult focused, and there is less understanding of the impact of our work on the lives of vulnerable children and young people.
- 2.32. The increased management oversight and challenge that is now in place following our move to specialist teams in November 2018 will help to address this, with managers accountable for ensuring that the work undertaken by practitioners is delivering clear impact for children.
- 2.33. Members will also be aware, however, that we have developed our new structure to be Family Safeguarding ready. Under this model, adult practitioners experienced in working with mental health, substance and alcohol misuse issues and domestic abuse

join children's social work teams. These practitioners are able to focus on the difficulties that parents in the families are experiencing and that are impacting on the child, while social workers can concentrate on understanding the lived experience of the child, and ensuring that the multidisciplinary plan to affect change is having positive impact for the children in the family.

- 2.34. The Government has indicated that it will actively promote Family Safeguarding, and is preparing to make funding available to support implementation in a number of authorities. It is recommended that senior officers continue to explore the feasibility of introducing the Family Safeguarding approach in Cambridgeshire, and to apply for funding to support implementation should this become available. In the event that there is no government funding available to support development in Cambridgeshire, implementation is likely to require some transformation funding to meet the initial costs of the adult-facing workers in the children's teams.

### **Increasing the frequency, quality and consistency of management supervision**

- 2.35. This is one of the fundamental reasons why we decided to move away from the unit model; consultant social workers being responsible for caseloads of their own were always going to struggle to combine this with supervising and overseeing the work of other practitioners in their teams. As the new team managers become settled into their roles, this is an area where we expect to see significant and quite rapid improvement.
- 2.36. We also expect to see evidence of increased oversight through other means. We have established clear expectations around auditing of work by managers as well as a programme of thematic audits that are carried out by our quality assurance service. Inspectors were impressed with the way in which we are now using audits in order that we are ensuring that the service is effective as well as in helping us to know where to target training and support.
- 2.37. We also expect to see a significant increase in the use of pre-proceedings, which is the stage before issuing care proceedings. Use of this approach in Cambridgeshire is currently low. Increased use is likely to reduce the number of children in proceedings as it provides families with a last opportunity to address issues before proceedings are issued. Families are able to access legal aid at this stage, and in up to a third of cases, recognise the extreme seriousness of the situation and take steps to address the concerns. Where this is not the case, the fact that most assessments and other work is completed prior to any court process means that where proceedings are still issued, these are of shorter duration, reducing the period of uncertainty experienced by children and families alike and reducing legal and other associated costs.

### **The effectiveness of arrangements to promote health and education and to secure permanence for children in care**

- 2.38. Inspectors acknowledged that we have recently reviewed the effectiveness of our virtual school for children and young people in care, and that we are currently implementing changes as a result. They said that it was too soon to see the impact of these changes, and that the Personal Educational Plans they saw varied in quality, with a significant minority not meeting the needs of children in care well.

- 2.39. We expect that performance in this area will also be improved by the development of our dedicated corporate parenting service, and specialist teams for children in care. As noted elsewhere, this change as part of the restructure implemented in November 2018, was because we had identified that progress for children in care was not being sufficiently well prioritised under the preceding whole-life unit model.
- 2.40. Similar observations are to be made in relation to promoting the health of children in care. In terms of ensuring that the broader health needs of children in care are met, the move to dedicated children in care teams will begin to have a significant impact in this area as they become established.
- 2.41. Another aspect of the issue identified by Ofsted was that too few of our children in care have an initial health assessment within 20 working days, and we are working with health colleagues to improve this where we can. Achieving this target can present challenges however, particularly where children and young people are placed outside the county. Local health services elsewhere understandably tend to prioritise local children and young people.

### **The relatively high numbers of children missing education**

- 2.42. We have a thorough process in Cambridgeshire for identifying missing children from school (CME) and we only remove them from the CME register when we are completely satisfied that either children have been accounted for or we have satisfied the government process for removing these placements.
- 2.43. While this may mean our numbers appear to be higher than average, this is because we are keeping a close eye on these children. That said, following the inspection findings, we will now begin to focus on particular localities where we see higher numbers of children missing from school and ensure we focusing on how services are working together in schools to highlight the challenge schools causing concern create. We also intend adding a performance measure around CME that includes national and local comparators to assist in monitoring performance.

### **Summary and next steps**

- 2.44. It is clear that inspectors agreed that the changes that we have made across children's social care were required in order to secure sustainable improvements in outcomes for vulnerable children and young people including our children in care. Inspectors thought that these changes had been backed by a secure evidence base, were intelligent, had strong political and whole Council backing, and that the change management process had been well managed. They also confirmed that our practitioners were almost universally positive about the change programme.
- 2.45. While they were positive about the changes, the timing of the inspection meant that the visible impact of them on outcomes for children was limited, given that the changes had only been implemented in November 2018.
- 2.46. As noted in other reports, there is a good range of early help and edge of care services in Cambridgeshire. Each district has a number of young people's workers and family workers able to work with families in a holistic way in order to address issues and prevent children and young people from needing services from children's social care

services.

- 2.47. The changes implemented in April 2017 that brought early help services into a district structure alongside children's social care has resulted in these services becoming much more targeted on those with the most complex needs including young people on the edge of care. This means that valuable resources are deployed to support the most vulnerable, as is right.
- 2.48. Our early help services are now in a very good position to support the work of our children's social care services, and in particular, provide a good service to children and young people on the edge of care. Our new Adolescent Teams were, for example, praised by inspectors as having real potential to achieve positive outcomes for the most vulnerable young people – those likely to be at risk of exploitation, involvement in offending behaviour and at greatest risk of coming into care. The teams work very closely with the Missing, Exploited and Trafficked Hub, also highly praised by inspectors, ensuring that the teams have access to the best information about patterns of risk that might impact on the young people for whom they are responsible.
- 2.49. Practitioners within these teams are from a mixture of professional backgrounds that include youth and social work. Because they are not also responsible for a caseload that includes younger children who may be at greater immediate risk within their own families, practitioners within these teams are able to focus on building supportive relationships with the vulnerable young people concerned, something that takes time and high levels of commitment but is ultimately what is needed in order to effect change.
- 2.50. Partner agencies in Cambridgeshire that are focused on reducing risks for vulnerable young people are increasingly exploring the concept of contextual safeguarding. This approach was developed in by the University of Bedfordshire and recognises the limitation of seeking only to deliver interventions within a family setting when a young person is at risk of harm and where that risk is posed by external factors. The approach includes an understanding of the contexts within which young people operate. For some young people, their peer group becomes much more influential than their family in determining their decision making. Peer group development is often in turn influenced by the neighbourhood and school contexts.
- 2.51. Practitioners working with young people and their families therefore need to consider the impact of relationships and contexts over which they may not have direct influence. Where a particular area of fast-food outlets has become associated with groups of young people congregating and being groomed by others into, for example, involvement in the supply of drugs, the most effective interventions must include activities that disrupt this particular neighbourhood context.
- 2.52. A further team within children's social care services – the Reunification and Placement Stability Team - works to support young people to return home from care, which is another important element of any comprehensive response to children and young people on the edge of care. A significant number of children and young people come into the care system for a period of time before returning home. A number of these may be in care for a period of time and are likely to require support during and after the

transition to back to their parents' care if the return home is to be successful in the long term. This team uses an approach based on the NSPCC framework in its work in this area.

- 2.53. The team is also available to respond quickly where there are signs that a placement may be under pressure, which might in turn lead to a placement breakdown. Placement breakdowns lead to disruptions in relationships for the children and young people concerned, and can lead to a downward spiral where the child becomes less trusting of the next carers, leading them to test their commitment through increased challenging behaviour. This in turn increases the risk that this new placement will also come to an unplanned end, resulting in the need for ever more specialist [and higher cost] placements, and resulting in poorer outcomes.
- 2.54. As part of the change for children programme, children's services also received some transformational funding to support the development of enhanced family meetings, known as Family Group Conferences. These meetings will be independently chaired, and involve the broader family and friendship network meeting to discuss and agree a family plan that can protect and support children who would otherwise be at risk of coming into care. These meetings also identify any relatives who may be available to provide a permanent home to the child should the family plan not be successful in safeguarding the child or young person concerned. This approach will be in place from the next financial year.
- 2.55. The Positive Behaviour Support Service, meanwhile, focuses on supporting children and young people with complex needs arising from learning disabilities and autistic spectrum disorders to be able to remain at home with their families. This service is also having considerable impact, and is helping to avoid the use of very high cost specialist placements that are also often far from Cambridgeshire.
- 2.56. It is clear that this wide range of targeted prevention and early help services together with the new and effective structure now in place for children's social care, provides a very strong base from which to achieve consistently good outcomes for vulnerable children and young people.
- 2.57. That said, it is important that we continue to ensure that our services continue to develop in line with evidence of approaches that are most likely to result in best outcomes for children and young people, and it is with this in mind that we will continue to explore adopting the Family Safeguarding model in Cambridgeshire.
- 2.58. Ofsted requires us to provide them with an action plan specifically focused on those areas where they have identified that improvements are required. We will also develop an internal plan that addresses other areas identified within the inspection as areas where improvements can be made, but which were not specifically highlighted for action in the inspection report.
- 2.59. Progress against this plan will be regularly reviewed by the senior leadership team, and regular reports will be provided to the Children and Young People's Committee so that Members are aware of progress and can provide support and challenge in any areas where this may be required.



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

#### **3.1 A good quality of life for everyone**

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

- Supporting vulnerable children and young people to achieve the best possible outcomes has longer term benefits for them as well as to the wider population. Where children are enabled to remain safely with their families or provided with good quality care, they are most likely to develop resilience and be more likely to remain in good physical, mental and emotional health, make better quality relationships and contribute more to the community.

#### **3.2 Thriving places to live**

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

- Promoting the best outcomes for children and young people means that they are most likely to make a positive economic and social contribution into adulthood.

#### **3.3 The best start in life for Cambridgeshire's children**

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

- A children's services that is effective overall will ensure that vulnerable children and young people are supported to achieve good outcomes;
- Where children and young people are identified as being at risk of harm, children's services take action in order to ensure that these risks are minimised;
- As corporate parents, we share responsibility for ensuring that our children and young people in care and young people leaving care are able to access the best possible support in order to achieve good long term outcomes.

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

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

- Ofsted identified that caseloads are an issue that needs to be addressed. This is about both ensuring that work progresses through the system effectively, but it is also about ensuring that there are staff in post to undertake the work;
- This may mean that children's services in partnership with the broader Council needs to review the appropriateness of current levels of vacancy savings to ensure that these do not conflict with the requirements set out by Ofsted;
- Any reduction in vacancy savings targets would need to be offset by savings to be made elsewhere;
- It is also the case that in comparative terms, children's services in

Cambridgeshire is a relatively high spender meaning that any additional funding, whether to reduce vacancy factor or to develop the Family Safeguarding approach, would need to be time limited and able to evidence return based on reduced demand in the future.

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

*There are no significant implications within this category.*

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

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

- The Council has a variety of statutory duties relating to children and young people in need, in need of protection and in care, and in ensuring that this group of children and young people are supported to achieve good outcomes.
- The Ofsted inspection assists senior officers and Members in ensuring that any changes needed in order to meet these statutory duties are identified, and appropriate action taken.

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

*There are no significant implications within this category*

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

*There are no significant implications within this category*

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

*There are no significant implications within this category.*

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

Children's safeguarding services work closely with services commissioned by public health (for example: health visiting, school nursing, mental health, lifestyle services) and it is important that children in contact with these services have good health outcomes

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Martin Wade
<b>Have the procurement/contractual/Council Contract Procedure Rules implications been cleared by Finance?</b>	Yes or No Name of Financial Officer: N/A

<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Fiona McMillan
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Lou Williams
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Jo Dickson
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Lou Williams
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Dr Liz Robin

<b>Source Documents</b>	<b>Location</b>
<b>Children and Young People Committee 4 December 2019: Item 12 – Review of Implementation of Change for Children programme, including development of a shared service across Cambridgeshire and Peterborough</b>	<a href="https://cambridgeshire.cmis.uk.com/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/833/Committee/4/SelectedTab/Documents/Default.aspx">https://cambridgeshire.cmis.uk.com/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/833/Committee/4/SelectedTab/Documents/Default.aspx</a>



# Cambridgeshire

## Inspection of children's social care services

**Inspection dates: 14 January 2019 to 18 January 2019**

**Lead inspector: Dominic Stevens**  
**Her Majesty's Inspector**

<b>Judgement</b>	<b>Grade</b>
The impact of leaders on social work practice with children and families	Good
The experiences and progress of children who need help and protection	Requires improvement
The experiences and progress of children in care and care leavers	Requires improvement
Overall effectiveness	Requires improvement

Since the last inspection, changes of senior leadership, restructuring of services, rising demand and challenges in recruiting enough social workers have had a negative impact on how well and how quickly children and their families receive help and support. Leaders have recognised this and have taken a series of well-considered actions, backed by financial investment, which have begun to improve the quality and impact of work with children, young people and their families.

In most cases, the services the local authority provides make a positive difference to children's current and likely future welfare. However, some of the changes that leaders have introduced are still relatively new and, because of this, their impact is limited. The quality and the timeliness of services remain less than good for too many children. For these children, the local authority is not making the positive difference it could and should.

The most significant challenge to the local authority's ability to provide consistently good services to children, young people and their families has been, and continues to be, the size of caseloads. These are too high for most social

workers and unsustainable in some teams. The impact of this is that, too often, social workers and frontline managers have had to focus on the most urgent and important work to secure children's immediate safety, without sufficient capacity for the follow-up work needed to sustain change within families or to ensure that children in care have permanent homes as soon as possible. The local authority has made progress in tackling this challenge. Additional investment in staffing and other related measures are reducing caseloads. This is enabling staff to tackle drift and delay in work with children and to improve the quality of services that they receive. However, this progress needs to be sustained and built on before most children receive a consistently good service.

## **What needs to improve**

- The capacity of social work teams to complete work to a consistently good standard and to ensure that children and families receive the help they need as quickly as possible.
- The consistency and quality of direct work undertaken with children, and how well this is used to inform help and support for them and their families.
- The frequency, quality and impact of management supervision of social work practice.
- The effectiveness of arrangements to promote health and education and to secure permanence for children in care.
- The relatively high numbers of children missing education.

## **The experiences and progress of children who need help and protection: Requires improvement to be good**

1. The help and protection that children, young people and their families receive in Cambridgeshire requires improvement. A significant minority of children do not get the help and support they need quickly enough. Too many assessments take longer than they should and do not fully explore underlying problems or the wishes and feelings of children. Significant workload pressures in teams across the county mean that there is much variability in who gets what help and support as well as in its effectiveness.
2. Staff are working hard to make a positive difference for children but are held back by the impact of high caseloads. This situation is improving, but caseloads remain too high for many social workers to do effective work with children and their families. Social workers and their managers are doing their best to ensure that the most urgent and important work is tackled in a timely and effective manner. They are largely achieving this. However, this comes at a cost, particularly for work that may be less urgent but of equal importance. Inspectors found that, for some children, visits were overdue or cancelled at the last minute and assessments were not completed in timescales that matched children's needs. Once initial visits have established that children are safe, follow-up visits to children sometimes take too long. There are delays in the completion of child in need plans. Although a strengthened management focus is improving matters, there remains a lack of sufficient pace and rigour in using the public law outline (PLO) to effect change for children experiencing chronic harm or neglect.
3. These shortfalls exist not only where the pressure of work is greatest on staff, but also where there is less effective oversight of practice. Consequently, it is children in need, rather than those who are the subject of child protection plans, who are most likely to experience delays in visits and the provision of help and in work being progressed with them and their families.
4. Not surprisingly, work is more often of a higher standard in teams with lower caseloads. For example, work with disabled children is of a good standard, with well-considered plans that address not only the needs of children that arise from their disability, but also their safeguarding and wider welfare needs. Social workers know these children well.
5. A recently established early help hub (EHH) is proving to be a well-managed, effective service. Co-location with the multi-agency safeguarding hub (MASH) and the missing, exploited and trafficked hub (MET) team allows for the ready exchange of information and professional expertise. Staff in the EHH take good account not only of current concerns and information from background checks but also of children's histories. This means that threshold judgements and

recommendations about next steps are generally well matched to need, including decisions to step up to MASH or to children's assessment teams for a statutory social work service.

6. There is more to do to increase the numbers of early help assessments being carried out and to encourage agencies other than children's social care to take up the role of lead professional. However, the use of these assessments is increasing, in particular by primary schools. This means that children and their families are progressively more likely to receive the early support they need before their needs escalate and they require a statutory social work intervention.
7. New arrangements for assessing referrals about children and young people within the MASH were launched in November 2018. Even at this relatively early stage of their development, they are working well. Almost all decisions are well matched to presenting risk and need, and most are dealt with in a timely manner. Social workers and children's information and advice officers in the MASH are knowledgeable and show appropriate professional curiosity. They make good use of both information from background checks with partner agencies and the expertise of colleagues, for example in the MET hub. This means that their recommendations to managers about threshold decisions and next steps are evidence based and almost always well matched to need and risk.
8. The work of the MET hub in carrying out return home interviews when children have been missing from home or care is impressive. All children are offered an interview, and a high percentage of these are completed within 72 hours of children returning or being found. Interviews are conducted skilfully, so that children and young people are engaged well in conversations and the learning and recommendations that arise are of real value in helping keep children safe in the future. The hub's work in monitoring children at risk of child sexual exploitation or criminal exploitation across the county and linking with multi-agency child sexual exploitation meetings (MACE) is also strong. However, the local authority could draw greater benefit from this resource, which offers a depth of specialist knowledge and skills. Inspectors saw some situations in which the extent of children's vulnerability to sexual or criminal exploitation had not been fully understood by area-based social work teams, and in which young people at shared risk had been considered in isolation rather than as part of a network.
9. Daily multi-agency risk assessment conferences (MARACs) are well run and well attended and, consequently, are an effective mechanism for strengthening the coordination of work to reduce the impact of domestic abuse on children. However, child in need and child protection plans are not routinely shared with MARACs. For some children, this reduces the effectiveness of the help and protection they receive.
10. Good use is made both of clinicians and of children's practitioners in direct work with children and families. This, along with good engagement by partner



agencies in child in need meetings and child protection core groups, enhances the quality and impact of social work with children and families. Child protection strategy discussions are held swiftly when the need arises. They are well attended by relevant agencies and reach appropriate and evidence-based decisions with clear follow-up actions.

11. New adolescent teams, set up in November 2018 to work with older children in need, have the potential to be a real asset. Staff have good knowledge, experience and skills and are getting to know children well. This is leading to good assessments and effective interventions. However, these teams are, as yet, only partially staffed and this lack of capacity has limited their impact.
12. Assessments are detailed and, in most cases, clearly outline key risk and protective factors. However, they do not always make good use of direct work with children to provide a clear sense of children's lives and, despite ongoing improvement in how quickly they are completed, a significant minority are still not produced within timescales that match children's individual circumstances. This delays help for these children and tends to direct professional focus to adult needs rather than children's lived experience.
13. Child in need and child protection plans are generally clear and well matched to risk and need. However, plans, particularly child in need plans, are not always put in place as swiftly or used as well as they could be to progress work with children.
14. Managers provide clear guidance and direction at the point that work with individual children is allocated to staff, and at the start of assessments. However, the quality of supervision and management oversight then reduces and means that children's plans are not progressed in a timely and effective way. Inspectors did see some examples of high-quality and effective supervision, but this is the exception rather than the rule.
15. The local authority has robust processes in place for tracking and monitoring the welfare of children who are electively home educated. However, while there are systems in place to identify, and follow up on, children who go missing from education altogether, the proportion of pupils whose whereabouts are unknown is relatively high. There is more to do to understand the reasons behind, and to reduce, this number.

## **The experiences and progress of children in care and care leavers: Requires improvement to be good**

16. Leaders have recognised that the former structure, made up of generic 'life-long' social work units and 14–25 teams, did not ensure a sufficiently sharp focus on children in care and care leavers, and on the need to progress court work and ensure that they have permanent homes as soon as possible. A stronger

strategic focus on children in care and care leavers, an increase in staffing and, in the last few months, the establishment of dedicated teams for these children have started to address weaknesses in practice.

17. There remains more to do before the local authority can deliver consistently good services for children. While not as high as in the assessment and children's teams, social work caseloads and the pressure of work has slowed progress by the children in care teams. The local authority's quality audits have shown that weaknesses in practice, while less prevalent, continue to have an impact for a significant minority of children. Although inspectors found examples of good practice, they also found that caseload pressures are making it very difficult for some social workers to do much more than focus on completing statutory visits, with insufficient capacity, for activities such as direct work and life-story work. Overdue visits and poor plans and case recording remain problems in a significant minority of children's cases. For some children, plans are not updated to reflect their current circumstances and needs, for example not clearly stating their wishes about contact with brothers, sisters, parents and others who are important to them.
18. Similarly, work to ensure that children have permanent homes is not always pursued with sufficient pace or rigour. For example, matches with suitable long-term carers are not always completed for children following discussions at panel meetings to advise on permanent care arrangements. Arrangements for tracking how quickly and effectively permanent homes are secured for children are not currently giving leaders a sufficiently clear and current picture of how well this work is progressing. While adoption numbers have risen slightly in the last year, more needs to be done to achieve safe and timely permanence through adoption, special guardianship and reunification with birth families. A new project for supporting the safe return of children to their birth families is a positive initiative, but it is yet to have a significant impact.
19. Too often, the health needs of children are not being well met. The local authority is working hard with health agencies to address this, but the timeliness of initial and review health assessments, dental checks and immunisations for children in care remains poor.
20. Although there are several areas where the consistency and quality of work need to improve, inspectors also found that most children live in placements that meet their needs, that most are making progress and that placement stability is good. Social workers visit most children in line with statutory guidance and in many cases more often.
21. Children are encouraged to participate in their own reviews. These are well chaired by independent reviewing officers and are attended by a broad range of relevant partner agencies. Minutes of reviews are clear, and care plans are generally well matched to children's individual needs.

22. A strong training package for foster carers is complemented by good support from their supervising social workers. Assessments of carers are generally good, sometimes very good. Social workers' recommendations about the terms on which new carers are approved are specific and appropriate to individual carers' skills and circumstances. This helps to ensure that children are only placed with carers who are well matched to their needs. This has led to more stable and positive placements for children and helps to retain carers, because they are less likely to have children they cannot manage placed with them.
23. Carers receive regular supervision, but until recently was not been the case for connected persons' carers, who received a lesser service. Since November 2018, support for these carers has moved to within the fostering team. This support provides a foundation for ensuring that, in the future, these carers, and by extension the children placed with them, receive a service of the same good standard as most foster carers.
24. When it is recognised that a child could benefit from adoption, this is progressed swiftly for most children. In part, this is because the local authority has been successful in increasing the pool of potential adopters. The response to people who enquire about adoption is timely and makes them feel welcomed. Pre- and post-adoption support for adopters is strong. Children have adoption support plans that help make sure that their needs are assessed, and that people know who should be meeting these needs. The plans make a real difference to the lives of children and their adoptive carers.
25. The quality of services that care leavers receive is improving, with a significant uplift in the number of personal advisers within a new team structure. The local authority is now remaining in touch with more care leavers, a higher percentage of whom live in suitable accommodation. The number of care leavers in employment, education or training is much higher than they were before.
26. The local authority's sign-up to the national transfer scheme for unaccompanied asylum-seeking children reflects its commitment to these children. Social workers know these children and young people well. They make good use of interpreters in their work and show a keen awareness of the benefits of advocacy for this group of young people. Most unaccompanied asylum-seeking young people, including those with no recourse to public funds, live in placements that are well matched to their needs. However, although the team that works with these young people is now fully staffed, it is still dealing with a legacy of high caseloads from recent staffing pressures and consequent drift and delay in progressing work with some young people.
27. Work to prepare children in care and care leavers for independence is not strong. Most pathway plans do not help with this. Many are lengthy but lack a sufficient depth of consideration of young people's needs or aspiration for their futures. This is because most plans are not completed in partnership with young people and, consequently, do not provide a strong sense of young people's lived

experiences or a clear route map for providing support and progressing their welfare.

28. A review of the work of the virtual school has been completed and its recommendations are beginning to be implemented. However, it is too early to see the impact of this work. At present, there is too little strategic oversight of the progress that pupils make or of the impact of personal education plans. While some of these plans are effective, a significant minority do not meet the needs of children in care well. The quality assurance by the virtual school of these plans is inconsistent, and so weak practice is not always identified or challenged.

### **The impact of leaders on social work practice with children and families is: Good**

29. Leaders and managers have taken a series of well-considered actions to address weaknesses in the quality and impact of services for children. Through their own self-assessment and the intelligent use of peer review and other external evidence-based analysis, they recognised that, despite a high level of commitment from staff, their previous model for delivering services was not delivering well enough for children in Cambridgeshire. These weaknesses were compounded by high caseloads, making it very difficult for social workers to complete work beyond the most immediate tasks in a timely manner or to a consistently good standard. Over the course of 2018, the local authority increased staffing and implemented a more coherent team structure. The re-modelling of the MASH is ensuring faster and more consistent progression of referrals about children, while the replacement of 'life-long' social work units and 14–25 teams with specialist teams has improved the focus on the distinct needs of children in different circumstances, for example the differing needs of a pre-school child living at home compared to those of an older young person preparing to leave care. These new teams include dedicated assessment, children in care and care leaver teams.
30. Whole-council ownership of the change programme and strong political backing have secured significant additional investment. This has, for example, been used to increase the numbers of social workers and independent reviewing officers in response to greater numbers of children in care. Fruitful cooperation with neighbouring Peterborough Council has included some shared leadership and service delivery.
31. The local authority's management of the change programme has been intelligent and effective. Despite the inevitable disruption inherent in any major re-structuring of services, the local authority has kept its staff well informed and engaged in the process. While there has been some reduction in pressures since the recent introduction of the new structure, many social workers continue to labour under high and, in a few teams, excessive caseloads. Despite this, staff morale is generally high. Social workers and other staff who spoke to inspectors

were overwhelmingly optimistic about the future. They describe a positive culture and direction in the way leaders are re-shaping services.

32. Targeted investment is supporting some important improvements in the quality of services. The local authority has begun to tackle the significant pressures that have affected practice for children and their families. Positive action has included increasing the number of social workers and independent reviewing officers and making focused use of agency staff. Leaders have also implemented a non-social work qualified children's practitioner role which operates alongside social workers and clinicians with good oversight from social work managers. However, the continuing impact of unsustainably high caseloads for many social workers remains the biggest single threat to sustaining improvements in the quality of services for children.
33. It is as a corporate parent that the local authority's work with children was previously most lacking in pace and rigour. Again, although there is more to do, progress has been made in improving the quality of practice and actions necessary to sustain further progress have been taken. Dedicated children in care and care leaver teams now ensure a sharper focus on the needs of these children and young people. Staff are working through a backlog and drift in work that the new teams inherited. Developments focused on reuniting children in care with their families when it is safe to do so and providing 'staying close' accommodation for young people who have lived in residential homes, are showing positive results, if at an early stage in terms of capacity and impact. A strengthened approach to fostering recruitment is also beginning to bear fruit.
34. Leaders and managers know well the key strengths and weaknesses of services in Cambridgeshire. They have used peer and other external reviews and worked closely with the local safeguarding children board (LSCB) to engage partner agencies and to drive and monitor progress. This has supported, for example, the involvement of the police, health agencies and schools in implementing the new MASH arrangements. However, performance management information lacks sufficient clarity and depth of analysis to provide a detailed and up-to-date picture of practice to support improvement work. Systems to track and drive the progression of work, such as monitoring how quickly children achieve permanence, or the use of pre-proceedings processes under the PLO, are not yet used to best effect. Managers have achieved some improvements and are working hard to make the local authority's range of panel meetings and performance tracking documents more effective.
35. The local authority is, however, making good use of thematic audits. This is proving increasingly effective in helping managers to have a clear understanding of the quality and impact of frontline practice, so that improvement work is increasingly being targeted to good effect.
36. The local authority is committed to engaging with children and young people and using their views in the development of its services. There are several forums in

which children and young people can express their thoughts and feelings, including 'voices matter', Cambridgeshire's children in care council, the care leavers forum and the 'speak out council' for disabled children. While this is positive, the local authority is not yet where it wants to be in creating a strong culture of participation, engagement and consultation. However, senior leaders have a clear and ambitious strategy to take participation and engagement to the next level, one that includes targeted consultation, feedback questionnaires, parental reports, independent 1:1 interviews and exit interviews. Further work is planned to extend the uptake and use of the 'mind of my own' (MOMO) app, and a service user forum for children in need, and those who are subject of a child protection plan, is due to be launched shortly. Although yet to be implemented, these are positive developments that have the capacity to further strengthen participation and engagement.



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**PLACEMENT SUFFICIENCY FOR LOOKED AFTER CHILDREN – SIX MONTH UPDATE**

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

*Meeting Date:* **12 March 2019**

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

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

*Forward Plan ref:* **N/A** *Key decision:* **No**

*Purpose:* **To provide an update on progress following the consideration and approval of the placement Sufficiency Strategy and delivery of the HUB model.**

*Recommendation:* **To note progress against the priorities of the Placement Sufficiency Statement.**

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## **1. BACKGROUND**

- 1.1 Local authorities are required to take steps to secure, so far as is reasonably practicable, sufficient accommodation for children in care within their local areas. This is delivered through the Sufficiency Statement.
- 1.2 In November 2017 the Children and Young People Committee considered and approved the People & Communities Sufficiency Statement for Looked After Children & Care Leavers 2017 – 2020 [see appendix 1] and requested updates on progress in achieving the identified improvements.
- 1.3 Each priority area has a designated lead officer accountable for delivering the required changes/outcomes/improvements.

## **2. MAIN ISSUES**

### **2.1 *Numbers of children in care [CiC]***

- 2.1.1 During the period from September 2017 (686 CiC) until end of October 2018 (753 CiC) the total number of children in currently care grew by 67.
- 2.1.2 Children in care are made up of two groups. Those children who are Unaccompanied Asylum Seeking Children (UASC) increased by 24 (increase of 36%). Those children who are not UASC increased by 43 (circa 7% increase) during this period.
- 2.1.3 Actual number of children entering care in that period is 379. This is made up of 303 Non UASC and 76 UASC children
- 2.1.4 Actual number of children leaving care during the same period is 312 children. This is made up of 260 Non UASC and 52 UASC leaving care.
- 2.1.5 The metrics indicate that 1065 Children had a status of being “in Care” for that period. 87% of those were Non UASC (925).

### **2.2 Key Changes since last year’s report.**

- 2.2.1 The Oxford Brookes research programme has concluded, and the findings and recommendations have been key drivers for the Change for Children restructure, specifically the expansion of the Corporate Parenting Service. This has resulted in a more specialised Children in Care and Care Leaver service which will result in more focussed and timely care planning. The new structure is currently bedding in.
- 2.2.2 As part of the Change for Children restructure, the outreach team previously within the HUB model has been retained to support young people in care to return to the care of their family using aspects of the NSPCC Reunification Framework, and to support placement stability, specifically for children in foster care with the aim of reducing escalations to residential care or higher cost placements. At this stage in

the year, the service is reporting that the savings target for 2018- 2019 has been met in relation to reunification

- 2.2.4 There has been an increased in number of Special Guardianship Orders awarded through 2018. This is directly linked to the embedding of Family Network Meetings and associated practice which focuses on ensuring full consideration of extended family options for children in care. The initial programme impacted on existing in-house provision and as yet is not reflected in placement budget savings.

### **External Placements**

- 2.2.5 In regard to children's external placements, a tender exercise is underway to deliver a Dynamic Purchasing System (DPS) framework for:
1. Independent Fostering Agency Placements [IFAs]
  2. Children's homes
  3. Independent Special Schools [non-maintained]
  4. Out of School Tuition.
- 2.2.6 The DPS is drawing the four aspects of children's externally commissioned placements/services together to stimulate the market to deliver a range of services through a fair and transparent competitive process. This market stimulation will encourage existing and new providers to deliver their services locally to meet both existing and future need.
- 2.2.7 This tender is across Cambridgeshire County Council and Peterborough City Council to enable either council to place a child with providers on the relevant framework, having undertaken all due diligence checks. Services will be commissioned through each authority's Access to Resources Services and will enable far greater strategic management oversight than has previously been the case.
- 2.2.8 This tender also enables the Councils to draw upon the frameworks to enter mini-competitions to facilitate service developments and enable an approach whereby access to the market is compliant.

### **Fostering Provision**

- 2.2.9 The target for in-house fostering recruitment each year is a net gain of 24 households per year for the next three years. In order to achieve this net gain the service will have to recruit 40 households per year in order to allow for foster carers leaving the service throughout the year. The target is not expected to be achieved in 2018, but investment in fostering recruitment will see improvements in 2019. Recruitment in 2017/18 gained 24 households, with a net gain of 14. This was an improvement on the net gain position compared to previous years.
- 2.2.10 Additional funding has been secured over a three year period to increase the number of in-house fostering households' year on year. Using this investment money PS Media has been appointed to work with the Fostering Service and Cambridgeshire's Communications service to develop a recruitment strategy and design fostering recruitment campaigns.

Along with PS Media and Cambridgeshire's Communications Service the Fostering Service has;

- Established of a focus group consisting of an Elected Member, Foster Carers, PS Media and officers.
- Rebranded the in-house fostering service as Team Cambridgeshire
- Developed recruitment concepts
- Refreshed Cambridgeshire County Council fostering website pages
- Developed relationships with local organisations and businesses to become 'Campaign Partners'.
- Produced a range of recruitment materials, posters, leaflets, badges etc.
- Is developing a range of filmed material for social media publications
- Undertaken an advertising campaign which has included bus advertising, radio adverts, online advertising and a campaign in the Grafton Centre shopping centre.

The service launched the Team Cambridgeshire campaign on the 12 September 2018 which has resulted in;

- 145 enquiries to the service [September-December]. This compares to 107 in the same period last year. This is a 35% increase
- 62 initial visits [September-October], this compares to 26 in the same period last year. An increase of 138% in the same period last year
- 20 Households are currently in assessment

20 households (including 7 Independent Fostering Agency households transferring in to CCC) have been approved since April 2018.

The next phase of the Team Cambridgeshire fostering recruitment campaign using social media and regional radio and TV news bulletins has been launched in January 2019 and focussed on recruiting foster carers for teenagers.

### **Accommodation and Support Services**

- 2.2.11 The Supported Accommodation (for Children in Care aged 16-18) has now been tendered. 52 providers bid for the framework in total, however only 15 were successful overall. The framework will be opened again in January 2019 to ensure more providers are able to offer services, thereby increasing capacity and pricing competition.

### **Preventative Innovation – Transformation Pilot**

- 2.2.12 The Positive Behaviour Support is a pilot project delivered by the Clinical Team that aims to reduce 52 week out of county residential placements for children with autism. The team is dedicated to preventing children from both entering care, and being placed out of the local authority area.
- 2.2.13 The team is currently working with eight young people who were at high risk of becoming child/ren in care and moving to an out of county placement where

average costs are £4041/week+ . By successfully supporting children and young people to remain within their local communities, potential costs avoided amount to over £1million per year.

2.2.14 Funding for the Positive Behaviour Support Team has been secured until 2020.

### 2.3 **Next Steps**

2.3.1 Following the Change for Children programme staff and service structures now need a period of 'bedding in' before improvements can be measured.

#### 2.3.2 *The Kinship Team*

The newly formed Kinship Team has activity planned to increase the number of children for whom a Special Guardianship Order arrangement is their care plan. These children then leave care through this legal route and secure permanency.

#### 2.3.3 *Regional Adoption Agency*

Cambridgeshire and Peterborough secured approval from the DfE to form a Regional Adoption Agency [RAA] via a Voluntary Adoption Agency [VAA] hosted provision. In order to achieve this both authorities have worked collaboratively with LGSS procurement and legal teams to go out to tender for a VAA as of November 2018. Anticipated award is April 2019 with the service mobilising and going live as of August 2019. Both current service providers [Coram Cambridgeshire Adoption and Tact Permanency] have supplied the relevant TUPE information which has been included within the Invitation to Tender.

#### 2.3.4 *The Corporate Parent Service*

In November 2018, following the Change for Children Consultation and subsequent restructure, the existing Hub Outreach Service transitioned into what is now known as the Rehabilitation and Placement Stability Service (RAPS) The drivers for this were to have a dedicated service focusing on reunification and placement stability. New processes to capture and establish costs for reunification and placement stability intervention are being developed.

The service now sits alongside the Supervised Contact Service, with one Service Manager overseeing the delivery and strategic planning of both services.

The partnership between the Supervised Contact Service and RAPS service strengthens the accessibility of resources, such as the availability of relief workers, the use of on call arrangements during weekends, a wider management team, as well as utilising the collaboration between the RAPS service and Contact Workers supporting the same families.

### **Focus of work**

The service is targeted towards young people who are subject to Care Orders or who have been voluntarily accommodated by the Local Authority for some period of time.

The RAPS service will undertake reunification based work underpinned by the NSPCC Reunification Practice Framework. The framework provides an evidence

based structure, designed to improve assessment, decision making and support for children and families.

The RAPS service will also offer planned, time limited support to foster placements who are caring for children and young people with complex and challenging needs.

Young people identified as appropriate for the service are as follows;

- Children & Young people who have experienced three or more foster placement moves.
- A fragile placement, with foster carers identifying areas requiring additional support, in order to prevent the placement from breaking down.
- Where appropriate to do so, supporting the transition of our most vulnerable young people back into in-house and in county provision that better meets their needs.

### **Outcomes: November and December**

The outcomes for the initial two months of work are positive, with Full NSPCC frameworks being commenced and bespoke reunifications taking place.

#### November 2018

- Placement Stability / transitions: nine children and young people supported and placements stabilised. These children and young people either remained within their existing care provision or moved to a more appropriate placement in a planned way.
- Reunification: - 5 children and young people as follows:
  - 1 young person returned home with ongoing support
  - 2 ongoing
  - 1 family handed over to MST
  - 1 alternative plan agreed

#### December 2018

- Placement Stability: nine children and young people supported
- Reunification:
  - 8 children and young people worked with
  - 2 young people returned home with ongoing support
  - 6 young people with reunification plans ongoing

#### **2.3.5 Fostering Service**

The Change4Children programme continues to progress resulting in:

- A review of fostering panel process ;
- Review of foster carer allowances;
- Development of additional training modules to include an improved managing behaviour Pro Act Script or Cambridgeshire Steps course;
- Training available for those individuals interested in being kinship/ Special Guardianship Order carers;
- Recruitment of additional Peer Mentors;

- Targeted recruitment of skills experienced Link carers – aimed at groups of people interested in working with disabled children/providing short breaks rather than traditional fostering recruitment
- Recruitment of two carer retained carer households to meet the needs of the most complex children
- Foster carer recruitment campaign will be launched in January 2019 focussed on recruiting placements specifically for teenagers. A further recruitment campaign is also being developed to be launched in March 2019 focussed on Foster Care as a career.

#### 2.3.6 *Commissioning*

To improve timeliness and responsiveness in placement and contractual monitoring, a new Performance Management Framework is being designed to report on how providers are meeting the defined outcomes for each child placed with them, be this residential, 16+ accommodation and support placements or foster placements.

- i. Children's External Placement tender went live in December 2018 with the aim of the new DPS arrangement commencing 1<sup>st</sup> April 2019.
- ii. In order to support children and young people to learn about the new home they will be moving to, the introduction of child friendly and accessible profiles of fostering households will be made available to children once matched to a fostering family. This initiative applies to both in-house and externally commissioned fostering provision. The implementation and success of this initiative will be monitored and assessed by the Access to Resources Team [ART] and reported on in the Monthly ART Dashboard.
- iii. Initiate a Sufficiency Statement needs analysis in order to deliver a Sufficiency Statement in 2020.

#### 2.3.7 *The Clinical Service*

The Clinical Team have been working with statutory partners around the development of a Standard Operating Procedure. This is to enable equitable access to additional funding for children who are looked after in county, whose needs are currently not met by existing commissioned services in collaboration with Cambridgeshire and Peterborough Foundation Trust (CPFT) and Clinical Commissioning Group (CCG) colleagues.

Any child open to Cambridgeshire Corporate Parenting Service has access to the clinical team. Although there is some overlap with the aims of a Child and Adolescent Mental Health (CAMH) service, the clinical team is not commissioned or designed to address mental health problems. The clinical team is responsible for improving placement quality and stability, addressing relational issues that cause fragility and vulnerability for children, identifying neurodevelopmental and mental health issues, and signposting to appropriate services.

#### **The Clinical Team offer;**

- Reflective Practice Groups – to support relationally focused practice across the Corporate Parenting Service

- Professional Consultation - Applying systemic and psychological theory to address care planning dilemmas, reduce risk and improve outcomes for children. Consultation topics may include the following:
  - Mental health concerns.
  - Sibling assessment
  - Placement fragility
  - Consideration of reunification
  - Conflict in professional network
  - Planning/reviewing contact with family members
  - Supporting transitions (placement, school, care leaving etc.)
- Foster Carer Training. - The clinical team has developed bespoke training for foster carers to address key challenges in caring for children who have experienced developmental trauma. This is offered as part of the annual service training for carers.
- Direct Work Clinical Offer. - The purpose of this work is to promote placement stability, support and promote therapeutic parenting, improve the emotional health and wellbeing of young people, reduce risk to self and others. The approach is fundamentally systemic and informed by Dyadic Development Practice. The following interventions form the core direct work offer:
  - Systemic Network Meeting
  - Video Interactive Guidance
  - Family Work
  - Cognitive Behaviour Therapy (in a systemic frame)
  - Narrative and Therapeutic Life Story Work
  - Psychoeducation
- Therapeutic Parenting Groups. - Direct clinical work is only undertaken in the context of a clear assessment and formulation, with consent from the young person's social worker and the young person themselves. The work is goal focused and time limited, with regular reviews to ensure efficient and effective use of time. Goal based outcome measures are completed at the outset and conclusion to monitor effectiveness.

### **Service Priorities**

Corporate parenting team social workers and service managers identify children and young people in need of clinical consultation and assessment. The clinical team work closely with Virtual School and the Independent Review Officer service who can also request clinical consultation as needed.

Current priorities for corporate parenting clinician involvement are as follows:



- Children with high vulnerability arising from developmental trauma, who require more complex assessment to support care planning
- Children and young people who have experienced multiple placement moves
- Reunification assessment and intervention work
- Placement fragility - including pre-order adoptive placements

2.3.8 Cambridgeshire County Council (CCC) and Cambridgeshire and Peterborough Foundation Trust (CPFT) CAMHS have introduced a 'Moderate Risk' Protocol in the Single Point of Access, and a clear operating procedure for access to funding for therapies for children placed Out-Of-County. Funding is currently available up to March 2020 and will be used to proactively provide evidence based, relational interventions to support children at risk of multiple placement breakdowns

2.3.9 The joint work has increased provision of services at 'getting advice' and 'getting help' areas of the Thrive Model that has increased opportunities for a more coherent response overall across the county.

2.3.10 CCC and CPFT have produced a joint paper outlining recommendations to the CCG in relation to closing current gaps in provision for direct therapies for children with complex needs not currently met by existing services.

## 2.4 **Conclusion**

2.4.1 This report highlights the improvements throughout services in delivering the priority findings from the Sufficiency Statement. Much has changed since the statement was published, the numbers of children in care has increased, the Change for Children programme implemented and a Commissioning restructure undertaken.

2.4.2 The mechanisms for monitoring improvement delivery and impact are established through a variety of reporting datasets, meetings/panels and oversight boards.

2.4.3 The needs analysis supporting the development and delivery of the Sufficiency Statement 2020 onwards, will be informed by the changes in structures, accountability and practice to ensure a sufficiency of sustainable, suitable and affordable placement options for children in care in Cambridgeshire.

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

### 3.1 **A good quality of life for everyone**

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

- Providing a sufficient range of placements for children and young people has a significant impact on their health outcomes, including emotional well-being.

### 3.2 **Thriving place for people to live**

3.2.1

- There are no significant implications for this priority.

### 3.3 **The best start for Cambridgeshire's Children**

- 3.3.1 The following bullet points set out details of implications identified by officers:
- Children in care and care leavers are one of the most vulnerable groups of children and research indicates they are more likely than the general population to experience adversity into adult life.
  - Providing good quality placements and permanence for children gives them the best opportunities for positive outcomes into adulthood

## 4. **SIGNIFICANT IMPLICATIONS**

### 4.1 **Resource Implications**

- 4.1.1. The following bullet points set out details of significant implications identified by officers:
- The Strategy outlines the Council's priorities for commissioning and service development to ensure services are provided within the current allocated resources

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

- 4.2.1 The following bullet points set out details of significant implications identified by officers:
- The Children's External Placement tender and the re-opening of the Supported Accommodation is being undertaken under the auspices of the Procurement Team and Council Contractual procedures

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

- 4.3.1 The following bullet points set out details of significant implications identified by officers:
- The Sufficiency Statement meets the Council's statutory duty in this area. Section 22G of the 1989 Act requires Local Authorities to strategic action in respect of those children they look after and for whom it would be consistent with their welfare for them to be provided with accommodation within their local authority area. In those circumstances Section 22G requires Local Authorities, so far as is reasonably practicable, to ensure that there is sufficient accommodation for those children

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

- 4.4.1 There are no significant implications in this area.

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

- 4.5.1 There are no significant implications in this area.

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

4.6.1 There are no significant implications in this area.

#### 4.7 Public Health Implications

4.7.1 There are no significant implications in this area.

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 the LGSS Head of Procurement?	Yes Name of Officer: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Prity Patel
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Lou Williams
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Joanne Dickson
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Lou Williams
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Raj Lakshman

Source Documents	Location
Appendix 1  People and Communities Sufficiency Statement Looked After children and Care Leavers - 2017-2020	<a href="https://ccc-live.storage.googleapis.com/upload/www.cambridgeshire.gov.uk/residents/working-together-children-families-and-adults/Cambridgeshire%20County%20Council%20Sufficiency%20Statement%20LAC%20%26%20Care%20Leav">https://ccc-live.storage.googleapis.com/upload/www.cambridgeshire.gov.uk/residents/working-together-children-families-and-adults/Cambridgeshire%20County%20Council%20Sufficiency%20Statement%20LAC%20%26%20Care%20Leav</a>

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# **People & Communities Sufficiency Statement**

**Looked After Children & Care Leavers**  
**2017 – 2020**

Version 1.  
August 2017  
Sam Nash

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## 1. Purpose of Sufficiency Statement

- 1.1 The purpose of this strategy is to demonstrate how Cambridgeshire County Council will meet the placement needs of our current and future Looked after Children and Care Leavers, and improve their outcomes, in light of our understanding of their needs and current provision.
- 1.2 Cambridgeshire have invested in Early Help services with a view to deescalating need and risk to help meet our commitment to enable children and young people to live in their own families whenever safe to do so.
- 1.3 Cambridgeshire is committed to improving outcomes for looked after children and young people. We would like to increase the number of children and young people who achieve permanence through adoption, special guardianship orders or placement with family and friends. Where practicable Cambridgeshire aims to work with and support families to enable children and young people to return home, and stay in their homes and communities.
- 1.4 Cambridgeshire is dedicated to ensuring that the 'Right Families access the Right Services at the Right time', and we believe that this will lead to improved outcomes for looked after children and young people.
- 1.5 All data is at the 31<sup>st</sup> March unless otherwise specified
- 1.6 Action points can be found throughout the document, **written in bold**, and link into the emerging trends and priorities for the Council.

## 2. Local and National Guidance

- 2.1 Local Authorities are required to take steps to secure, so far as is reasonably practicable, sufficient accommodation for children in care within their local area.
- 2.2 In 2010, the statutory guidance for the Sufficiency Duty was issued. This guidance is explicit in placing a duty on local authorities to act strategically to address gaps in provision by ensuring that they include, in relevant commissioning strategies, their plans for meeting the sufficiency duty.
- 2.3 The Children Act 2008 defines sufficiency as "a whole system approach which delivers early intervention and preventative work to help support children and their families where possible, as well as providing better services for children if they do become looked after. For those who are looked after, Local Authorities and their Children's partners should seek to secure a number of providers and a range of services, with the aim of meeting the wide-ranging needs of looked after children and young people within their local area".
- 2.4 Under the guidance, the sufficiency duty is as follows:
  - From April 2010, local authorities will include in relevant commissioning strategies their plans for meeting the sufficiency duty
  - From April 2011 working with their partners, local authorities must be in a position to secure, where reasonably practical, sufficient accommodation for looked after children in their local authority area
- 2.5 The strategy is set within the context of national policy, legislation and guidance, and is linked to key planning documents. All figures are taken from the 31<sup>st</sup> of March 2017 unless stated otherwise.

### 3. Our vision for children in care

- 3.1 We want Cambridgeshire to be a place where all families have the opportunity to thrive, and, we will ensure, where it is safe and in their best interests, our children will live within their families and communities. We will support those families with high quality services that support good outcomes for all our children. We want to ensure that families are supported by the right part of the service, and are supported to make positive and sustained change.
- 3.2 Cambridgeshire are working to the following aims for children:
- Keep children and young people safe at home and in their communities.
  - Improve health outcomes for every child and young person and narrow the gap in learning and health outcomes for vulnerable children and young people.
  - Improve education outcomes for children and young people in care.
  - Reduce the unnecessary criminalisation of children in care.
  - Improve the placement stability and long term outcomes for our children and young people.
  - Ensure that children are supported to reach their full potential.
- 3.3 Cambridgeshire County Council aims to include children and young people in all aspects of the commissioning cycle, including the provision and procurement of services, reviews and evaluation.

### 4. Our priorities

- 4.1 Our strategic priorities are listed below:
- Ensuring the Right Families access the Right Services at the Right time.
  - Delivering high quality effective assessments and interventions with children, young people & families
  - Creating permanency for our children through effective planning and high quality provision.
  - Closing the wellbeing and achievement gaps for our vulnerable groups
  - Ensuring we as a workforce are effective, well trained, robustly managed and operate displaying respect and dignity.
- 4.2 Cambridgeshire's priority is to enable children and young people to remain in or return to their family home wherever this is possible and safe to do. When this is not possible, Cambridgeshire is dedicated to providing good quality placements for our looked after children; we aim to provide children with permanent placements (either through adoption, special guardianship orders, or placements with family and friends). We are developing our services to ensure that we work with families wherever possible to make positive and sustained change to prevent children entering the care system.
- 4.3 As an Authority we need to look at how we commission services, and how we intend to work together with service users and providers to ensure that we meet the needs of children and young people. We want to work collaboratively to meet these challenges and continue to ensure high quality care and accommodation for looked after children and care leavers.



## 5. Views of Children and Young People about choice and sufficiency of placements and children's services

5.1 Cambridgeshire have a range of processes in place to consult and engage with children and young people and fulfil our commitment to engage and consult with, and involve children and young people in the design and delivery of services.

5.2 Three short films have been made with our Looked After and care leaver young people. These films explore young people's views on coming into care, and are available to watch below:

['My name is Joe'](#)

['Finding my way'](#)

['Our House'](#)

5.3 Feedback from children and young people about the current accommodation and placement offer has presented the following themes:

- **Feeling safe and supported.** Young people spoke about the importance of feeling safe and supported in placements; including helping with support for mental health, and the effect of emergency placements resulting in feeling unsafe. Young people identified feeling supported by a range of people including support staff, carers, family, social workers and the participation team.
    - It is proposed that Cambridgeshire review how to better communicate to children and young people about their placements prior to moving, particularly for those young people moving in an emergency or without having visited the placement prior to the move. Voices Matter conducted a consultation with in house fostering and developed child and young person friendly profiles for in house foster carers. **These profiles should be developed for all foster carers and children's homes and supported accommodation providers will be required to produce a similar document introducing that provision.**
  - **Communication.** Young people spoke about the importance of communication; both professionals and support staff being honest and open with young people, and the need for young people to be involved and consulted. Residents meetings, speaking to young people individually and feedback processes that are easily accessible are some of the examples young people presented when discussing the importance of communication.
  - **Location.** A common theme in young people's feedback was the location of their placements, including liking placements because of the location proximity to their communities, disliking placements because of distance from school and the restrictions this can have on ability to take part in after school clubs, and the benefits of living in an area with good travel links.
  - **Internet access & Wi-Fi.** A frequent response identifying what could be better or is missing, particularly from older young people and those living in supported accommodation provisions was access to the internet / Wi-Fi.
- 5.4 The Children in Care Pledge was developed in partnership with young people, senior managers and lead members and sets out Cambridgeshire's promise and commitment to our Looked After Children and Care Leavers (appendix 3).

## 6. Cambridgeshire Demographics

- 6.1 Cambridgeshire is a large, rural county, covering 3,389km<sup>2</sup> in the east of England. Four of our five district councils are classified as rural and almost 40% of our population live in villages with fewer than 10,000 residents. Just under a third of Cambridgeshire is classified as “countryside”. Cambridgeshire borders Lincolnshire, Norfolk, Suffolk, Essex, Hertfordshire, Bedfordshire, Northamptonshire and Peterborough.
- 6.2 Cambridgeshire has 5 regions governed by district and city councils<sup>1</sup>, each of which are responsible for the provision of adequate local authority housing within said district/city.
- 6.3 Health Services within Cambridgeshire commissioned by Cambridgeshire & Peterborough Clinical Commissioning Group (CCG) and the Local Authority Public Health function predominantly and are delivered mainly by two organisations; Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) and the Cambridgeshire Community Services (CCS). The CPFT deliver NHS services to the community, including physical, mental health and specialist services. CCS deliver the LAC Health Team. Primary care services within Cambridgeshire (i.e. GP services, dentists, opticians) are not the responsibility of either the CCG or CPFT, and instead are commissioned by NHS England.
- 6.4 Cambridgeshire has a population of approximately 653,410 across its five districts; 143,300 are young people are aged 0 – 18 years<sup>2</sup>.
- 6.5 Current forecasts suggest a 23% rise in population between 2016 and 2036, and 17% increase in the population of young people aged 0 – 14 years<sup>3</sup>.
- 6.6 Cambridgeshire remains one of the fastest growing populations in the UK and is an identified Government Growth Area, so Cambridgeshire County Council is continuing to improve services against a backdrop of growth in housing, employment and the economy, right across the county. New development areas are already underway (i.e. Alconbury Weald, Northstowe, Cambridge North West), with further growth expected. Cambridgeshire has seen substantial increases in its migrant population, with over 100 languages now spoken in the County<sup>4</sup>. 7.4% of Cambridgeshire’s population belong to a BME group<sup>5</sup>, significantly lower than the national average (14.5%).
- 6.7 16 areas (out of a total of 375 ‘Local Super Output Areas’) across Cambridgeshire are within the 20% most deprived nationally (an increase from 9 areas in 2010); 75% of these areas fall within the Fenland district. Conversely, South Cambridgeshire has the lowest levels of deprivation across the county, though it is of note that with the exception of Cambridge City, all districts across Cambridgeshire have seen increased levels of deprivation (from 2010 to 2015)<sup>6</sup>.

<sup>1</sup> South Cambridgeshire District Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council & Cambridge City

<sup>2</sup> Source Cambridgeshire Research Group population estimates base-2013 (figures rounded to the nearest 10).

<sup>3</sup> <http://cambridgeshireinsight.org.uk/populationanddemographics>

<sup>4</sup> Cambridgeshire Insight. <http://cambridgeshireinsight.org.uk/populationanddemographics/ethnicity>

<sup>5</sup> <https://www.cambs.police.uk/about/policingInCambs/about.asp>

<sup>6</sup> Cambridgeshire Insight <http://cambridgeshireinsight.org.uk/census-2011/county-overviews>

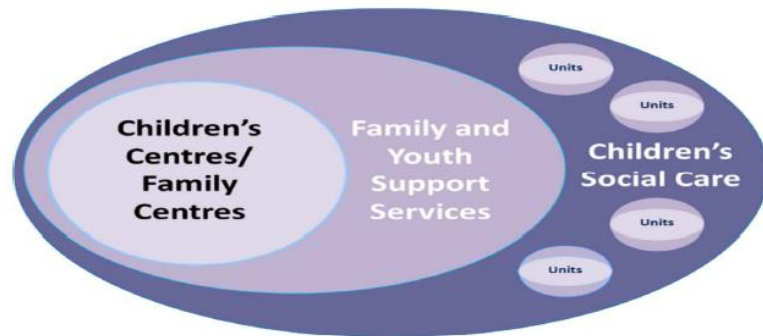
<sup>6</sup> Source: Briefing Note: Findings for Cambridge for IMD Index 2015

<https://www.cambridge.gov.uk/sites/default/files/imd-2015-findings-for-cambridge.pdf>

Cambridge Summary Report V1.2 <http://www.cambridgeshireinsight.org.uk/file/2728/download>

## 7. About Children's Services in Cambridgeshire

- 7.1 Cambridgeshire has implemented a district delivery model across children's services. The district delivery model integrates social care units, targeted Early Help support and Children's Centre services.



- 7.2 Cambridgeshire is made up of 5 Districts, with 7 teams operating across the 5 Districts. Each Team is led by a District Manager - Early Help and a District Manager - Safeguarding who lead an integrated offer to children and families to ensure the best use of resources for maximum impact.
- 7.3 Each District Team has between four to five social work units which are small teams lead by a Consultant Social Worker. In each unit there is a Senior Social Worker, two further Social Workers, a Unit Coordinator and a half time Clinician working together in a systemic way with children, young people, and families to support them to thrive and prosper in Cambridgeshire. Clinicians work jointly with social work colleagues to develop systemic social work practice within the social work units. Cambridgeshire's systemic approach to social work practice requires professionals to look at the whole system around the child or young person, not just the presenting problem. Unit clinicians contribute systemic and psychological expertise to the care planning process for all children who become looked after or are adopted. This includes decisions about sibling assessment, contact arrangements, placement needs, transition planning, adoption support plans and identifying specific therapeutic needs. The overarching aim of this work is to ensure placements are secure, appropriate to the needs of the child and stable. They are also actively engaged in supporting relationally focused social work activity directed to achieving better outcomes for children and young people in care.
- 7.4 Services and staff will be based across a range of locations within these areas:

North	South
<p>Fenland</p> <ul style="list-style-type: none"> <li>• March, Chatteris and Whittlesey</li> <li>• Wisbech</li> </ul> <p>Huntingdonshire</p> <ul style="list-style-type: none"> <li>• Huntingdon and St Ives</li> <li>• St Neots, Ramsey, Sawtry and Yaxley</li> </ul>	<ul style="list-style-type: none"> <li>• Cambridge City</li> <li>• East Cambridgeshire</li> <li>• South Cambridgeshire</li> </ul>

- 7.5 Each Early Help team is multidisciplinary and work with children and families from 0-19 (25 if there are special educational needs). Children and families supported by the Early Help teams will have one or more of the following vulnerabilities that adversely affect their ability to achieve good outcomes:

- Domestic abuse
- Substance misuse
- Child and parental mental health
- Children with SEND and their families
- Children and young people who under achieve due to a number of socio-economic factors
- Children and families with multiple problems

- 7.6 Other functions within the district delivery model include the Integrated Front Door which operates countywide and is the single point of entry for all notifications regarding safeguarding and request for Early Help services. The Integrated Front Door consists of the Multi Agency Safeguarding Hub and the Early Help Hub.
- 7.7 Cambridgeshire is committed to ensuring that the children's centre service offer is at the heart of district-based provision. This will ensure that children's centre services are clearly accessible for our most vulnerable families, and able to respond to the increasing complexities and higher levels of need emerging in the county.
- 7.8 The public consultation for the Children's Centre service provision went live from July - September 2017, following which will be a further period of transition to new service delivery models from November 2017, with an intended completion date of April 2018. The proposed new model (pending the outcome of the consultation) seeks to focus on providing Children's Centre services flexibly across a range of locations, in the following four ways:
- Child and Family Centres – These are proposed to be in our areas of highest need and population and will be family friendly buildings.
  - Child and Family Zones – these will be places where services will be delivered either from some of our existing centres or other suitable buildings such as community centres, libraries, health centres etc.
  - Outreach Programme – We know that in a county with a significant rural population it is essential that we have a flexible and responsive outreach service offer.
  - Online Offer – We will develop a comprehensive online offer, providing information and advice that guides and supports families in accessing good quality help in and across their area.
- 7.9 In addition to the district teams and functions, Cambridgeshire operates Countywide services that support vulnerable young people. These include in house fostering and residential services, the 14 – 25 Looked After Children and Care Leavers service, Alternatives to Care, Youth Offending Service and the externally operated Coram Cambridgeshire Adoption Service. The Disabled Children's Early Help Team, 2 Disabled Children's Social Care Units, 2 Social Care Teams and the Young Adults Team sit within the Countywide SEND 0 – 25 Service.
- 7.10 **The Hub**
- Work is currently underway to implement the No Wrong Door model in Cambridgeshire, which will be known as 'The Hub'. This model aims to provide young people with complex needs who are experiencing family breakdown, those looked after, and those leaving care with flexible accommodation and support from a single multi-agency service. The service comprises direct support staff undertaking residential and/or outreach work, clinical staff, speech and language therapists, police officers and business support staff and will provide a range of placement types including children's home provision, foster care, supported lodgings, supported accommodation and flexible accommodation options (including short breaks and activity based opportunities). Young people are able to receive wraparound support from drug and alcohol services, youth offending services, housing providers, CAMHS and looked after children's health services.
- The aims of The Hub are to:

- Reduce high risk behaviour
- Empower young people to build and restore relationships
- Maximise opportunity for planned transitions
- Support achievement
- Develop self-esteem, self-worth and resilience and
- Ensure young people in crisis receive well organised and appropriate support.

It is expected that the primary benefits for the cohort of young people supported by The Hub include:

- Reduction in the number of children and young people entering care;
- Better outcomes for children in respect of a range of areas including reducing risks from Child Sexual Exploitation, missing episodes and self-harm;
- Reduction in offending;
- improvements in emotional well-being;
- more stable and sustained return home and prevention of becoming looked after;
- Better care leaver outcomes such as improved rates of young people in education, employment and training (EET), including young parents
- Improved placement stability
- Reduce need for specialist placements
- Increased workforce development opportunities for foster carers, staff and other professionals.
- Wider community and professional partnership engagement in supporting children and young people on the edge of care, looked after children and care leavers.

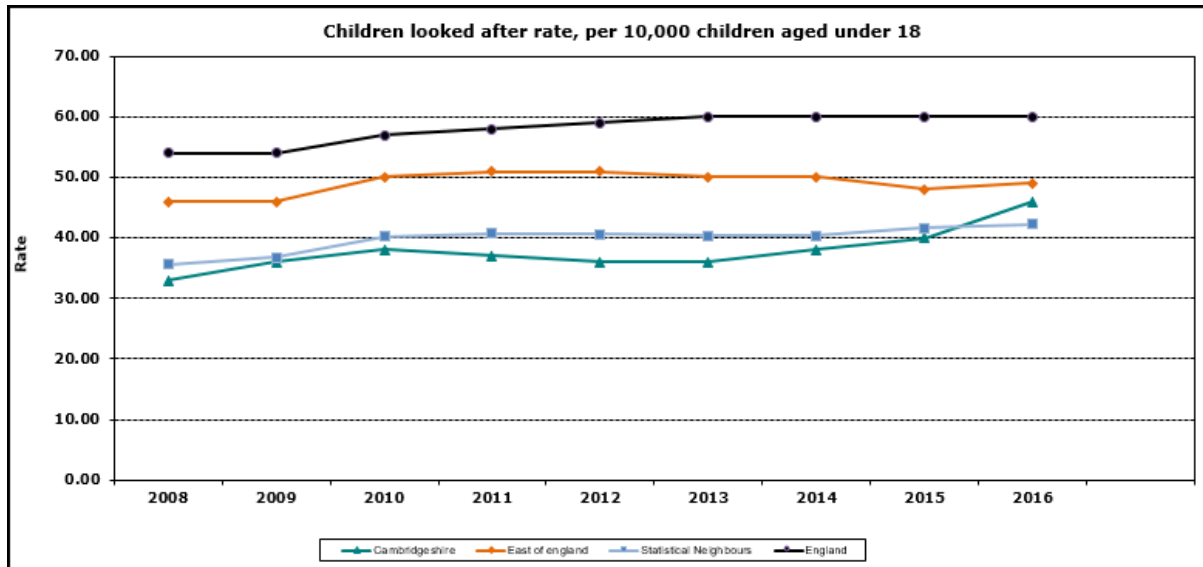
## 8. Working with Peterborough City Council

- 8.1 Devolution and shared personnel have encouraged and developed closer working relationships between Cambridgeshire and Peterborough.
- 8.2 Cambridgeshire currently share a Chief Executive and Executive Director with Peterborough. Gillian Beasley was appointed as the Chief Executive of Cambridgeshire County Council in 2015. Wendi Ogle-Welbourn was appointed to the role of Executive Director for People and Communities (previously known as Children, Families and Adults) in 2016. Recent restructures within the People and Communities Service has seen shared Director's roles across the two authorities; this is aimed at strengthening both Cambridgeshire and Peterborough's approach to managing the financial challenges and practice and use of resources<sup>7</sup>.
- 8.3 Working closely with Peterborough supports us to:
  - ◆ Share what we each do well
  - ◆ Soften boundaries for young people
  - ◆ Reduce duplication and increase capacity
  - ◆ Increase expertise & creativity
  - ◆ Increase ability to draw down funds for innovative projects
  - ◆ Help each other out
  - ◆ Ensure budgets are appropriately managed and savings targets achieved through collaborative approaches across authorities.

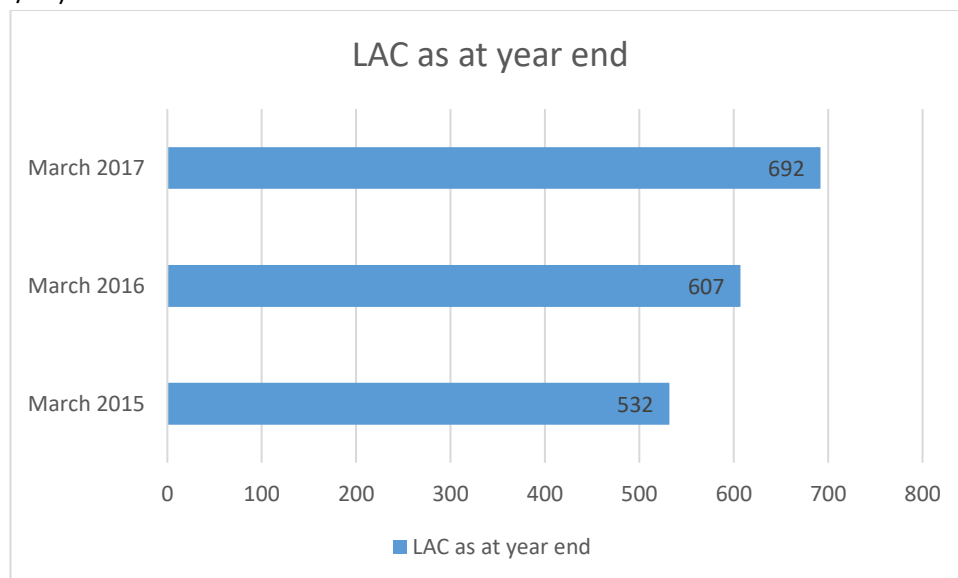
<sup>7</sup> <http://www.cambridgeshire.gov.uk/news/proposed-shared-roles-will-look-to-improve-lives-of-children-families-and-adults-across-cambridgeshire-and-peterborough/>

## The Profile of Looked After Children and Young People in Cambridgeshire

### 9. Introduction



- 9.1 Cambridgeshire's increased Looked After population now exceeds comparable statistical neighbours for the rate of LAC per 10,000<sup>8</sup>, though we continue to have a lower rate than both regional and national averages.
- 9.2 Figures for 2016/17 (appendix 1) shows that Cambridgeshire's population of Looked After Children has increased significantly, increasing 14% year on year over the past three years, a cumulative increase of 30% (2014/15 – 2016/17).

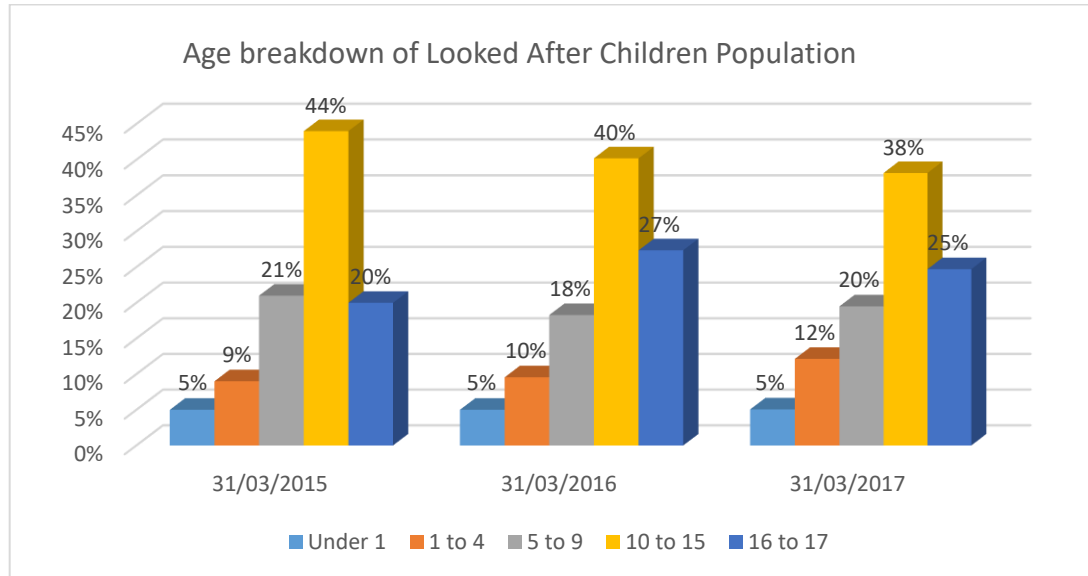


<sup>8</sup> Comparable rates for March 2017 have yet to be released. This section will be updated once this data is available.

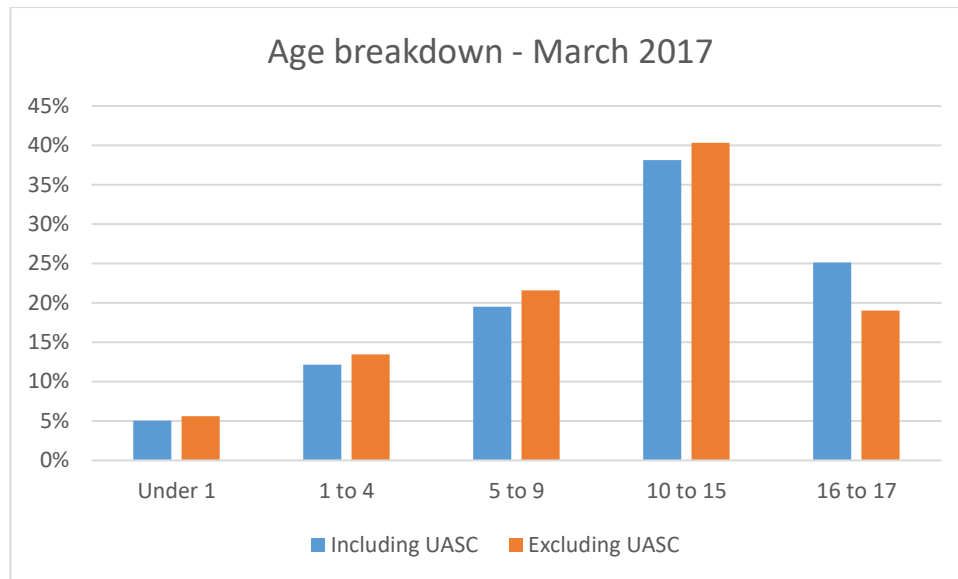
- 9.3 Increases in the population of Cambridgeshire would ordinarily be expected to be associated with an increase in the population of looked after children and young people. Despite this demographic pressure Cambridgeshire endeavour to work with its partners and through the development of effective prevention and early help services to seek to maintain or reduce overall numbers of children and young people in care.

## 10. Age breakdown

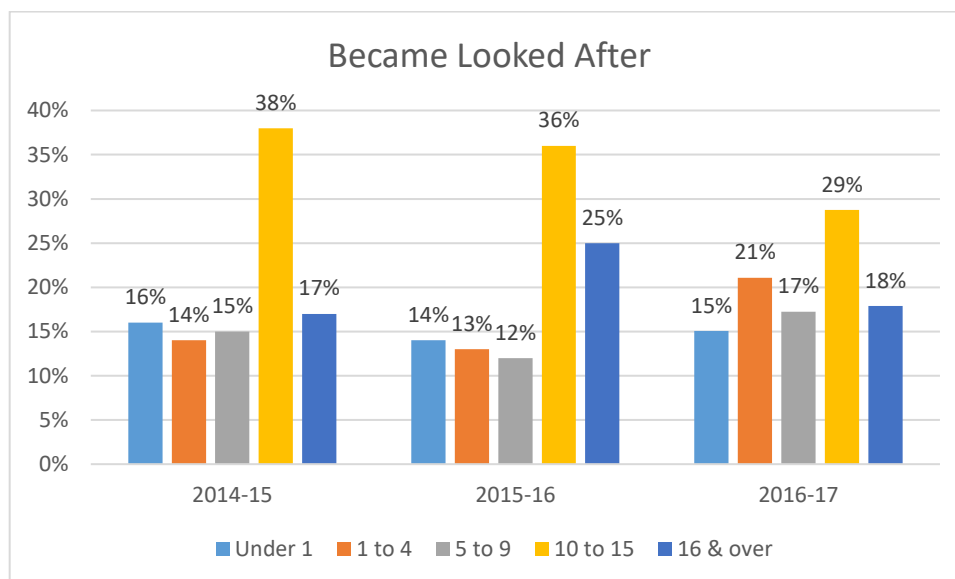
- 10.1 The age breakdown of our looked after children population has changed dramatically over the past 3 years.



- 10.2 The proportion of Cambridgeshire's Looked After population aged 9 and under has increased gradually from 14% in 2015 to 17% in 2017. 53% of the children and young people who became looked after in 2016-2017 were of this age group.
- 10.3 Cambridgeshire's looked after population aged between 10 and 15 years has gradually reduced from 44% in 2015 to 38% in 2017. Similarly the proportion of young people within this age bracket who have become looked after have reduced from 38% in the 2014-15 period to 29% in the 2016-17 period.
- 10.4 In 2015 20% of Cambridgeshire's Looked After Children were 16 & 17 years old. This had increased to 27% for 2016, due in part to the significant increase to Cambridgeshire's population of unaccompanied asylum seeking young people. The proportion of young people aged 16 and 17 who Became Looked After has increased to 27% from 10% for the 2015/16 period. Whilst Cambridgeshire has seen an increase in the number of looked after young people aged 16 & 17 (particularly those becoming looked after), this is not a continuing trend; with data for the 2016/17 period demonstrating a reduction in both.
- 10.5 Cambridgeshire's unaccompanied asylum seeking population has affected the age breakdown of the wider Looked After population, particularly in the 16+ age group.



Removing the unaccompanied asylum seeking young people population demonstrates more reduction in the proportion of young people aged 16 +, with 19% (174) young people in this cohort at March 2017. This is a reduction from 20% the previous year, and a return to the proportion for 2015. It is of note that the population of young people aged under 5 has increased to 19% (as at March 2017, from 15% in March 2015) when UASC data is excluded.



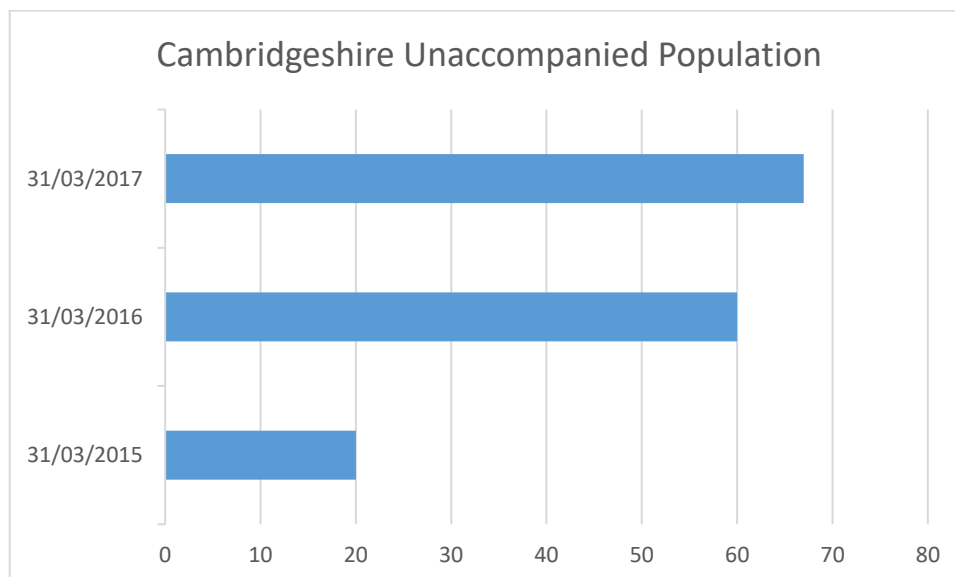
- 10.6 This increase in the 2015-16 period in the number of 16 & 17 year old Looked After young people has put pressure on our accommodation services for looked after children and young people. In particular this has impacted capacity within our supported accommodation and housing benefit sustainable provisions. Usage of



this type of accommodation has increased from 4% (22 young people) at the March 2015, to 12% (79 young people) at March 2017.

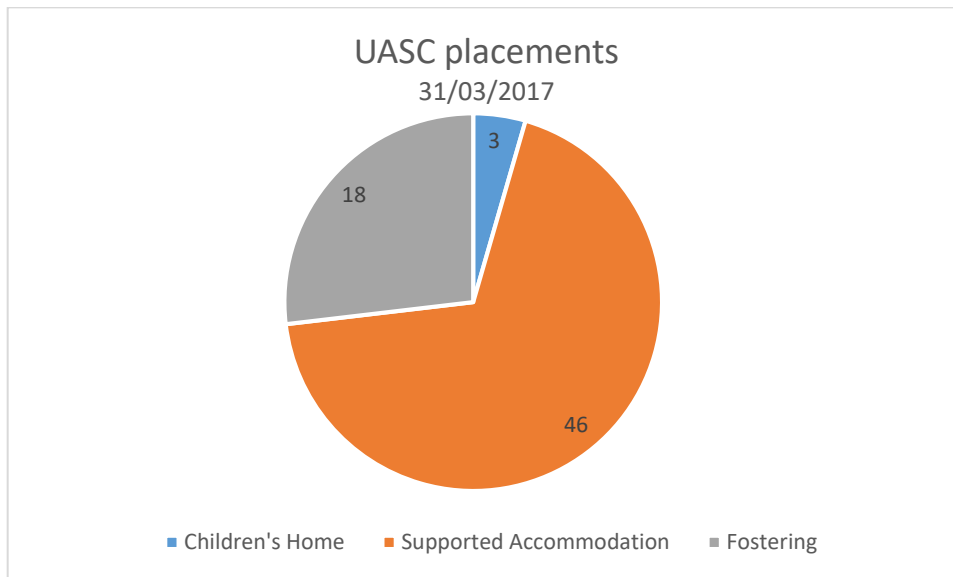
- 10.7 In the period April 2016 – March 2017 158 referrals were made to supported accommodation providers, 68 of which were emergency referrals (required within 24 hours), and 47 of those 68 were for young people new into care. The housing benefit sustainable provisions have very limited capacity to take emergency referrals so we rely heavily on provisions that are not housing benefit sustainable and not always in county. In addition, typically emergency referrals are for young people where either little is known about them or there has been a significant issue within their placement that has led to immediate notice being given, therefore their referral often presents them as being high risk or high need and therefore harder to place in provisions where support and supervision is minimal. **Cambridgeshire have a need for resilient 16+ provisions better able to manage young people with complex and challenging behaviours, to help reduce the number of placement moves for this cohort of young people.**
- 10.8 Similarly, fostering providers, including our in house service, have been unable to manage demand of placements for this cohort of young people. In the same period 24 referrals were made for fostering placements for 16 and 17 year olds; only 7 of these placements resulted in a suitable fostering placement, and only 2 of those were with our in house service. **There is a need for Cambridgeshire to review processes which seek to avoid 16 & 17 year olds from coming into care, and to increase suitable housing provisions within the district to meet the needs of this cohort.** Whilst a significant proportion of Cambridgeshire's 16 and 17 year old population are unaccompanied asylum seeking young people the Local Authority has a duty to provide sufficient accommodation, and when those young people turn 18 their accommodation is able to be funded either by housing benefit (if the young person has leave to remain) or the Local Authority continues to have a duty to fund (until their status is determined).

## 11. Unaccompanied Asylum Seeking Children



- 11.1 Despite significant increases to the number of Cambridgeshire unaccompanied asylum seeking children over recent years, this cohort of young people has remained fairly stable throughout 2016/17 and represents 9.9% of

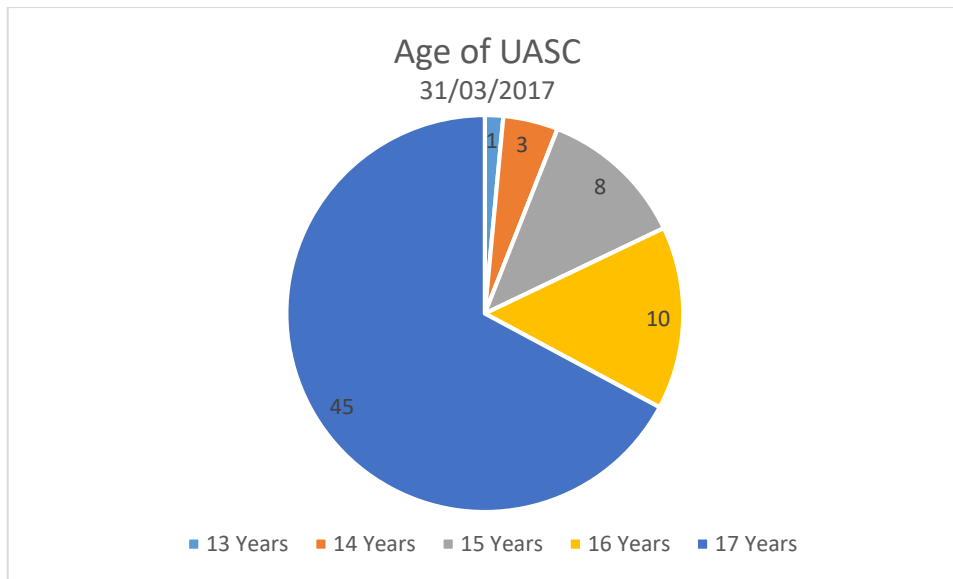
Cambridgeshire's total LAC population. Other Local Authorities have seen similar, and even greater increases to their unaccompanied asylum seeking child population. Regional neighbours across the east of England have seen the UASC population rise by 55% from a combined 290 (2015) to 450 (2016).



- 11.2 To ensure that Local Authorities are not facing an unmanageable number of unaccompanied asylum seeking young people to accommodate and support central government developed a voluntary agreement for Local Authorities to ensure the 'fairer distribution of unaccompanied children across all local authorities'<sup>9</sup>. This agreement places a ceiling on Authorities for the number of unaccompanied children they must accommodate before those young people are transferred to the responsibility of other Local Authorities. For Cambridgeshire this equates to 92 unaccompanied asylum seeking young people<sup>10</sup>.
- 11.3 At the end of March 2017 73% (49 young people) of unaccompanied asylum seeking young people were placed out of county. Of those 49 young people in placements outside of Cambridgeshire 36 are in supported accommodation provisions (the majority of which are in Peterborough).
- 11.4 67% of the 18 unaccompanied asylum seeking young people in fostering placements are with external fostering providers; greater than the 57% of the overall proportion of external fostering placements. Local Authorities receive a set fee per young person from central Government to meet all costs for the accommodation and support of unaccompanied asylum seeking young people, this cost is not dependent on the young person's needs. More expensive (and often out of county) placements place further burden on budgets. **There is a need for Cambridgeshire to develop in house fostering placements to the meet the needs of these young people.**

<sup>9</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/534258/Interim\\_National\\_UASC\\_transfer\\_protocol.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/534258/Interim_National_UASC_transfer_protocol.pdf)

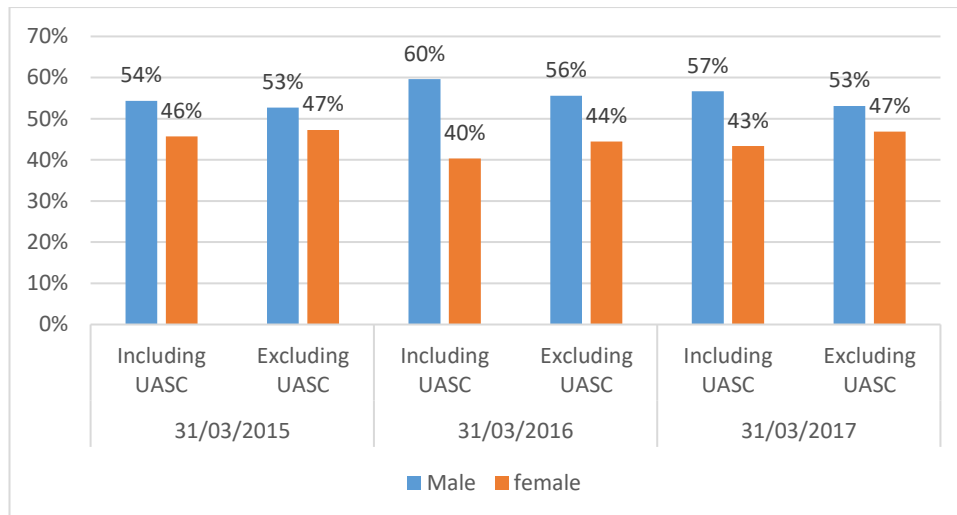
<sup>10</sup> ONS Mid-year population estimate for 2014: 131,490 @ 0.07% = 92



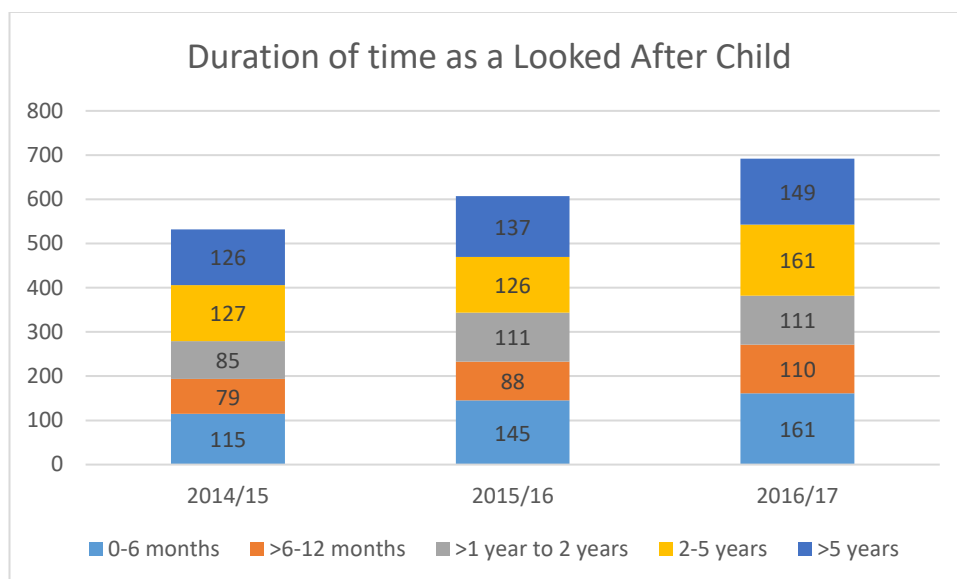
- 11.5 Most unaccompanied asylum seeking young people are assessed as being 16/17 years old and are placed in supported accommodation provision (the majority of which are in Peterborough). Monitoring visits to young people happen within statutory timescales, but there is a risk that these young people can experience social and cultural isolation as a result of language barriers and being at distance from their home authority. As such there is a need for providers to be active in supporting the development of safe supportive links for these young people.
- 11.6 The increased population of unaccompanied asylum seeking young people, the majority of whom are aged 16+ and are placed in supported accommodation provision, has put pressure on the ability of supported accommodation services' capacity to provide placements to Cambridgeshire's young people. **In particular 16 plus provisions and in house fostering placements are required for these young people.**
- 11.7 These young people are supported to access health and education services in the same way as all other LAC. However, there can be challenges in obtaining good information about their family history such as medical conditions. All children have health assessments and access treatment as needed. The Virtual School support UASC to access Education as a Second Language courses, but enrolment can take several weeks and this causes frustration for young people who are keen to learn and progress.
- 11.8 **Work is underway to improve links with local colleges and speed up the admission process for our unaccompanied asylum seeking young people.** Cambridgeshire are targeting this work at those colleges identified as having areas for improvement with admissions processes for unaccompanied young people.

## 12. Gender

- 12.1 The gender split of our looked after population continues to be an average of 57/43 split across males and females.
- 12.2 This difference is lessened when the unaccompanied asylum seeking population is removed from the data set. Overwhelmingly our unaccompanied asylum seeking young people are male (90% at March 2017).

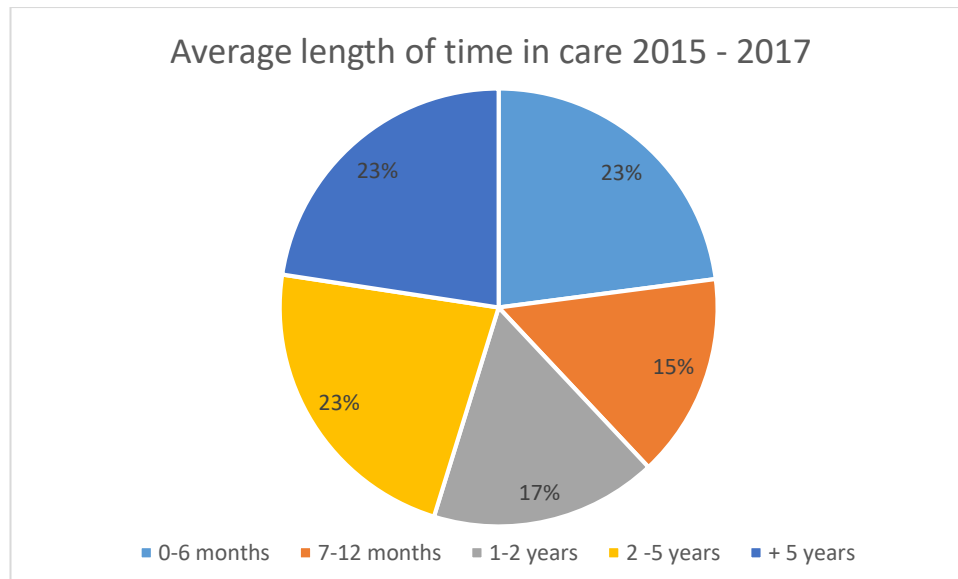


### 13. Length of time in care

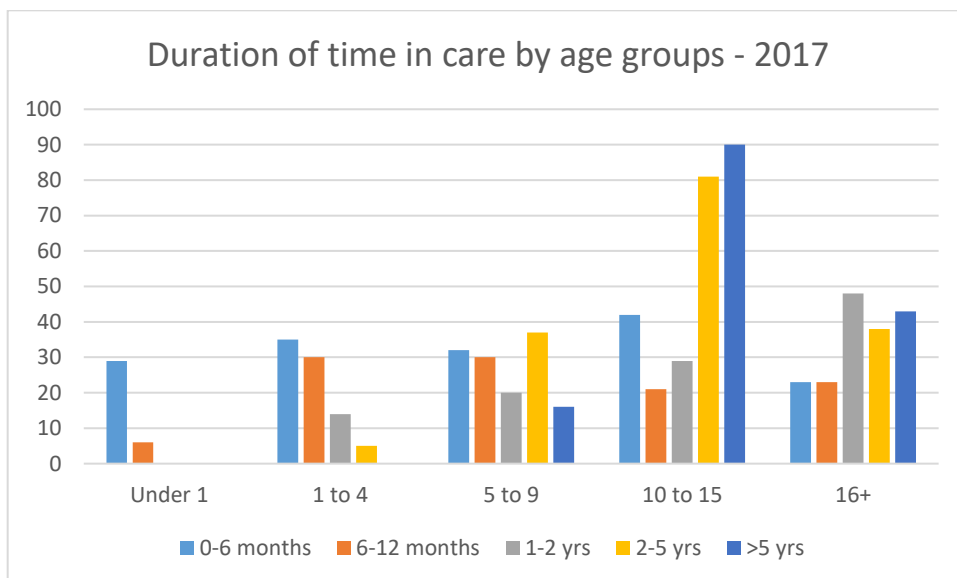


13.1 The proportion of time in care for Cambridgeshire’s Looked After population has remained consistent, despite increases to the overall number of looked after children and young people. On average<sup>11</sup> across the previous three years 55% of young people are looked after for less than two years, and 45% for longer than two years.

<sup>11</sup> Based on end of year data for the 2014-15, 2015-16 & 2016-17 periods



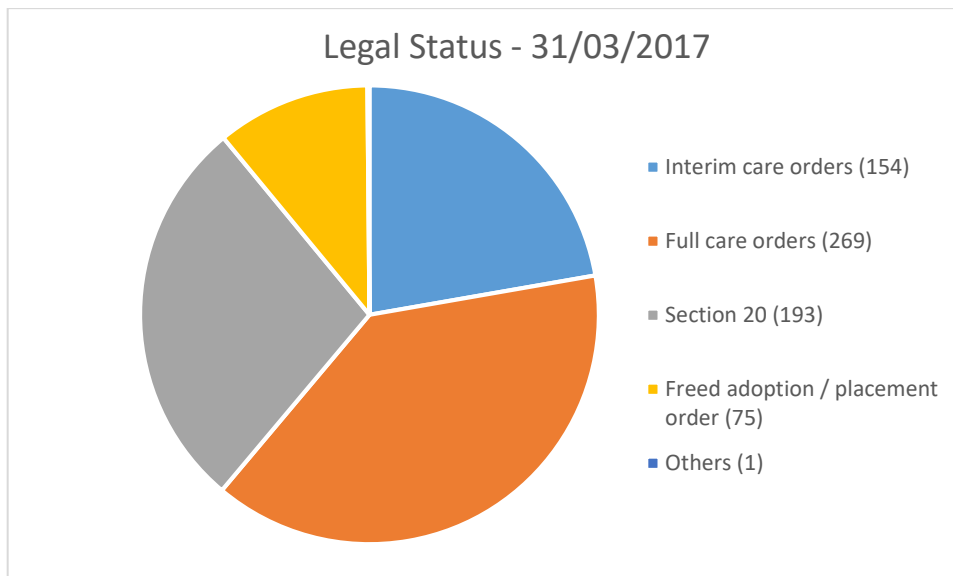
13.2 Young people aged 10 – 15 years are consistently the cohort in care the longest. This suggests that longer term placements are needed for young children in anticipation of young people being looked after for periods of two years or more. At the end of March 2017 25% of Cambridgeshire’s Looked After population were aged 10 – 15 years and had been looked after for two years or more; by comparison 20% of the rest of the population had been Looked After for this period.



## 14. Legal status

14.1 22% of Cambridgeshire’s Looked After Children population are subject to court proceedings, and therefore will not be in a permanent placement. A further 28% of children and young people are accommodated with parental agreement, without an order. 50% of children and young people are subject to full care orders, placement orders, and adoption. This continuing trend demonstrates Cambridgeshire’s need for a mix of long and short-

medium term placements for children and young people, at approximately a 50/50 split, to meet the needs of the Looked After Children population.



## 15. Children with disabilities

- 15.1 The development of a 0–25 year SEND Service and Lifelong SEND Pathway will provide a seamless service to children and young adults who have special educational needs or disability. We are in the process of bringing together the SEN teams with the Children and Young Adults Disability Social care to provide an integrated SEND 0 – 25 service.
- 15.2 The number of children with disabilities who are looked after long-term has increased by 2 since March 2016, and is now at 42. This is 6.1% of the Looked After Children population. Just over half of children with disabilities are placed out of county and are mostly in specialist residential school placements. Whilst this does reflect the complex needs of this cohort of children, **there continues to be a need both to increase the number of specialist foster placements for children with disabilities and to develop in county special school provisions.** In addition, over 20% of the looked after children population have an EHCP plan for a range of reasons including learning difficulties and behavioural issues. This means that **carers with a range of skills are required to meet the needs of children with a range of additional needs.**
- 15.3 Cambridgeshire’s short breaks and shared care service is externally commissioned, and provides services to children and young people with a disability in Cambridgeshire across 3 registered children’s homes within Cambridgeshire. Two of these provisions are for Shared Care / Full Time Accommodation, whilst the third is our Short Break provision, aimed at providing disabled children and young people (0 – 19yrs) with a short break service, either during the day or for overnight stays, depending on the child’s assessed needs. These provisions are primarily used as preventative, respite services, however there is scope to employ these provisions as a ‘step down’ from out of county 38 and 52 week residential schools. The Family Link Service provides fostering provisions for children and young people with a disability aged between 0 – 19, and can provide families with a short break service either during the day or for overnight stays, depending on the child’s needs
- 15.4 50% of Looked after Children who are open to a disability unit are placed out of county, this is more than 15% more than the proportion of LAC (excluding those placed with family or in pre-adoptive placements) who are

placed out of county. **More in county provision is needed for Looked After children with autism, challenging behaviour and significant learning disabilities.**

	In County	Out of County	TOTAL
In house fostering	12	0	<b>12</b>
IFA Foster Care	2	12	<b>14</b>
Residential Special School	0	7	<b>7</b>
Children's Home	6	2	<b>8</b>
Supported Accommodation	1	0	<b>1</b>
<b>TOTAL</b>	<b>21</b>	<b>21</b>	

- 15.5 All of Cambridgeshire's Looked After young people placed in residential special education school placements are out of county. Cambridgeshire has a **continuing need to develop both residential school provisions and children's homes provisions in county**. This should be considered alongside the wider need to develop in county SEND provisions. These provisions are often funded by social care, education and health budgets, with the education funding being drawn down from the Dedicated Schools Grant (DSG).
- 15.6 Cambridgeshire currently has 6 area special schools (for children and young people aged 2 – 19), with a further 3 planned (at Littleport, Alconbury Weald & Northstowe). Additionally there are three special schools within the county for children and young people with social, emotional and mental health difficulties (SEMH).

## 16. Education

- 16.1 It is now a requirement for all Local Authorities to have a Virtual School, with the aim of ensuring that all Looked After Children have the opportunity to fulfil their educational potential. The role of the virtual school teacher is to support and challenge professionals involved with Cambridgeshire's Looked After Children, to ensure that they receive an education which best meets their needs and enables them to meet their potential.
- 16.2 Cambridgeshire's Looked After Children's average Key Stage 4 attainment 8 score is 23.3. This is higher than both regional (22.7) and national comparators (22.8), though less than our statistical neighbours (23.85). This average for Looked After Children is far below both Cambridgeshire's and the national average for all Key Stage 4 children and young people (51.5 and 48.5 respectively), and suggests a need for improved educational outcomes for looked after children.
- 16.3 Progress from Key Stage 2 English and Maths grades demonstrate that Cambridgeshire's looked after young people consistently have better outcomes than regional and statistical neighbours, and are better than or equal to national averages for looked after young people<sup>12</sup>. This suggests that whilst there remains a large gap in outcomes for looked after young people nationally, Cambridgeshire's looked after population achieve better outcomes than our comparators.
- 16.4 As at 14<sup>th</sup> July 2017 five of Cambridgeshire's Looked after children were not on a school roll, with 4 of those 5 being unaccompanied asylum seeking young people, 32 LAC access education via alternative provision, 31 are not accessing education, employment or training (NEET), and 243 of Cambridgeshire's Looked After population access education out of county. This data is taken from the end of term; as such some of these figures are higher than usual data due to the number of young people having moved and are due to start school in September.

	Cambridgeshire Looked After Children (exc. UASC)	UASC
No of LAC not on a School Roll	1	4

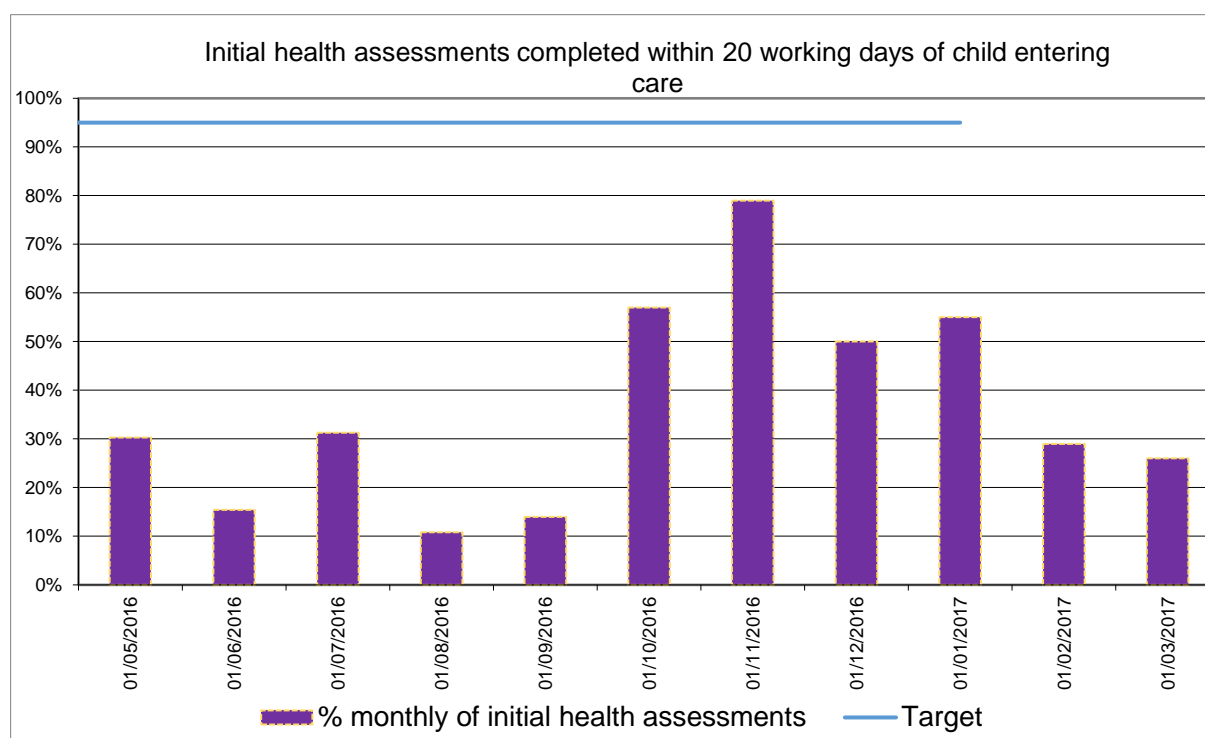
<sup>12</sup> LAIT tool <https://www.gov.uk/government/publications/local-authority-interactive-tool-lait>

No of Cambs LAC on Alternative Provision	32	2
No of Cambs LAC placed Out Of County	206	37
No of Cambs LAC with SEN / EHC	142	1
No of Cambs LAC who are NEET	24	7

- 16.5 All Cambridgeshire schools have a designated teacher for looked after children and young people, as per statutory requirements. Cambridgeshire keep records of all designated teaches both in county and for looked after children and young people placed out of county. Cambridgeshire provide a variety of training opportunities for designated teachers.

## 17. Health

- 17.1 The Cambridgeshire Community Services (CCS) LAC Health team works in partnership with Cambridgeshire County Council to ensure that Cambridgeshire's Looked After children receive health services that are equal to those received by non-looked after children.



- 17.2 Completion of initial health assessments within 20 working days of the child or young person entering care is far below the target at 20%. These assessments help to determine children's emotional health and wellbeing as well as their physical and dental health. Reasons for delays are::
- Assessment for out of county children needing longer time for completion due to factors within each Locality which are outside of the control of the Cambridgeshire LAC Health Team
  - Carers not being able to attend appointments offered
  - Appointments not being attended
  - Delay in receiving consent from Social Care in a timely manner or consents needed to be sent back to Social Care due to poor quality



- Loss of the coordinator role within the Single Point of Access at Social Care – The above improvement in timescales (October 2016 – January 2017) has been during the time when this coordinator role had been in place. Since the loss of this role, timescales have again worsened.
  - Reasons for delay in organising health assessments for Unaccompanied Asylum Seeking Young People are described below in Paragraph 1.8.
- 17.3 Health Outcomes for children are often poor because of neglect of the children's health needs by their birth family and health history is lost due to placement moves while being LAC. Since September 2014, all medical files for children looked after by Cambridgeshire Community Services have been updated. Health colleagues therefore are aware of the full past medical history for all children who are Cambridgeshire's responsibility which is an important step to improve outcomes for this population. Furthermore A quality checklist has been developed and embedded in practice to ensure high quality health assessments for looked after children and young people in Cambridgeshire.
- 17.4 The Cambridgeshire Children's Looked After Health audit for Autumn 2015 identified improvements on the previous year<sup>13</sup>:
- The proportion of young people with an immunisation status provided increased to 68% from 3%.
  - 70% of children and young people had dental checks (up from 31%).
  - 76% of children and young people's eye test status was covered (increased from 45%).
  - 5 children and young people who required a Strengths & Difficulties Questionnaire completing did not have it actioned; a reduction from 31 children the previous year.
- 17.5 As in the general population, obesity is also a regular problem for the looked after children. A recent (small) notes review by the LAC Health Team has demonstrated that 12 of the 66 children and young people reviewed (18%) had a Body Mass Index (BMI) above the 91<sup>st</sup> centile. All 12 children and young people showed reduction in obesity levels since coming into care. **Health colleagues together with Social Care are promoting access to Public Health measures for foster carers to better be able to support children with healthy eating and regular physical exercise.**
- 17.6 Emotional Health and Wellbeing is an area of high need for looked after children and young people. Many young people have issues which do not reach the threshold for mental health services. There are regular meetings with the CCG looking at the mental health and emotional wellbeing needs for Cambridgeshire's looked after young people.
- 17.7 The recent Joint CQC & Ofsted Inspection for SEND in Cambridgeshire (March 2017) recognised that Health reviews for looked after children and young people who have special educational needs and / or disabilities provide a comprehensive picture of physical and emotional health needs.
- 17.8 The increased unaccompanied asylum seeking population has increased pressure on LAC Health teams. This cohort of young people present practical challenges to meet health needs in a timely manner; young people do not have NHS numbers and are not recognised by national systems, often translation services are required and this must be coordinated with clinic and transport availability. Many young people need re-assessment of their age by Social Care after referral to the LAC Health Team which again is impacting on timescales. Furthermore unaccompanied asylum seeking young people arrive without a medical history, without evidence of immunisation and protection against blood borne viruses.
- 17.9 An assessment of unaccompanied asylum seeking young people, conducted in Kent in 2015, highlighted the need for catch-up immunisation for this cohort of young people. In particularly screening for latent Tuberculosis was identified across approximately 70% of young people (based on their country of origin). Public Health

<sup>13</sup> Autumn 2016 data is not yet available

England has developed a schedule for catch-up immunisations. Developing a process for blood borne virus testing for unaccompanied asylum seeking young people was a priority for CCS LAC Health teams in 2016/17; this service is expected to start, pending clarification of the number of young people still in care, requiring retrospective testing.

- 17.10 Care Leaver Health Passports have been introduced which contain a personal summary of the young person's health history and needs. These are now regularly given out to young people and shared with their GP.

## 18. Youth Offending Service

- 18.1 The Youth Offending Service is multi-disciplinary, working to prevent and reduce offending behaviour amongst young people who are at risk of or have entered the criminal justice system. The service works with young offenders ranging from those who have been arrested and received an out of court disposal, a court community disposal or a custodial sentence. The work focuses on effective assessment, planning, intervention, review and risk management. To divert young people from offending effectively, the service input involves team members whose roles include overall case responsibility, offending behaviour, parenting, substance misuse, psychology, accommodation, victims, restorative justice, diversionary activities, education, training and employment.
- 18.2 Given the wider involvement that the YOS have as part of CCC in terms of corporate parenting, the service works closely alongside others in children's services both in terms of safeguarding and early help. Risk assessment, management and planning are undertaken in conjunction with social workers and other involved professionals and plans are managed jointly to include Looked After Children's reviews and plans.
- 18.3 In 2016/17 there were 459 active YOT programmes for a total of 392 young people. Of the programmes starting in 2016/17, 15% were for currently looked after children whilst a further 9% had been looked after previously.



- 18.4 The number of young people open to both social care and youth offending services has remained a consistent proportion of the looked after population. It is often challenging to find suitable in county placements for these young people.

March 2015 – 24 (4.5%)

March 2016 – 30 (4.9%)

March 2017 – 31 (4.5%)

- 18.5 A significant number of young people worked with by the YOS are from other Local Authorities. In the 2016/17 period Cambridgeshire's YOS team were involved with 21 young people Looked After from other Local Authorities.
- 18.6 There are often issues in relation to placements for Cambridgeshire Looked After young people, often involving issues around bail or remand status where offending has taken place. There are also significant numbers of young people who are placed in Cambridgeshire private sector residential placements from other Local Authorities who are on court orders. Cambridgeshire YOS will also work on a care taking basis with these young

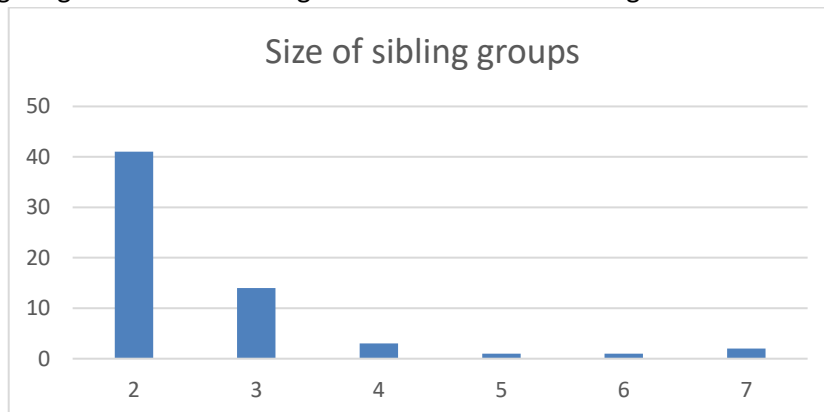
people while they are on court orders and while placed in Cambridgeshire. The home Local Authority and home YOS will always maintain final case responsibility while these young people are looked after.

- 18.7 It is notable that there is a significant number of young people on court orders who are Looked After. There are current concerns about increases in violence, possession of weapons and involvement in drug dealing networks by some young people in Cambridgeshire. This is particularly mirrored by Looked After young people in that they are often more vulnerable to negative influences including gang involvement and often have much less positive family or other support. There is a strong multi-agency focus on these young people both strategically and practically.

## Placement Data 2015 - 2017

### 19. Fostering

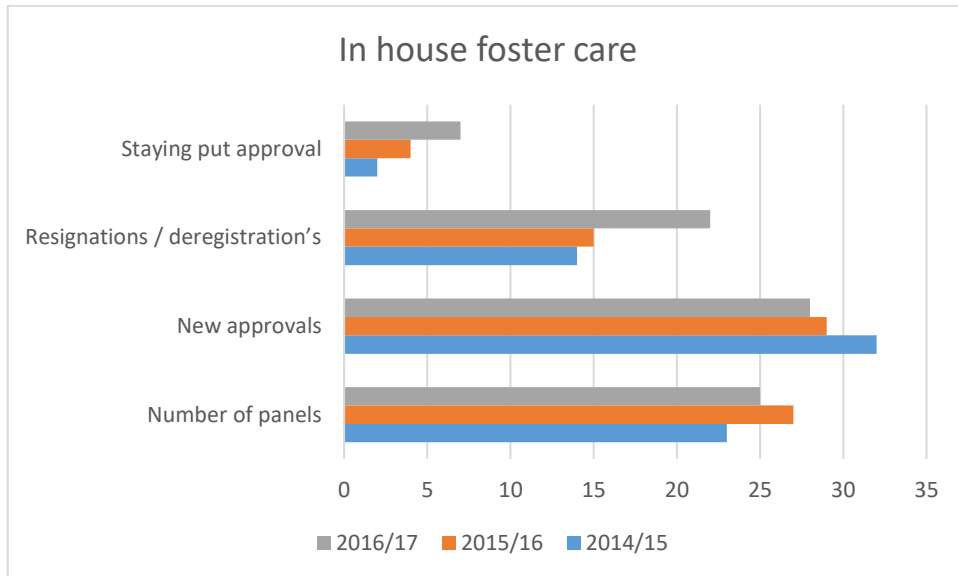
- 19.1 Cambridgeshire continues to have a growing need for foster care placements. The fostering sector is not always able to meet the needs of fostering referrals. In the period from April 2016 – March 2017 773 referrals were made, 562 of which were for fostering, and 29 referrals (5% of fostering referrals) of those fostering referrals resulted in either a children's home or supported accommodation placement; 14 of these referrals were for placements needed within 24 hours. Referrals for placements needed within 24 hours can be challenging to appropriately match the young person with their placement, particularly where capacity is low. The 14 emergency placements which were initially fostering requests and resulted in children's home and supported accommodation provisions were primarily for young people who were new into care (9). **Child Protection planning must be robust and action should be taken in a timely manner when safeguarding risks continue, to mitigate this trend and reduce the number of young people becoming looked after in an emergency when they are already known to social care.**
- 19.2 42% of fostering placements (excluding family and friend fostering) are out of county providers (195 of the 461 fostering placements at 31<sup>st</sup> March 2017 were out of County).
- 19.3 Of 62 sibling groups (consisting of 161 children and young people) placed in foster care, 69 groups of placements were made. 60 of these groups were on plan, 9 were not (i.e. the plan for the sibling group was to place the group together). Over 50% (40) of the sibling groups placed were with IFA foster carers, 25 of these sibling groups were placed together according to the plan for the children and young people. Cambridgeshire do not anticipate targeting recruitment strategies for its in house fostering service to meet this need.



- 19.4 The average age of the placements made to Cambridgeshire's in house fostering service in the 2016/17 period was 6 years. 40% of the placements made to in house fostering were for children under 1 years old; this age group make up 5% of Cambridgeshire's overall looked after population at March 2017. Conversely, just 29% of the placements made to in house fostering were for young people aged 10+. 414 referrals were made for fostering in the 2016/17 period; 201 of those were for children and young people aged 10 + (49%), demonstrating that **recruitment strategies for foster carers should be directed more towards the provision of placements for this cohort of young people.**
- 19.5 Cambridgeshire is part of the regionally commissioned rolling select list for foster care provision (ER4). Currently Cambridgeshire have 51 providers on this contract. 57% of fostering placements (excluding family and friend) are made to independent foster care agencies (289 of 461 placements at 31<sup>st</sup> March 2017). This framework

currently expires in March 2018, with the option for a further extension to December 2018. Cambridgeshire are currently reviewing this extension option, and will be putting forward an options appraisal for approval shortly.

- 19.6 Whilst Cambridgeshire has continued to grow its in house fostering service, the number of carers retiring or deregistering has also increased. Cambridgeshire's in house fostering service (at March 2017) had 125 households approved for fostering (growth of 15% from the previous year<sup>14</sup>), providing 252 beds.



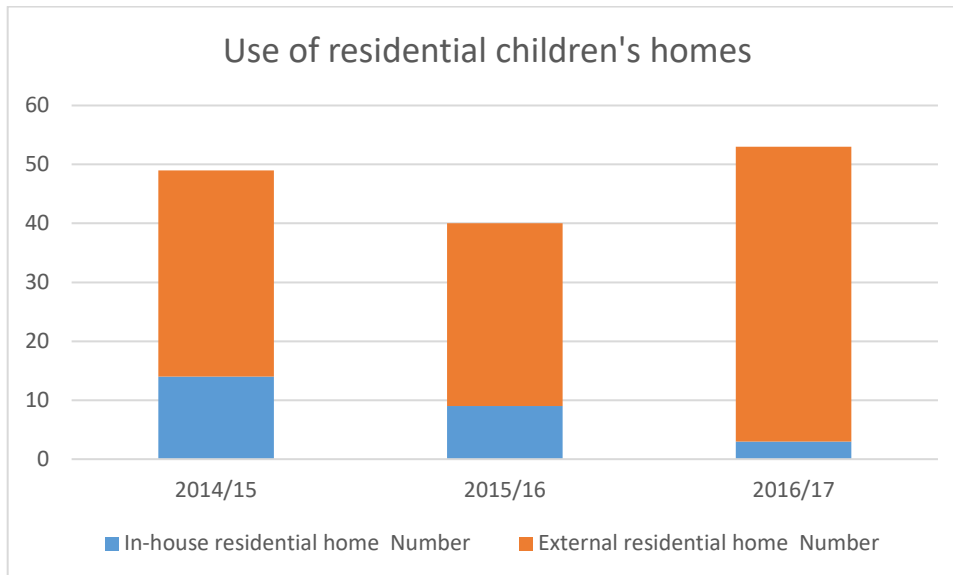
- 19.7 The in house fostering service also provides supported lodgings placements for young people. Currently the service has 5 households registered to deliver supported lodgings placements. **There is a focus to grow this service to meet the needs of young people over the age of 16 years who require supported living. Cambridgeshire's identified need for increased fostering capacity is particularly prevalent for in county provisions, sibling placements and placements for older children (13+). Cambridgeshire is committed to developing its in house service.**
- 19.8 There are 49 children who receive short breaks via the LINK Family service in 22 households. There are 4.5 retained carers who provide a short break placement for children up to 208 nights per year and carers who offer specific number of days. The service is popular and there are currently (August 2017) eleven children waiting for placements, with specific specialist needs and they are being carefully matched.
- 19.9 Cambridgeshire are keen to continue to develop the LINK Family Service, and in particular is looking to meet demand for children and young people who require two carers. The LINK service work closely with colleagues in the SEND 0 – 25 Service to identify those children and young people who require the service or may do so in future. This continued development of the service includes considering maintenance to carer properties to enable the continued support of children as they grow up and considering a shared property within the community for use by carers to provide care and support to children with the most complex of needs providing support to some of the younger and more active children and young people who need a safe a structured environment).

## 20. Residential Children's Homes

- 20.1 Cambridgeshire's use of external residential homes has increased significantly over the previous year, with 94% (50 of 53) of residential placements being made to external provisions. This is due to the closure of an in house

<sup>14</sup> At June 2016 109 households were registered to provide 222 beds with our in house fostering service.

provision, coupled with an increase in need. Despite the increased use of external children's homes, Cambridgeshire's overall use of residential provision remains far below the national average. Since March 2015 the proportion of Cambridgeshire Looked After Children placed in residential children's homes has fallen from 9.2% (49 placements) to 7.7% (53 placements); compare to a national average of 12%.

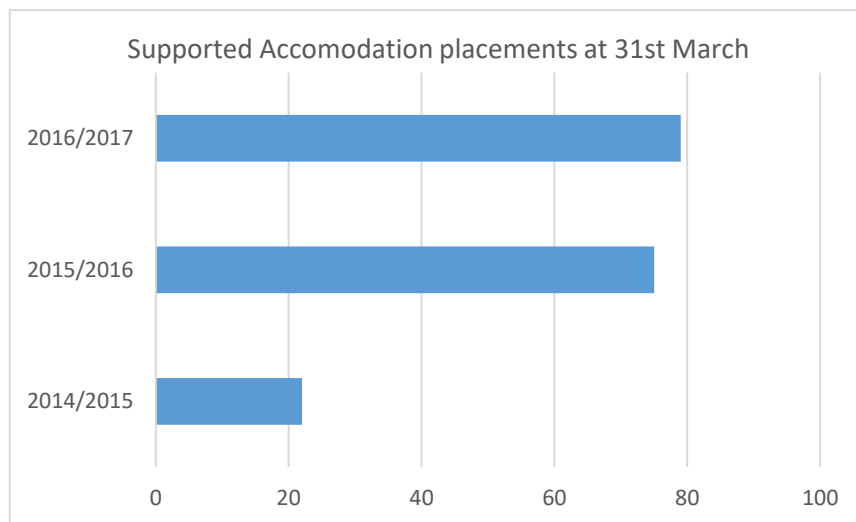


- 20.2 19 of the 53 young people in Children's residential homes (at March 2017) access education provisions within the residential home too. These provisions range from linked schools on site with children's homes, residential schools registered as children's homes also, and children's homes with outreach tutoring and education services. **There is a need to review these placements where young people are accessing education provisions as part of their care, to ensure that these young people are accessing the most suitable placement;** fostering placements are likely to be suitable for these young people.
- 20.3 Some of Cambridgeshire's Residential placements are joint funded across Health and/ or education. 13 young people have joint funded placements, with the CCG funding the health element of 5 placements, education budgets part funding 7 placements, and 4 placements a part of a joint funded 'block' arrangement for shared care and short break services (see section 22).
- 20.4 Cambridgeshire's low use of residential provision demonstrates a reduced need for this provision, particularly in county. **It is proposed that going forward use of residential placements is targeted towards children and young people requiring specialist provisions;** because of the need for specialist provision, Cambridgeshire does not expect that these provisions will be in county necessarily, and resolve to identifying the right placement for young people at the right time; geography will not be a barrier to this.
- 20.5 The majority of young people in children's home placements are aged between 11 and 15. Historically, where a young person's needs have reduced, or their independence has increased, the Council would work towards moving young people from residential to supported accommodation (with varying levels of support) at the end of their GCSEs following their 16<sup>th</sup> birthday, with a view of progressing their move to independence. More recently there has been a national move towards allowing young people to stay in residential care post 16 if they are doing well and choose to stay; Cambridgeshire supports this approach.

- 20.6 Cambridgeshire currently has one in house children's home, (registered for occupancy levels of 6, including a PACE bed [the Police and Criminal Evidence Act<sup>15</sup> prescribes a duty for Local Authorities to provide accommodation for young people when they are moved from Police Custody to Local Authority accommodation]) and a Framework agreement for the provision of Children's home services. Cambridgeshire's Framework began in January 2015 for a period of 2 years, with the option to extend for a further 12 months, and initially had 21 providers, though not all providers have agreed to the extension. The Framework was not successful in developing and increasing in county provision; just 5 of the 21 providers had 1 or more children's home in county.
- 20.7 The Framework expires in December 2017; work is currently underway to explore options and opportunities for a replacement arrangement.

## 21. Supported Accommodation

Supported accommodation referrals made across a 12 month period				
	Total	Referral for UASC	Emergency referrals	Resulted in Supported Accommodation placement
2014/2015	100	21	42	58
2015/2016	154	71	106	105
2016/2017	156	50	68	111



- 21.1 2015/16 saw a sudden increase in the number of supported accommodation placements requests and used. This is likely linked to the significant increase in the number of 16 and 17 year olds who were looked after in the same period. The number of Looked After Children and young people placed in supported accommodation provisions at March 2016 was a 350% increase on the previous year. The placement composition for 2017

<sup>15</sup> Police and Criminal Evidence Act 1984, Section 38(6)

demonstrates that this sudden increase has since stabilised (as has the population of 16 & 17 year old young people).

## 22. Short Breaks & Shared Care

22.1 Cambridgeshire's Short Breaks Duty Statement can be found [here](#)<sup>16</sup>, this is still relevant but is currently being updated. Since April 2011 all Local Authorities have been required by statute to meet their short breaks duty, providing short breaks for disabled children and young people.

22.2 Services provided through the short breaks duty includes:

- Group based support –
  - Holiday schemes
  - After school clubs
  - Sports groups
- Individual short breaks
  - Care in the home
  - Community child minders
  - Support from complex health & palliative care teams
- Overnight breaks
  - Family LINK carers
  - Overnight night provision in specialist residential homes
  - Occasional or one off activity breaks.

22.3 Cambridgeshire's Short Breaks and Shared Care Residential provision is currently provided by Action For Children. This contract commenced in October 2015 for an initial period of 4 years, with the option to extend for 2 further 24 month periods. This service is currently being reviewed, in line with Cambridgeshire's commissioning governance, to inform any future commissioning intentions.

## 23. Placement stability

23.1 Within the 2016/17 period 79 children had experienced 3 or more placement moves; this equates to 11.7% of Cambridgeshire's looked after children population. Whilst comparable figures for this period are not yet available, the previous year saw 10% of looked after children in Cambridgeshire have 3 or more placement moves compared to an average of 9.7% for our statistical neighbours.

23.2 The number of looked after children and young people with 3 or more placement moves within a 12 month period is relatively stable;

31 <sup>st</sup> March 2015	58 (10.8% of Looked after population)
31 <sup>st</sup> March 2016	75 (12.3% of Looked after population)
31 <sup>st</sup> March 2017	79 (11.7% of Looked after population)

23.3 41% of looked after children with 3 or more placement moves (in the 2016/17 period) were aged 16 and 17.

23.4 In 2015/16 an average of 60% of Cambridgeshire's Looked after children achieved placement stability (having been in the same placement for 2.5 years or more). This has since increased to an average 69% across the 2016/17 period, with the national target being 70%. Analysis suggests that this improvement is as a result of improved matching processes and support mechanisms for children and carers.

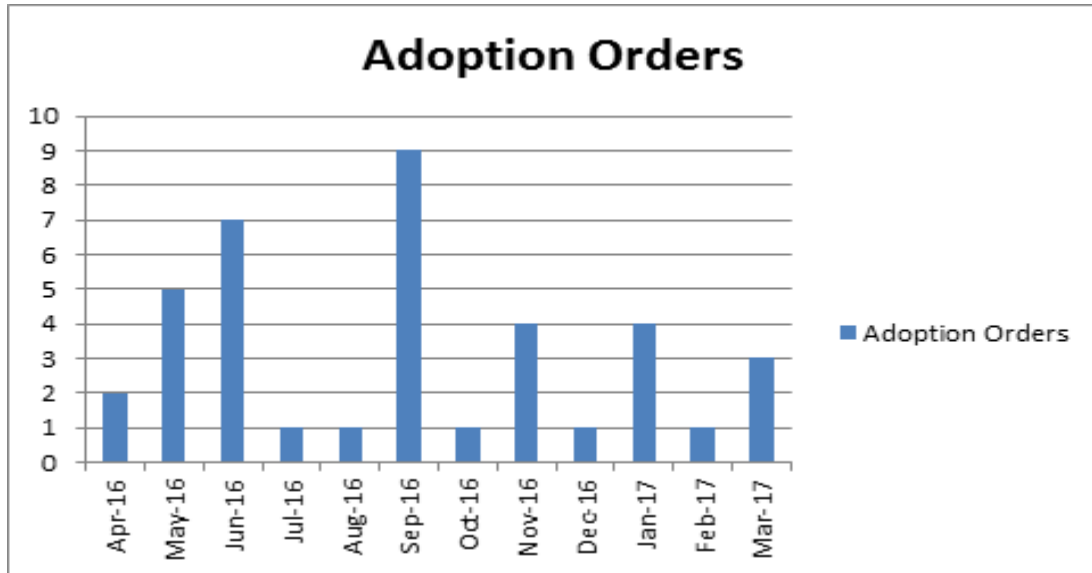
<sup>16</sup> [http://www5.cambridgeshire.gov.uk/info/20136/special\\_educational\\_needs\\_and\\_disabilities\\_local\\_offer/527/disabled\\_childrens\\_social\\_care/4](http://www5.cambridgeshire.gov.uk/info/20136/special_educational_needs_and_disabilities_local_offer/527/disabled_childrens_social_care/4)



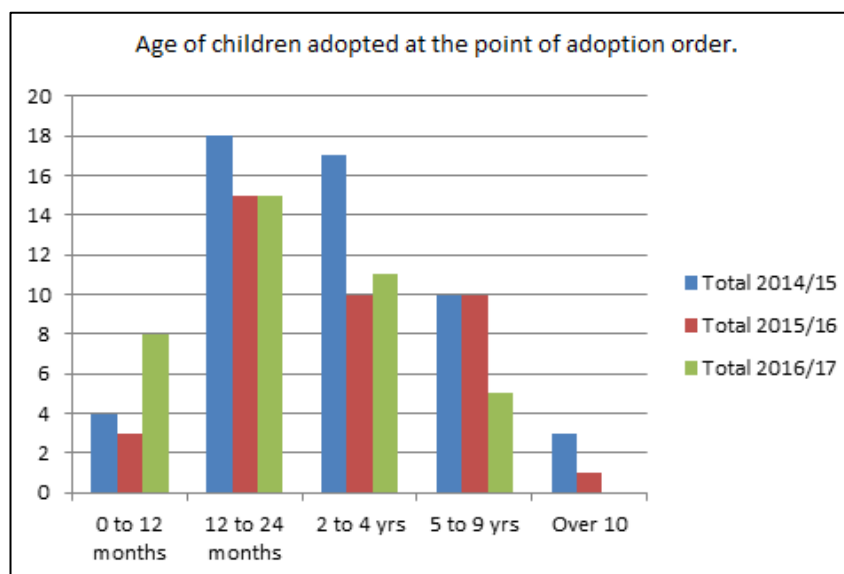
## 24. Adoption

24.1 Cambridgeshire's Adoption service is provided by CORAM Cambridgeshire Adoption.

24.2 39 children were granted adoption orders during the 2016/17 year; an increase of 1 on the previous year. 11 of these children had been placed via early permanence (where a child is placed with adopters, who are also approved foster carers, initially the placement is one of fostering, but can progress to adoption once court proceedings are concluded).



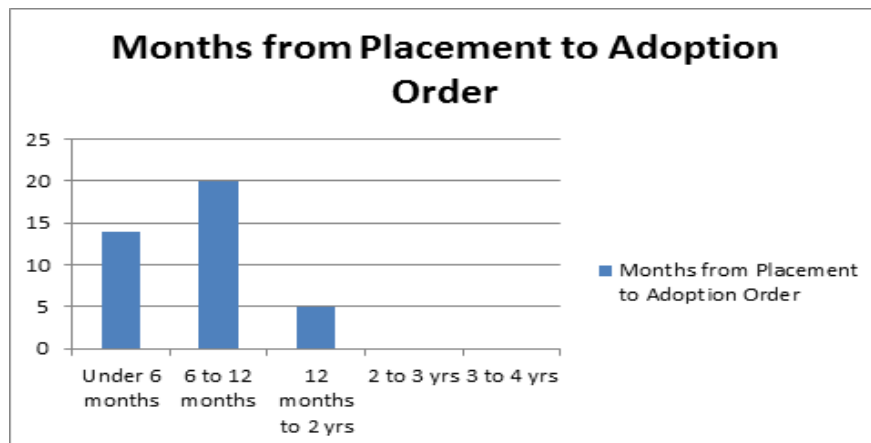
24.3 The oldest child in this cohort adopted was 9 years 6 months at the time that the order was made the youngest was 7 months.



24.4 12 of the children adopted were part of a sibling group (and all were placed as part of sibling groups of two).

24.5 In the 2016/17 year Cambridgeshire children adopted waited an average of 277 days between entering care and moving in with their adoptive families and 104 days between their placement order being made and being matched with their adoptive families. 92% of children move into their adoptive families within 14 months of

becoming looked after and 100% were placed within 12 months of their Adoption Decision Making (ADM) decision.



- 24.6 The Scorecard was introduced by the Department for Education in 2010, to address the delays in the adoption system. This indicator is based on a local authority's average performance over a 3 year period. This performance is based on timescales for children adopted in the reporting period. These timescales are subject to decreasing thresholds year on year.

Scorecard data for:	Indicator 1 timescales	Indicator 2 timescales
2010 to 2013	20 months	6 months
2011 to 2014	18 months	5 months
2012 to 2015	16 months	4 months
2013 to 2016	14 months	4 months

- 24.7 Whilst the threshold for the 3 year average timescales for indicator A1 was missed, children who had been adopted, entering care and moving into their adoptive family was 482 days, by 2 days over the threshold. However Cambridgeshire's performance was provisionally ranked 11<sup>th</sup> nationally. This suggests that other LA's had also struggled to meet the threshold for this indicator. This timescale is most susceptible to impacted from delays within the system including court timescales.
- 24.8 For indicator A2, the 3 years average time between children who had been adopted receiving a placement order and being matched with their adoptive family was 120 days and was within the threshold. Cambridgeshire is provisionally ranked 6<sup>th</sup> nationally.
- 24.9 141 cases were open to Family Finding at the end of March 2017, with a total of 183 new children referred during the 2016/17 year. The cases open to the family finding units include includes 17 children with PO's active family finding is progressing for them. The Family Finding team have reported an increase in the number of large sibling group sand children who have experienced significant trauma and abuse whilst in their birth families care. Similarly challenges remain in identifying placements for children with autism.

## 25. Care Leavers

25.1 A care leaver is defined as a relevant or former relevant child whose 17<sup>th</sup>, 18<sup>th</sup>, 19<sup>th</sup>, 20<sup>th</sup> or 21<sup>st</sup> birthday fell within the collection year. A relevant child is defined under the Children Act<sup>17</sup> as:

- A young person aged 16 or 17
- Who is no longer looked after
- Before ceasing to be looked after, was an 'eligible child'

Or

- A young person aged 16 or 17
- Not subject to a care order
- Detained, or in hospital on their 16<sup>th</sup> birthday
- Immediately before being detained or admitted to hospital had been looked after for at least 13 weeks which began after they reached age 14.

Former relevant children are defined under Section 23C (1) of the Children Act 1989. A former relevant child is one who is:

- Aged 18 or above,

AND EITHER

- has been a relevant child and would be one if he were under 18,

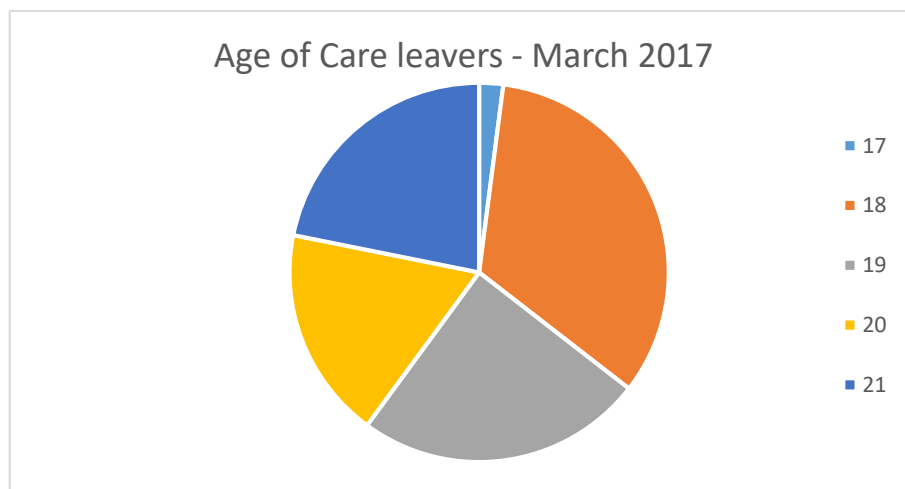
OR

- Immediately before he ceased to be looked after at age 18, was an eligible child.

An eligible child is:

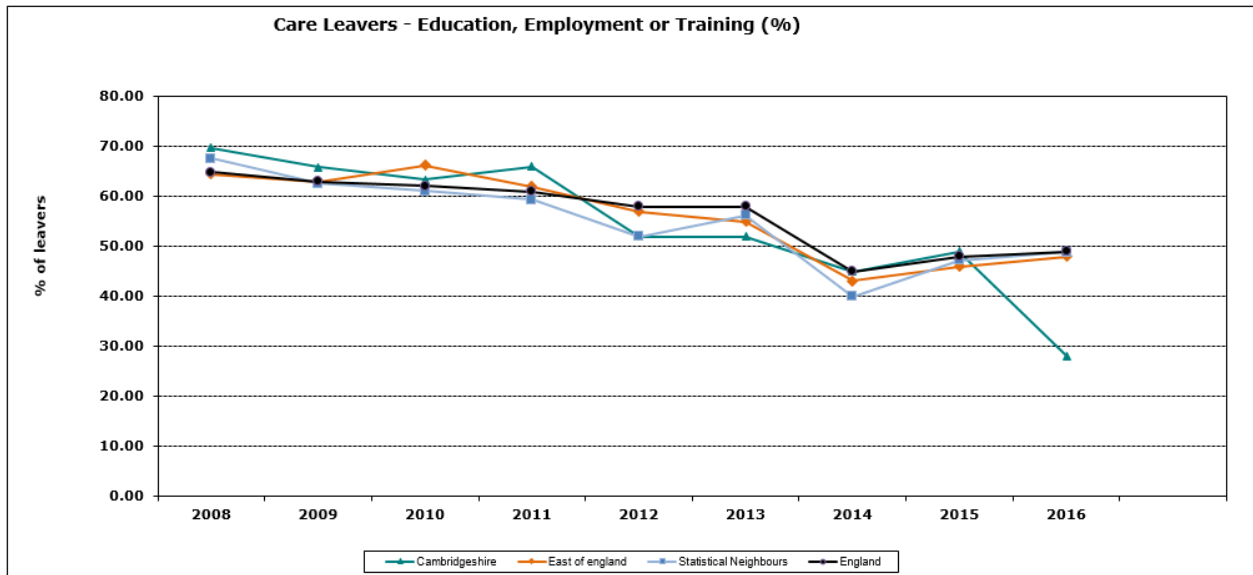
- A young person aged 16 or 17
- Who is looked after, and
- Has been looked after for at least 13 weeks which began after they reached the age of 14, and
- Ended after they reached the age of 16.

25.2 At March 2017 Cambridgeshire's cohort of care leavers consisted of 293 young people aged 17 – 21.



<sup>17</sup> Section 23a(2) of the Children Act 1989

25.3 Key Performance Indicator data at March 2017 suggests that 54% of Cambridgeshire's Care Leavers aged 17 – 21 are in employment, education or training (EET), and 46% are not in employment, education or training (NEET). This data is comparable nationally, and considers the EET / NEET status of a young person at the point of their birthday in the reporting period.



This demonstrates an improvement on previous years' EET status, and an improvement against both regional and national comparators<sup>18</sup>.

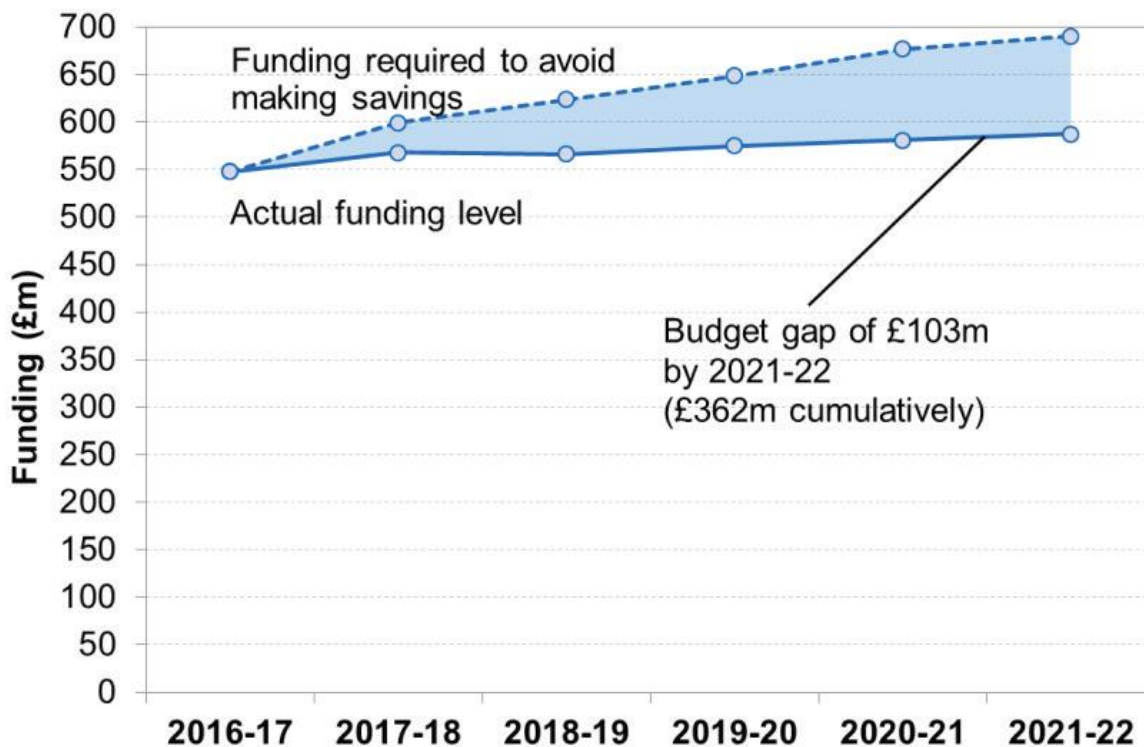
25.4 Performance data at the end of March 2017 (a snapshot of the EET / NEET status of all care leavers aged 17 – 21 at the 31<sup>st</sup> March) demonstrates an improved proportion of 61.5% of care leavers in employment, education or training.

<sup>18</sup> Based on 2016 data. Comparable data for 2017 has yet to be released.

## Placement financial comparison

### 26. Managing general cost pressures

26.1 Cambridgeshire County Council faces significant financial challenges, with public spending cuts and increased demand for services. In order to meet statutory requirements to submit a balanced budget, Cambridgeshire is tasked with achieving £103m in savings across the period 2016 – 2021.

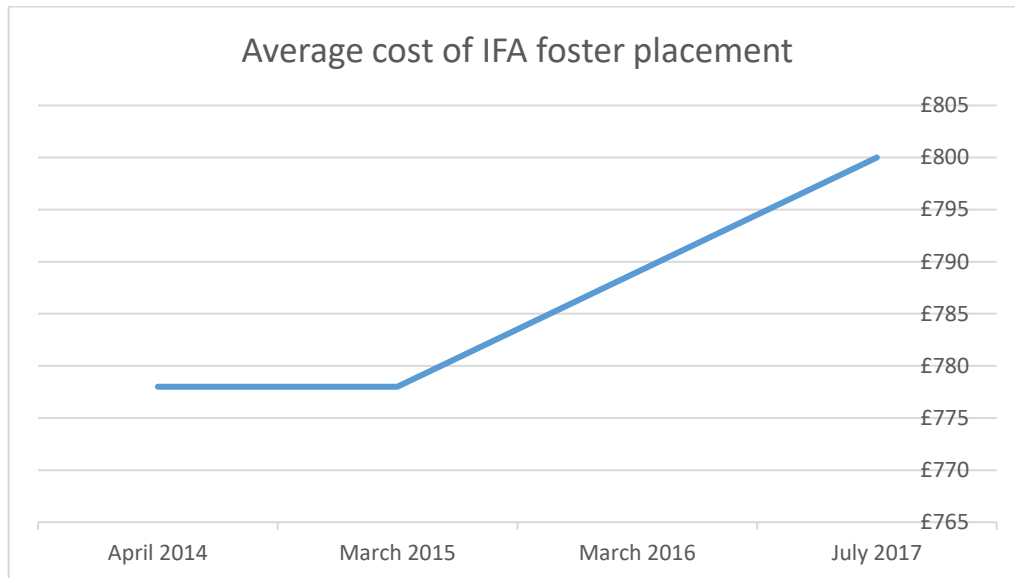


26.2 The Placement Budget for 2017/18 is £23,379,000. This cost includes:

- In house fostering placements
- External fostering placements (IFA)
- In house residential children's homes
- External children's homes (including specialist residential homes for children with disabilities).
- Social care funded 52 week residential school placements for children with disabilities
- Placed for adoption
- Supported Accommodation

26.3 This does not include the placement costs for unaccompanied asylum seeking young people; this is kept separate for Home Office Funding purposes.

- 26.4 Over recent years Cambridgeshire has consistently spent approximately £16.5 million on external 'purchase' placements (i.e. fostering, children's homes, supported accommodation), despite an increased number of placements to fund; this was an average 315 placements in 2015/16 and an average 322 in 2016/17. Current forecasting suggests that funding for external placements will total £14.9m this financial year.
- 26.5 Cambridgeshire's spend per looked after child<sup>19</sup> decreased in 2016/17 to £41,236 (from £44,309 in the previous period). Currently we are forecasting spend of £41,461 per looked after young person for the current period.
- 26.6 The average cost paid by Cambridgeshire for external fostering placements has increased recently to £800 per week, from £778 in April 2014. Recent comparable data demonstrates that Cambridgeshire's average of £776 per week for the 2015/16 period is far below that of the national average for the same period (£858 per week).



- 26.7 Cambridgeshire have adopted the following mechanism in order to meet savings targets and enable continued delivery across People & Communities' (previously Children, Families & Adults) services<sup>20</sup>:
- **Demand Management:** Prioritising commissioning of preventative and early intervention services which will prevent service users from needing to access services in the first place, or delay the point at which the service becomes more urgent.
  - **Market Development:** Develop the market for the provision of care and support with our partners to ensure diversity, capacity, and best value so that outcomes can be delivered sustainably for our citizens.
  - **Optimise Services:** Transforming services and identifying solutions to issues that are based on evidence that they work – this must demonstrate that we are meeting needs in the most cost effective way.
  - **Collaborative commissioning:** Jointly commissioning services with partners where there are economies of scale and/or improved outcomes for our citizens
  - **Return on Investment:** Commission and invest on the basis of a transformed service that also reduces costs over the whole life of an individual

<sup>19</sup> Average cost per LAC is based on the total placement cost, excluding staff costs & overheads divided by the yearly average number of LAC

<sup>20</sup> <https://ccc-live.storage.googleapis.com/upload/www.cambridgeshire.gov.uk/council/finance-and-budget/Section%203A%20-%20CFA%20Finance%20Tables%202017.pdf?inline=true> page 1

## 27. Emerging Trends

27.1 The following emerging trends have been identified as areas that will have an impact on Cambridgeshire and council services.

- Residential Placements (Section 28)
- Lack of capacity and resilient placements (Section 29)
- Placements in other local authorities (Section 30)
- Complex needs and challenging behaviours (Section 31)
- Children with disabilities (Section 32)

## 28. Residential placements

28.1 Whilst Cambridgeshire's use of Residential placements is lower than national averages, usage has increase over recent years. This is in part because of a lack of suitable fostering provisions (particularly emergency fostering placements), rather than the plan for a young person. Anecdotal evidence suggests that lack of capacity particularly in emergencies is a national trend and not a challenge solely faced by Cambridgeshire. Other Local Authorities have explored more creative approaches to commissioning children's residential provisions, including the Thames Valley cross regional model, and the North Yorkshire No Wrong Door model.

28.2 Cambridgeshire are implementing The Hub, based on the North Yorkshire No Wrong Door model, and are currently exploring commissioning options for external residential provision. It is expected that The Hub will reduce the number of young people requiring residential placements (North Yorkshire saw a 63% reduction in the number of residential beds used<sup>21</sup>, though it is of note that whilst Cambridgeshire expect to see a reduction, we are not working to the same targets as our counterparts).

## 29. Lack of capacity and resilient placements

29.1 Lack of capacity is a trend across all placement types, however particular focus is given to the need for fostering placements for sibling groups, emergency placements and placements for older young people aged 13+ (particularly those young people with complex needs and involvement with the youth offending service).

29.2 Lack of capacity within the fostering sector has impacted on other provisions of accommodation for looked after children; residential provisions are used where fostering placements are required (particularly in emergencies) and are unavailable, and in turn the residential sector is unable to meet demand.

29.3 The increased cohort of unaccompanied asylum seeking young people has affected the capacity for 16+ placements (i.e. supported accommodation and benefit sustainable provisions). This sector should be reviewed strategically to consider capacity and funding options to ensure sustainable provision for older looked after young people and care leavers.

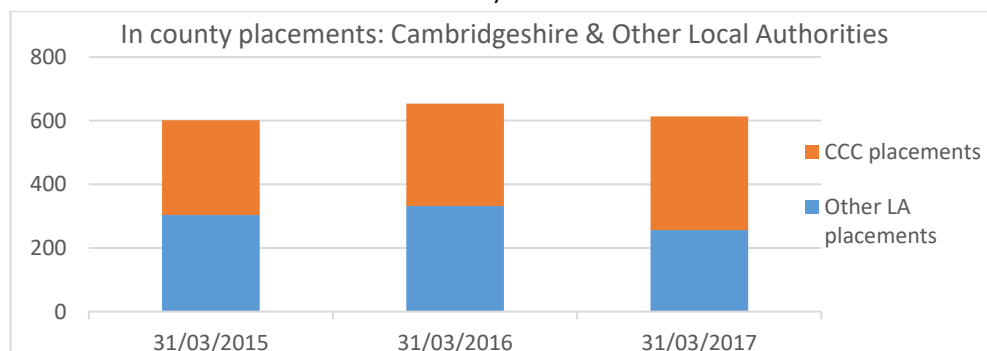
29.4 41% of young people experiencing 3 or more placement moves are aged 16 or 17. This trend matches anecdotal reports of young people 'moving around' supported accommodation and housing benefit sustainable provisions. This may be the result of insufficient funding, inappropriate placement options or inappropriate expectations of placements. Cambridgeshire has a particular need to commission a range of resilient placement options for young people aged 16+. Similarly Cambridgeshire has a need to develop a prevention service to prevent young

<sup>21</sup> No Wrong Door Stakeholder presentation

people from coming into care, and to link with colleagues in Housing teams across the districts to develop housing options.

### 30. Placements in other local authorities

- 30.1 47% of Cambridgeshire looked after children are placed in out of county placements. Some out of county placements present particular challenges in ensuring positive outcomes for looked after children, including access to health services, continuing links to local community, and maintaining education provisions. Of these out of county placements over 70% are placed in neighbouring authorities: because of the proximity of these placements it is easier to support these young people compared to those young people at far greater distances.
- 30.2 Cambridgeshire's commitment to developing its in house fostering and supported lodgings offer is expected to contribute towards the continued development of in county provision. Cambridgeshire are also exploring opportunities for the utilisation of Local Authority owned property (and using Local Authority links to access property from housing association providers) to develop in county supported accommodation provision.
- 30.3 Cambridgeshire's move towards a shared Commissioning Directorate will provide opportunities for shared commissioning across Cambridgeshire and Peterborough. This will help to meet the health needs of children and young people placed in Peterborough.
- 30.4 The Positive Behaviour Support model (lead by the Clinical team) seeks to reduce the number of out of county residential placements, by developing robust local services to provide effective support for children and young people with learning disabilities and challenging behaviours.
- 30.5 The number of young people placed in Cambridgeshire by other Local Authorities has fallen to 256 at March 2017 (from 332 the previous year). The number of Cambridgeshire, in county placements has not increased by the same amount, suggesting either a decrease in capacity across the county, or increased number of vacancies within Cambridgeshire. This needs exploring further, with a particular focus on in county children's homes (a large percentage of these homes are not on our Frameworks).



- 30.6 There are 19 children's homes within Cambridgeshire (18 of which are independent of the Council and operated by external providers<sup>22</sup>), including 3 registered homes providing short breaks and shared care for disabled children and young people. 58% of these homes are in the Fenland district; this has impacted on local services in the area (including local schools and increased pressure on police services) and led to areas of increased risk of exploitation due to the concentrated number of homes. There is a clear need to develop children's home provisions across the county, not in the Fenland area.

<sup>22</sup> Some of which are commissioned by the Council, both via Frameworks and Service contracts to provide care, support and accommodation to Cambridgeshire children and young people.



30.7 See appendix 4 for density map of Cambridgeshire placements across the UK.

## 31. Complex needs and challenging behaviours

- 31.1 Complex needs and behaviours such as youth offending, mental health needs and risk of exploitation represent components of the more challenging behaviours attributed to the current cohort of some of Cambridgeshire's looked after young people.
- 31.2 This increase in challenging behaviours has contributed to the increase in placement breakdowns and increased proportion of emergency placements.
- 31.3 Sir Martin Narey's report on residential care in England included a review of the criminalisation of children in care, concluding that 'children in homes, and children in care generally, are still significantly more likely – by a factor of six - to be subject to criminal proceedings than other children'<sup>23</sup>. Having consideration to these statistics, the continued trend for 5% of Cambridgeshire's looked after children to have involvement with the youth offending service remains an area for improvement.
- 31.4 Cambridgeshire anticipate that the introduction of The Hub (based on the No Wrong Door model) will effect a reduction in the number of arrests made by police, and the number of charges<sup>24</sup>, and in turn will positively impact on the criminalisation of looked after young people and the involvement of the youth offending service.

## 32. Children with disabilities

- 32.1 It is an emerging trend that Cambridgeshire's current short break and shared care and education offer isn't effective at meeting the increased population of Children and young people with complex & challenging behaviour and mental health needs. This has resulted in a continued use of out of county residential special schools. There is a significant lack of in county independent special schools to meet the needs of this cohort of young people.
- 32.2 Cambridgeshire's Link Carer offer (foster carers providing respite services for children and young people with a disability) works to reduce the need for an escalation of resource for children and young people. Currently there are 49 Cambridgeshire young people accessing short breaks via Family Link Carers. Children and young people who are being referred for these services have more complex needs including children who need a high level of physical care and there is a need for some carers to have adaptations to their home to manage their care. A fuller analysis of the children's need and age group is being undertaken to inform future recruitment needs and planning.

<sup>23</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/534560/Residential-Care-in-England-Sir-Martin-Narey-July-2016.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/534560/Residential-Care-in-England-Sir-Martin-Narey-July-2016.pdf)

<sup>24</sup> North Yorkshire saw a reduction of 38% & 52% in the number of arrests and charges respectively in the first 18 months of the model.  
No Wrong Door Stakeholder presentation

## Priorities

Cambridgeshire has developed priorities to enable the challenges identified through this document to be met. These priorities will inform and link with service plans and commissioning intentions across People and Communities.

### 33. Priority One: Deliver high quality, effective assessments and purposeful interventions with children, young people and families.

#### Objectives:

- Feedback is routinely and consistently sought from children and families; districts can demonstrate that their feedback has influenced the way we work with families
- All families receive a high quality, timely and outcome focused systemic assessment
- Families are supported to make positive and sustained change and the workforce is able to deliver successful interventions to families
- Families are supported by the right part of the service within districts and experience seamless transitions in response to differing levels of need.
- Child protection planning is robust and action taken in a timely manner when safeguarding risks continue.
- A workforce that operates displaying respect and dignity at all times.
- Mosaic system is ready for implementation.

#### How we will meet objectives:

Cambridgeshire is dedicated to the development of measurement tools and mechanisms for the collection and qualitative and quantitative evaluation of feedback. Feedback will be used to shape the services delivered and capture themes.

Training will be developed to support the delivery of and improved understanding, and competence / confidence in producing 'high quality assessments'. Assessments to inform timely and robust decision making regarding care planning for children in care or where there is a risk of family breakdown.

Targeted group work and evidenced based parenting programmes will be made available across all districts as part of a consistent offer. District teams will link with internal community development services to promote opportunities to build resilience in the universal sector.

Thrive model to be developed to support the delivery of the right service at the right time. Emotional Health & Wellbeing lead workers to be introduced across the Districts.

Cambridgeshire is dedicated to continuously improving:

- The timeliness and quality of statutory visits; an audit of visits will be reported into performance boards on a quarterly basis.
- Timely completion of S. 47 investigations, demonstrating effective risk assessment
- Multi-agency strategy discussions,

- Court practice, and
- Permanency practice

Children who have been subject to child protection plans for more than 9 months will have their plans considered within a legal planning meeting.

Cambridgeshire are dedicated to developing a 'can do' culture, which is evidenced in feedback across families and professionals. Professionals will develop and demonstrate a cultural competence enabling them to respond effectively to diverse needs.

Cambridgeshire are investing in the MOSAIC system. This is an IT system which will operate across Children's Social Care, Adult Social Care and other Children's Services. It is expected that MOSAIC will improve customer service, improve collaboration and support strong and consistent frontline practice.

The clinical team currently lead on a pilot project to reduce the number of children with challenging behaviour and learning disabilities who are placed out of county in residential schools. The project commenced in April 2017 and will conclude in April 2019. The model of intervention is Positive Behaviour Support. The overarching aims are to identify how we can replicate the success of similar projects in other areas and impact on local systems to provide a more robust, joined up, effective service for children and families.

Preventative work targeted at keeping young people aged 16+ at home is needed.

Cambridgeshire is currently reviewing the '16+ offer' for supported accommodation and housing benefit sustainable housing for this cohort of young people. This review includes consideration for preventative work. Furthermore it is anticipated that The Hub will include provision targeted at this cohort of young people, and providing family support services with the view of enabling young people to stay living at home.

#### Barriers/issues

- Partnership working required across organisations within the universal sector to enable the development of services.
- Culture change is often a slow process

## 34. Priority two: Increased development of in house fostering service

#### Objectives:

- Increase number of local in house foster carers providing good quality foster care placements to a range of young people, including targeted recruitment of carers for sibling groups and older young people (i.e. 11yrs +) with complex and challenging behaviours.

- **Increasing training and development of carers to reduce placement breakdowns.**
- **Develop support to foster carers**

#### **How we will meet objectives:**

Carer recruitment is ongoing, and marketing objectives for the 2017/18 period include further development of Information Sessions, and work to develop this presence in communities where there is a shortage of carers. Cambridgeshire will also look to develop the fostering offer in collaboration with neighbouring authorities; this should include a recruitment strategy which links with Peterborough's recruitment of foster carers.

Cambridgeshire's fostering recruitment strategy is targeted towards carers who will provide resilient placements for children with complex behaviours, sibling groups and young people aged 13 +. Similarly, Cambridgeshire's Fostering Service is working to develop the supported lodgings offer for young people aged 16 +, who require semi-independent living. This offer will support the lack of capacity across the Supported Accommodation sector.

Cambridgeshire are developing an 'emergency foster care' offer, initially to be operated within the in house fostering service. High care skills level carers will be 'on call' to accept emergency placements for a short term period, allowing for placements to be made (and matched) in a planned way.

The continued development of Cambridgeshire's Link fostering service aims to prevent, where possible family breakdown and the breakdown of fostering placements as well as the progression into child protection and looked after status.

The clinical team has developed and delivered a programme of foster carer training based on best practice evidence to equip carers to meet the needs of children and young people in care, who may have complex relational and mental health difficulties. Clinical support and the development of systemic thinking in the fostering service is essential in enabling carer resilience and in delivering positive outcomes for children.

#### **Barriers / issues**

- Recent recruitment of new carers has brought new challenges to the fostering service – a third of new recruits (2016/17) are new to fostering and have required high levels of support during their placements and throughout their first year of fostering.
- Cambridgeshire does not actively undertake marketing activity to recruit IFA foster carers. However, carers do sometimes choose to leave IFA's and register with the Local Authority's service. Carers transferring to our in house service from external agencies does not necessarily immediately increase capacity of foster care.

## 35. Priority three: Placement stability and range of high quality placement provision

### Objectives:

- Ensure that looked after children and young people have good quality foster care placements close to home by increasing the number of local foster care placements to meet a range of needs.
- Increase the number of children in care who achieve permanence through adoption, special guardianship orders or placement with family and friends.
- Develop a wider range of placements at lower cost and high quality.
- Ensure suitable placements are available to support young people with additional needs.
- Develop in county, high quality supported accommodation placements.
- Improve the support to placements in order to avoid disruption and breakdown.
- Increased proportion of Looked After Children to have a clear permanence plan in place within 4 months.
- Ensure care plans are up to date
- Ensure a range of high quality and resilient placement options for children and young people with disabilities.

### How we will meet objectives:

Cambridgeshire are committed to ensuring that positive family relationships are enabled and preserved. Early viability assessments are undertaken and family network meetings are held for all children at key points in their journey.

Cambridgeshire will work with families to develop their understanding of what we do, and the role that they will play. Care plans, CIN and Child Protection plans will be developed to include family roles and long term planning.

Where possible, Cambridgeshire are committed to successful reunification; systemic family work, consultation and unit working to enable children to safely live with their birth families or return home from care.

Education has a key role in developing resilient placements and permanence. Children and young people's views on school, and its role in their lives will be collected and incorporated into plans for permanence. Similarly, the Virtual School and the child's school's views will be considered at the earliest stage when planning for permanence of with any changes to placement plans.

Cambridgeshire intends to develop and improve its offer of work experience, internships and apprenticeships, with a view of looked after children and care leavers having a priority to these opportunities.

Cambridgeshire are dedicated to ensuring that young people are free from their own and others' offending behaviour and exploitation. Safety plans actively consider the risk of offending and all

forms of exploitation for young people over the age of 12. Restorative practice models are implemented in settings for looked after children.

Cambridgeshire aim to ensure children and young people have a sense of belonging. We will endeavour to maintain local connections for young people, particularly when placed out of county, and aim to ensure that all young people are supported to create and improve upon their talents and interests.

The clinical team works to support the development of good quality, stable placements for looked after children. Supervision groups and individual consultation sessions are available to supervising social workers. This is coherent with the concepts covered in foster carer training, offering further opportunities to ensure the clinical offer impacts on the quality of care experienced by children and young people. A programme of foster carer training based on best practice has been developed to equip carers to meet the needs of looked after children and young people with complex relational and mental health difficulties.

High quality services and provisions will be implemented, including The Hub (No Wrong Door model), and increase in house service (with particular focus on fostering and supported lodgings provisions). Cambridgeshire are exploring opportunities to develop in county supported accommodation provisions using Local Authority owned properties, both as part of The Hub, and with contracted providers.

Cambridgeshire are committed to supporting providers to improve placement stability.

Cambridgeshire's Short Breaks, Shared Care and SEND services will be reviewed with the view of ensuring a varied range of services and provisions for children and young people with disabilities, enabling young people to remain at home for as long as possible as much as possible whenever it is safe to do so, to encourage in county provisions and to be better able to provide step-down provisions for children and young people, as well as escalations in resource.

#### **Barriers / Issues**

- Recent recruitment of new carers has brought new challenges to the fostering service – a third of new recruits (2016/17) are new to fostering and have required high levels of support during their placements and throughout their first year of fostering.
- Additional resources would be required within the Kinship team to enable early viability assessments.
- Changes of social worker has had some impact on some Looked After Children.

### 36. Priority four: Ensure looked after children and young people have access to the right health resources, including additional support where a need is identified.

#### Objectives:

- Ensure looked after children and young people have access to the right health resources, including additional support where a need is identified.

#### How we will meet objectives:

The clinical team can offer specialist assessment and intervention for young people whose needs are not well understood or easily met by the available resources locally. These include assessments of executive functioning, cognition, trauma symptoms and attachment. Specialist interventions include dyadic developmental psychotherapy, cognitive analytic therapy, and cognitive behaviour therapy. This is not the primary purpose of the clinical team and so this offer is limited to a very small proportion of the Looked After Children population. The clinical team work closely with partner agencies from education and mental health services to identify and respond to the needs of young people in creative and collaborative ways within current resource constraints. Multi-agency work in Cambridgeshire to establish clear pathways to identify and meet the emotional health and wellbeing needs of young people who are looked after is currently underway; this includes work to meet the needs of young people with an identified mental health need who do not meet the threshold for CAMH services.

#### Barriers / Issues

- Partnership and multi-agency working is required across organisations.
- Transitions between services need to be improved to ensure young people receive consistent and effective services.

## 37. Conclusion

- 37.1 Cambridgeshire's Commissioning intentions are governed by the Joint Commissioning Board; a partnership body across Cambridgeshire County Council and Peterborough City Council. This Board is responsible for ensuring Commissioning activity is undertaken in line with budgetary and strategic priorities.
- 37.2 Over the next 18 months a number of commissioning decisions will impact on the looked after children's sufficiency in addition to a range of preventative options currently being implemented such as: :
- The Hub
  - Re-commissioning of Residential Children's Homes and Fostering arrangements
  - Strategic review of Supported Accommodation and Housing Related Support services for 16 – 25 year olds.
  - Development of in house fostering and supported lodgings services
- 37.3 This Statement will be updated annually and is available to the public via the Council's website.



## Appendix 1

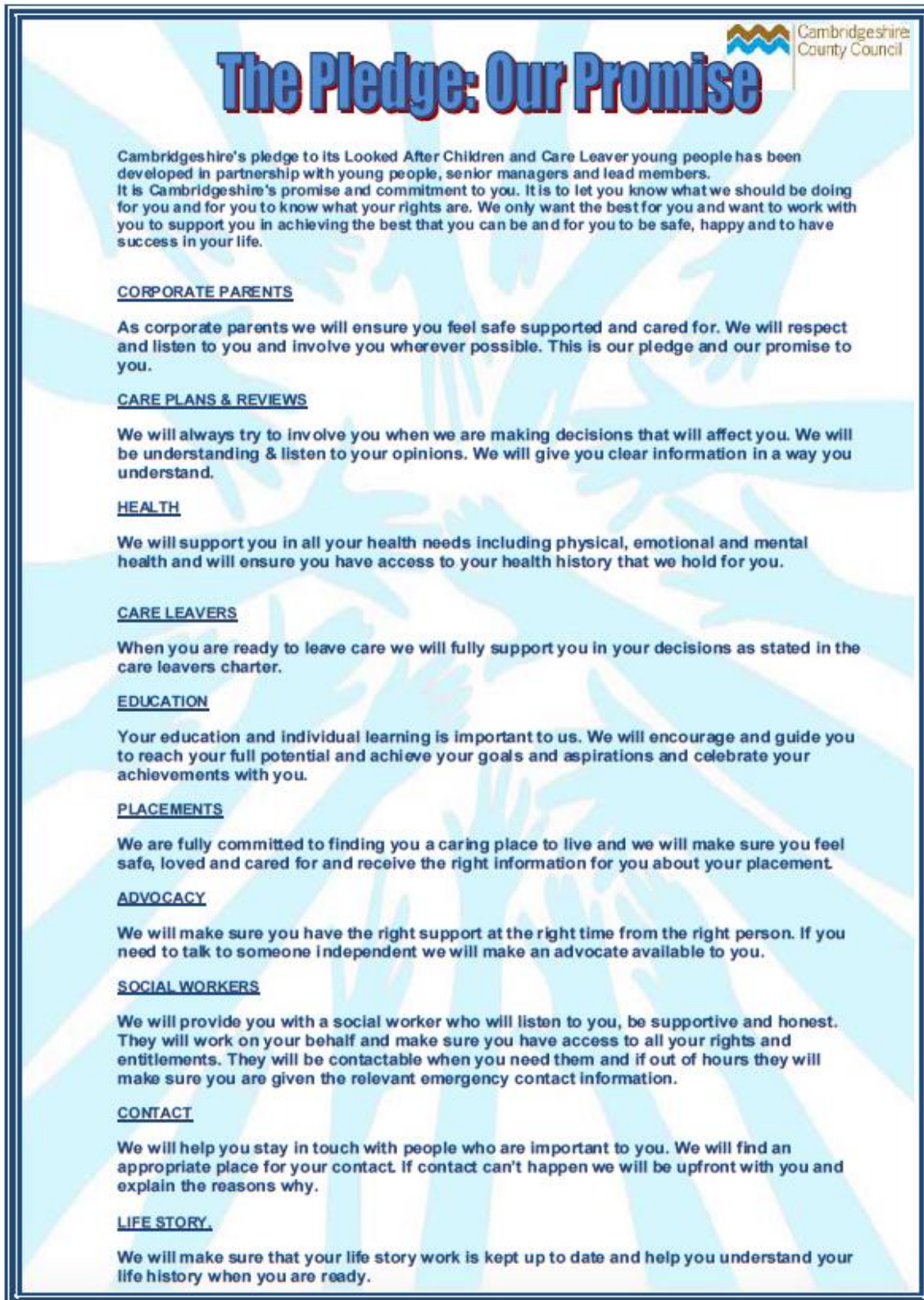
	March 2015	March 2016	March 2017
LAC as at year end	532	607	692
<b>By Age</b>			
Under 1	29	28	35
1 to 4	48	58	84
5 to 9	111	111	135
10 to 15	235	244	264
16 to 17	109	166	174
Over 18	0	0	0
<b>Gender</b>			
Male	289	362	392
Female	243	245	300
<b>Legal Status</b>			
Interim care orders	80	96	154
Full care orders	216	251	269
Section 20	171	198	193
Freed adoption / placement order	65	60	75
Others	0	2	1
<b>Ethnicity</b>			
White British	433	451	503
White Irish	1	5	3
White Other	17	26	41
Traveller of Irish Heritage	2	1	5
Gypsy/Roma	0	0	3
Mixed White and Black Caribbean	10	10	16
Mixed White and Black African	2	3	2
Mixed White and Asian	9	7	7
Any other mixed background	16	19	18
Indian	1	1	3
Pakistani	4	5	3
Bangladeshi	7	8	7
Any other Asian background	3	5	7
Caribbean	4	3	3
African	6	5	15
Any other Black background	2	4	5
Chinese	0	1	1
Any other ethnic group	11	49	48
Not stated / not yet obtained	4	4	2

## Appendix 2

	March 2015	March 2016	March 2017
<b>Placement Data</b>			
Foster placement with relative or friend	32	58	50
<i>Inside local authority</i>	24	34	32
<i>Outside local authority</i>	8	24	18
Placement with other foster carer	385	385	461
<i>Inside local authority</i>	223	217	266
<i>Outside local authority</i>	162	168	195
Secure unit	0	1	2
Residential Children's Homes	49	40	53
Residential accommodation not subject to Children's Homes Regulations	22	75	79
Residential schools	0	0	0
Other residential settings	4	1	0
Placed for adoption (including placed with former foster carer)	24	29	34
Placed with own parents or other person with parental responsibility	5	6	9
Independent living	10	11	3
Residential Employment	0	0	0
Young offender institution or Prison	1	1	1
<b>Placement data (for children under 10 years of age)</b>			
Foster placement with relative or friend	15	20	23
<i>Inside local authority</i>	11	8	18
<i>Outside local authority</i>	4	12	5
Placement with other foster carer	218	149	192
<i>Inside local authority</i>	138	105	139
<i>Outside local authority</i>	80	44	53
Secure unit	0	0	0
Residential Children's Homes	4	0	4
Residential accommodation not subject to Children's Homes Regulations	0	0	0
Residential schools	0	0	0
Other residential settings	2	0	0
Placed for adoption (including placed with former foster carer)	24	28	33
Placed with own parents or other person with parental responsibility	1	0	2
Independent living	0	0	0
Residential Employment	0	0	0
Young offender institution or Prison	0	0	0
<b>Category of need for children in care</b>			
Abuse or neglect	382	427	511
Disability	24	24	25

Parental illness or disability	23	21	21
Family in acute stress	22	23	20
Family dysfunction	43	40	36
Socially unacceptable behaviour	10	7	4
Low income	0	0	0
Absent parenting	28	65	75

## Appendix 3



**The Pledge: Our Promise**

Cambridgeshire's pledge to its Looked After Children and Care Leaver young people has been developed in partnership with young people, senior managers and lead members. It is Cambridgeshire's promise and commitment to you. It is to let you know what we should be doing for you and for you to know what your rights are. We only want the best for you and want to work with you to support you in achieving the best that you can be and for you to be safe, happy and to have success in your life.

**CORPORATE PARENTS**

As corporate parents we will ensure you feel safe supported and cared for. We will respect and listen to you and involve you wherever possible. This is our pledge and our promise to you.

**CARE PLANS & REVIEWS**

We will always try to involve you when we are making decisions that will affect you. We will be understanding & listen to your opinions. We will give you clear information in a way you understand.

**HEALTH**

We will support you in all your health needs including physical, emotional and mental health and will ensure you have access to your health history that we hold for you.

**CARE LEAVERS**

When you are ready to leave care we will fully support you in your decisions as stated in the care leavers charter.

**EDUCATION**

Your education and individual learning is important to us. We will encourage and guide you to reach your full potential and achieve your goals and aspirations and celebrate your achievements with you.

**PLACEMENTS**

We are fully committed to finding you a caring place to live and we will make sure you feel safe, loved and cared for and receive the right information for you about your placement.

**ADVOCACY**

We will make sure you have the right support at the right time from the right person. If you need to talk to someone independent we will make an advocate available to you.

**SOCIAL WORKERS**

We will provide you with a social worker who will listen to you, be supportive and honest. They will work on your behalf and make sure you have access to all your rights and entitlements. They will be contactable when you need them and if out of hours they will make sure you are given the relevant emergency contact information.

**CONTACT**

We will help you stay in touch with people who are important to you. We will find an appropriate place for your contact. If contact can't happen we will be upfront with you and explain the reasons why.

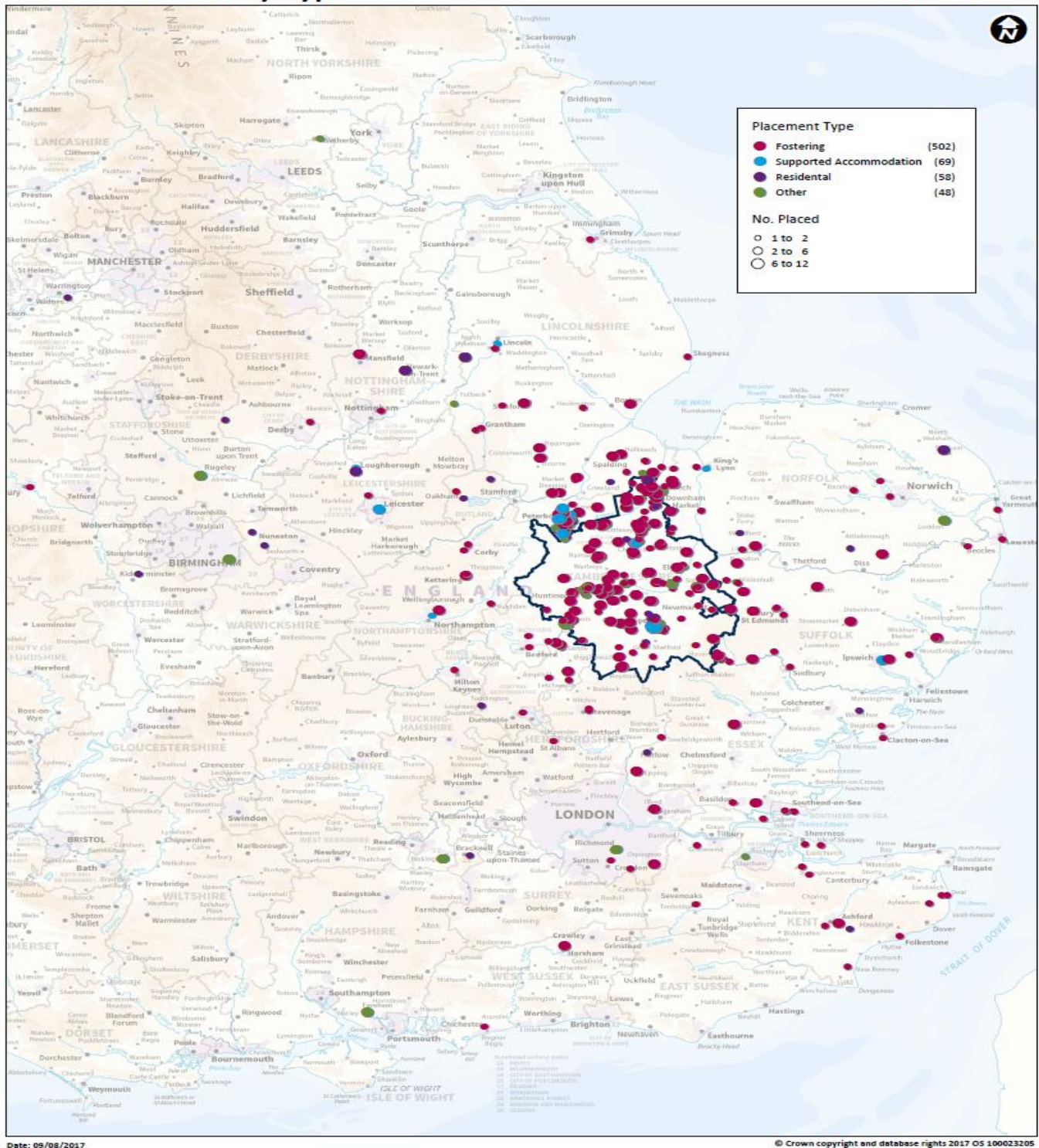
**LIFE STORY**

We will make sure that your life story work is kept up to date and help you understand your life history when you are ready.



## Appendix 4

### LAC Placements By Type



## Appendix 5

### LAC External Placements Budget / Expenditure 2015/16 - 2017/18

Placement Type	2015/16			2016/17			2017/18 *		
	Budget £'000	Expenditure £'000	Outturn £'000	Budget £'000	Expenditure £'000	Outturn £'000	Budget £'000	Expenditure £'000	Outturn £'000
Residential - disability	381	331	-50	306	189	-117	143	133	-10
Residential - secure accommodation	0	70	+70	0	0	+0	0	0	+0
Residential schools	828	983	+155	675	1,196	+521	1,160	2,025	+865
Residential homes	2,342	4,157	+1,815	3,138	3,922	+784	3,018	5,324	+2,306
Independent Fostering	9,813	9,639	-174	7,173	9,615	+2,442	10,304	10,931	+627
Supported Accommodation	1,170	1,239	+69	1,135	1,367	+232	1,244	1,827	+584
16+	203	261	+58	85	472	+387	608	89	-519
Growth **	0	0	+0	0	0	+0	868	796	-72
Pressure funded within directorate ***	0	-188	-188	0	-99	-99		-2,260	-2,260
<b>Total External Placements</b>	<b>14,737</b>	<b>16,492</b>	<b>+1,755</b>	<b>12,512</b>	<b>16,664</b>	<b>+4,152</b>	<b>17,344</b>	<b>18,866</b>	<b>+1,522</b>
Fostering - In house	3,472	3,379	-93	3,674	3,300	-374	3,640	3,520	-120
Kinship	733	790	+57	375	498	+123	478	438	-40
In-house Residential	1,588	1,588	+0	1,586	1,533	-53	556	556	+0
<b>Total In-House Placements</b>	<b>5,793</b>	<b>5,757</b>	<b>-36</b>	<b>5,635</b>	<b>5,331</b>	<b>-304</b>	<b>4,674</b>	<b>4,514</b>	<b>-160</b>
Adoption	2,550	3,121	+571	3,000	3,342	+342	3,236	3,445	+209
Concurrent Adoption	3	181	+178	100	92	-8	91	37	-54
<b>Total Adoption</b>									
<b>OVERALL TOTAL</b>	<b>20,530</b>	<b>22,249</b>	<b>+1,719</b>	<b>18,147</b>	<b>21,995</b>	<b>+3,848</b>	<b>22,018</b>	<b>23,379</b>	<b>+1,362</b>

<b>Total LAC Numbers (non-UASC) ****</b>	549	610	622
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<b>AVERAGE ANNUAL COST PER LAC *****</b>	£44,309	£41,236	£41,461
<b>AVERAGE WEEKLY COST PER LAC *****</b>	£849.75	£790.82	£795.18

\* 2017/18 data is the annual forecast as at end of Aug-17.

\*\* Represents expected growth in LAC numbers for current f/y.

\*\*\* Represents the saving required to bring the external placements CR figure down to the outturn position reported.

\*\*\*\* LAC numbers for 2017/18 are as at 31-Aug-17

\*\*\*\*\* Average cost per LAC is based on the total placement cost divided by the yearly average number of LAC





**FREE SCHOOL PROPOSALS**

**To:** Children & Young People Committee

**Meeting Date:** 12 March 2019

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

**Electoral division(s):** All

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

**Purpose:** **To:**

1. Advise Members on the latest position regarding:
  - a) Wave 11 and Wave 12 free schools in Cambridgeshire approved to pre-implementation stage by the Department for Education (DfE)
  - b) applications to establish new free schools in Cambridgeshire under Wave 13 of the DfE's central free school programme
  - c) the launch of Wave 14 of the DfE's central free school programme
2. Advise Members of the DfE's Capital Fund for establishing new Voluntary Aided schools

**Recommendation:** The Committee is recommended to note:

- a) the latest position regarding Wave 11 and Wave 12 free schools in Cambridgeshire
- b) the applications to establish new free schools in Cambridgeshire under Wave 13 of the Department for Education's (DfE) central free school programme
- c) the launch of Wave 14 of the DfE's central free school programme
- d) the launch of a capital fund to support the establishment of new Voluntary Aided Schools and the known level of interest shown in this in Cambridgeshire

<b><i>Officer contact:</i></b>		<b><i>Member contact:</i></b>	
Name:	Clare Buckingham	Names:	Councillor Simon Bywater
Post:	Strategic Education Place Planning Manager	Role:	Chairman, Children and Young People Committee
Email:	<a href="mailto:Clare.buckingham@cambridgeshire.gov.uk">Clare.buckingham@cambridgeshire.gov.uk</a>	Email:	<a href="mailto:Simon.bywater@cambridgeshire.gov.uk">Simon.bywater@cambridgeshire.gov.uk</a>
Tel:	01223 699779	Tel:	01223 706398 (office)

## **1. BACKGROUND**

- 1.1 “Free school” is the Department for Education’s (DfE) policy term for all new provision academies whereas “academy” is a legal term for state-funded schools that operate independently of local authorities (LAs) and receive their funding directly from the government. They are established by one of two routes, via:
- potential sponsors applying directly to the Department for Education (DfE) or
  - the Council’s established sponsor selection process (known as the free school presumption).
- New schools established under the presumption route are not required to use the term “free school” in their name.
- 1.2 Until September 2016 (Wave 12) there had been two application windows annually, in March and September respectively, for potential sponsors to submit free school proposals directly to the DfE. Wave 13 (the first since the general election in June 2017) was announced in May 2018.

## **2 WAVE 11 CENTRAL FREE SCHOOL PROGRAMME**

- 2.1 Alconbury Weald Secondary School (Diocese of Ely)  
No new information

## **3 WAVE 12 OF CENTRAL FREE SCHOOL PROGRAMME (see Appendix 1 for details)**

- 3.1 Godmanchester Secondary Academy (The Cambridgeshire Educational Trust)
- 3.1.1 Officers met with representatives of the Trust and the DfE on 20 December 2018. In preparation for that meeting officers had reviewed the forecast data which indicated that an additional two forms of entry (2FE) would meet the need for secondary places in Huntingdon catchments over the next 10 years, rather than 3FE as previously thought. A school to serve the secondary age population of Godmanchester would need to offer 5FE (750 places), which has the potential to create a surplus of 3FE across Huntingdon.
- 3.1.2 LocatED (the property arm of the DfE) is currently considering whether or not to seek further pre-planning advice from the planning authority, Huntingdonshire District Council (HDC). This will inform the DfE’s final decision as to whether this proposed new free school will continue through to pre-implementation stage.
- 3.2 St Bede’s Inter-Church School
- 3.2.1 At a meeting with representatives of the St Bede’s Inter-Church School Trust on 20 December 2018, officers were informed by the DfE representatives that the new secondary school, to be located on the Eastern Gateway development area of Soham had been approved to pre-implementation stage (see definition in Appendix 1). The proposed opening date of the school is September 2021. As a faith designated school, if oversubscribed, 50% of places would be allocated on the basis of faith. During this initial pre-implementation stage feasibility work will also be undertaken on the proposed site.
- 3.2.2 In advance of the meeting officers had provided a summary to the Regional Schools Commissioner (RSC) setting out the Council’s position:

- whilst a modest increase in secondary school places equivalent to 3FE is required across the East Cambridgeshire district over the next 10 years the Council do not believe it is of a sufficient scale to justify a further new secondary school, in addition to the one recently opened in Littleport
- if the new school is to be of a size to make it viable it has the potential to create surplus capacity to the detriment of existing schools in the district but also in Cambridge City where St Bede's is located and to which families seeking an education in a faith based school currently send children from a wide area.
- the option to expand existing schools incrementally and in a phased way will better match the supply of places with projected demand
- the Council's clear preference is to continue to work in partnership with our existing schools and academy trusts on small scale expansions when and where the pupil population justifies it.

3.2.3 At the meeting officers questioned the value for money, sustainability and the impact on the Council's basic need allocation of a group of pupils which the forecast data suggests could be accommodated through expansion of existing schools.

3.2.4 The Principals of schools who oppose the proposal have been advised to work with their respective MPs. Officers will provide them with information/data they require to support their case.

3.3 St Neots Secondary Academy (Advantage Schools Trust)

The DfE has taken the decision not to proceed any further with this free school application. Approval for this free school, originally granted in April 2017 has now been withdrawn by the DfE. Now that the uncertainty around this Wave 12 free school has been resolved, it will be possible to move forward with developing an education strategy for St Neots. To this end officers are working with representatives of Astrea, the Multi Academy Trust (MAT) which now runs Ernulf and Longsands Academies in St Neots. Following a meeting in February with representatives of Astrea, officers will be commissioning an updated feasibility study to scope out the possible options for delivering the increased number of secondary places required to meet the impact of the Eastern Expansion development in the town.

3.4 Cambridge Post-16 Maths School (The Cambridgeshire Educational Trust)  
No new information.

3.5 Wing Primary (Anglian Learning Trust)  
No new information.

3.6 Cambridge City Free School (Knowledge Schools Trust)  
No new information.

3.7 The Cavendish Special School (Morris Education Trust)  
On track to open in September 2020.

3.8 Northstowe Special Academy (Cambridge Meridian Academies Trust)  
The DfE has approved the business case to enable the Council to draw down funding which will bridge the capital funding gap between the developer contributions secured through the s106 negotiations and the cost of building the school. It is expected that the new school building will be available for occupation in January 2020. Unlike all

other schools, special schools are allowed to open at a time other than the start of a new school year.

#### **4 WAVE 13 OF CENTRAL FREE SCHOOL PROGRAMME**

12 applications received from six MATs to establish free schools in Cambridgeshire. Not all will have progressed to interview/assessment panel stage. Our understanding is that two applications for one free school have progressed to the final assessment stage. An announcement of which application has been approved to pre-implementation stage is not expected before May 2019.

#### **5 WAVE 14 OF CENTRAL FREE SCHOOL PROGRAMME**

Wave 14 was launched on 31 January 2019 and the deadline for submitting applications is 30 September 2020. Announcement of approved Wave 14 applications is expected in Spring 2020. The Wave 14 criteria targets areas with the lowest educational performance and a demonstrable basic need for a high proportion of the additional school places a proposed new free school would provide.

#### **6 VOLUNTARY AIDED SCHOOLS**

6.1 Any person or organisation, for example a local authority or diocese, may publish a proposal for a new voluntary-aided school. In December 2018 the DfE launched a capital scheme to fund new voluntary aided schools. Where applications are successful 90% of capital costs will be funded centrally. Whilst the application process is similar to that for applying to open a free school through the DfE's central programme, officers understand that the application evaluation process will not include an interview/assessment panel.

6.2 Criteria against which applications will be assessed include:

- there is basic need for a high proportion of the places which the new school will provide
- there is parental demand for the type of school proposed and that it will bring added diversity and choice to the area
- the school will be welcoming and address the needs of pupils from all faiths and none, and from different backgrounds and communities in a way that meets the DfE's integration and community cohesion objectives and is in line with the requirements of the Equality Act 2010
- the proposers have the appropriate education, finance and governance capacity and capability to set up and run a successful and viable school
- the proposed site represents good value for money and can be delivered in a timely manner

6.3 Officers are aware that one such bid has been submitted to establish a VA primary school in Cambridgeshire. An announcement is expected in Spring 2019 as to which bids for capital have been approved in principle. This will be followed by site feasibility studies and a four week period of representation during which any person may submit objections or comments via the Local Authority. The Secretary of State will decide on the successful bids for capital funding through this scheme.

6.4 The DfE will not provide revenue funding to meet the cost of setting up new schools under this scheme. The local authority will be required to meet this cost.

## **7 ALIGNMENT WITH CORPORATE PRIORITIES**

### **7.1 A good quality of life for everyone**

Providing access to local and high quality education and associated children's services should enhance the skills of the local workforce.

### **7.2 Thriving places for people to live**

Schools and the early years and childcare services associated with them are providers of local employment and also provide essential childcare services for working parents or those seeking to return to work. Children are readily able to access out of school activities such as sport and homework clubs and develop friendship groups within their own community.

### **7.3 The best start for Cambridgeshire's Children**

New primary schools will provide early years provision allowing children to access their entitlement to early years education.

## **8 SIGNIFICANT IMPLICATIONS**

### **8.1 Resource Implications**

8.1.1 Where new schools are commissioned to meet basic need local authorities are responsible for the pre-opening start-up and post-opening diseconomy of scale costs. These are currently met from centrally retained Dedicated Schools Grant (DSG) funding which is subject to annual Schools Forum approval. Recently announced national policy changes have impacted on how growth funding is allocated to individual local authorities, but the mechanism for the funding of new schools has not been addressed. Given this current burden of revenue expenditure, the Council will only consider commissioning new schools where there is no possible alternative.

8.1.2 The Education Skills Funding Agency (ESFA) will continue to fund start-up and diseconomy costs for new free schools where they are not being opened to meet the need for a new school as referred to in section 6A of the Education and Inspections Act 2006. Construction costs are also met centrally by the ESFA, although future basic need allocations will be adjusted to take account of the additional capacity created.

8.1.3 Where schools are to be established where there is no identified basic need for places, this will have a significant impact on the rolls of existing schools and the funding they will receive.

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

8.2.1 All new free schools which are designed and built by the Council are done so under its framework arrangements. The DfE require to Council to complete a business case for each of these.

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

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

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

The Trust (depending on the lease wording) is only able to sublet part of the site with approval from the Council. If the ESFA or the Trust acquires the land the above approach would not apply.

### **8.4 Equality and Diversity Implications**

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

8.4.2 The accommodation provided by the Council will fully comply with the requirements of the Public Sector Equality Duty and current Council standards.

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

### **8.5 Engagement and Communications Implications**

All new school projects, whether initiated by the Council or via the central DfE process, are subject to a statutory process which includes public consultation requirements.

### **8.6 Localism and Local Member Involvement**

The Trust or VA sponsor who will run any new school are required to carry out a consultation with the community in which the school will be sited. In addition, officers encourage school sponsors appointed through the central free school programme to engage with the local Member(s).

### **8.7 Public Health Implications**

8.7.1 It is Council policy that schools:

- should be sited as centrally as possible to the communities they serve, unless location is dictated by physical constraints and/or the opportunity to reduce land take by providing playing fields within the green belt or green corridors;
- should be sited so that the maximum journey distance for a young person is less than the statutory walking distances (3 miles for secondary school children, 2 miles for primary school children)
- should be located close to public transport links and be served by a good network of walking and cycling routes

- should be provided with Multi-use Games Areas (MUGAs) and all weather pitches (AWPs) to encourage wider community use of school

8.7.2 There is also an expectation that schools will provide access to and use of the school's accommodation for activities, for example sporting and cultural use outside of school hours.

8.7.3 New schools will have an impact on the Public Health commissioned services such as school nursing, vision screening, National Childhood Measurement.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Martin Wade
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes Name of Officer: Paul White
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes or No Name of Legal Officer:
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Jonathan Lewis
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Jo Dickson
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Jonathan Lewis
<b>Have any Public Health implications been cleared by Public Health</b>	Yes or No Name of Officer:

<b>Source Documents</b>	<b>Location</b>
Information and guidance relating to Wave 13 of the government's free school programme	<a href="https://www.gov.uk/government/publications/free-school-application-guide">https://www.gov.uk/government/publications/free-school-application-guide</a>
Information and guidance relating to applications to open new special or alternative provision free schools	<a href="https://www.gov.uk/government/publications/special-free-school-applications">https://www.gov.uk/government/publications/special-free-school-applications</a>

National List of Wave 13 free school applications	<a href="https://www.gov.uk/government/publications/free-schools-application-information-for-wave-13/wave-13-free-school-applications">https://www.gov.uk/government/publications/free-schools-application-information-for-wave-13/wave-13-free-school-applications</a>
The Free School Presumption: Departmental advice for local authorities and new school proposers. May 2018	<a href="https://www.gov.uk/government/publications/establishing-a-new-school-free-school-presumption">https://www.gov.uk/government/publications/establishing-a-new-school-free-school-presumption</a>
Guidance and criteria for proposers bidding for capital funding to support the establishment of a new voluntary aided school. December 2018	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/761880/VA_capital_scheme_guidance.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/761880/VA_capital_scheme_guidance.pdf</a>
<i>Growth Fund &amp; New Schools Funding Criteria 2019/20</i> - Schools Forum 14/12/2018	<a href="https://cambridgeshire.cmis.uk.com/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/979/Committee/22/SelectedTab/Documents/Default.aspx">https://cambridgeshire.cmis.uk.com/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/979/Committee/22/SelectedTab/Documents/Default.aspx</a>



**List of the Wave 12 applications from sponsors to open new free schools in Cambridgeshire announced by DfE on 13 April 2017.**

<b>Name of school</b>	<b>Type of school</b>	<b>Location</b>	<b>Trust</b>	<b>Size</b>	<b>Basic Need</b>
Godmanchester Secondary Academy	Mainstream Secondary 11-16	No site	Cambs Educational Trust (Chesterton)	5 FE/750 places	No
St Bede's Inter-Church School	Mainstream Faith 11-16	Eastern Gateway. Soham	St Bede's	4FE/600 places	No
Cambridge Maths School	Post-16 specialist science, technology, maths (STEM)	Site identified	Cambs Educational Trust	Up to 300 places	No
Wing Primary	3-11 primary and early years	Wing development East Cambridge	Anglian Learning Trust	2FE/420 places	Yes
Cambridge City Free School	11-18 secondary and sixth form	Potentially in east of Cambridge City	Knowledge Schools Trust (formerly West London Free School Academy Trust)	840 places total	Yes 11-16 No 16-18
The Cavendish School	9-18 special school. Primary need autism	Impington Village College	Morris Education Trust	70 places	Yes
Northstowe Special Academy	Area special school	Northstowe Phase 2	Cambridge Meridian Academies Trust	110 places	Yes

These schools are now at the pre-implementation stage. This is the period between the approval of the free school application and when the free school opens. During this phase the free school proposer will finalise plans, develop policies (including admissions arrangements) and undertake a statutory consultation. The latter must happen before the Secretary of State for Education will enter into a funding agreement with the relevant Trust. It is for the respective Trust to determine at what point to commence consultation.

**Wave 13 Free School Applications to open new schools in Cambridgeshire published by the DfE on 7 November 2018**

<b>Name of school</b>	<b>Phase</b>	<b>Faith</b>	<b>Basic Need</b>
Cornerstone Free School	Secondary	Designated (Christianity)	Not yet Clear
East Cambs Secondary School	Secondary	No	No
March Primary	Primary	No	Yes
Northstowe Primary Academy	Primary	No	Yes
St Neots Primary Academy	Primary	No	Yes
The Lantern Sixth Form College	16-19	No	Yes
Waterbeach Primary Academy	Primary	No	Yes
Waterbeach Primary School	Primary	No	Yes
Wisbech Free School	Primary	No	In the east of the Wisbech linked to the major housing site which is the most likely to come forward first, but not yet
The Octavia Hill (Wisbech) Free School	Secondary	No	Yes
Wisbech Free School	Secondary	No	Yes
Wisbech Secondary School	Secondary	No	Yes

<b>CHILDREN AND YOUNG PEOPLE POLICY AND SERVICE COMMITTEE AGENDA PLAN</b>	Published on 1 March 2019	<b><u>Agenda Item No: 9</u></b>
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### **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 10.00am seven clear working days before the meeting.

The agenda dispatch date is a minimum of five clear working days before the meeting.

The following are standing agenda items which are on the agenda at every Committee meeting:

- Minutes of previous meeting and Action Log;
- Finance and Performance Report;
- Agenda Plan, Appointments and Training Plan

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
<b>12/03/19</b>	Free School Proposals	H Belchamber	Not applicable	28/02/19	04/03/19
	Placement Sufficiency for Looked After Children: Update Report	L Williams	Not applicable		
	Service Director's Report: Children and Safeguarding	L Williams	Not applicable		
<i>[16/04/19] Provisional Meeting</i>				04/04/18	08/04/19

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
<b>21/05/19</b>	Notification of the Appointment of the Chairman/ Chairwoman and Vice Chairman/ Chairwoman	Democratic Services	Not applicable	09/05/19	13/05/19
	Maintained Nursery School Review	H Belchamber	2019/006		
	Free School Proposals	H Belchamber	Not applicable		
	Regional Adoption Agency Award of Contract	J Hunter	2019/009		
	High Needs Block budget feedback	J Lewis/ J Lee	Not applicable		
	Resilience and Independence in SEND Environment	O Hayward	Not applicable		
	School Admissions and Transport Outcome Focused Review: Transport Board Recommendations	E Baffa-Isaacs	tbc		
	Housing Related Support – Extension of Contracts	A Chapman & O Hayward	2019/037		
	Children Looked After: Educational Performance	J Lewis	Not applicable		
<i>[18/06/19] Provisional Meeting</i>				06/06/19	10/06/19
<b>09/07/19</b>	Free School Proposals	H Belchamber	Not applicable	27/06/19	01/07/19
	Education Strategy Update	J Lewis	Not applicable		
	Risk Register	W Ogle-Welbourn	Not applicable		
	Children's Service Annual Feedback Report 2018/19	L Williams/ J Shickell	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Service Director's Report: Children and Safeguarding - Review of Implementation of the Change for Children Programme	L Williams	Not applicable		
	Child and Family Centres Update	H Freeman	Not applicable		
	Opportunity Areas Update	J Lewis	Not applicable		
<i>[13/08/19] Provisional Meeting</i>				01/08/19	05/08/18
<b>10/09/19</b>	Free School Proposals	H Belchamber	Not applicable	29/08/18	02/09/18
	Corporate Parenting Sub-Committee: Annual Report to the Children and Young People Committee	S-J Smedmor	Not applicable		
	Local Safeguarding Children Board's Annual Report	R Wate	Not applicable		
	Annual Corporate Parenting Report	S-J Smedmor	Not applicable		
	Service Business Planning	W Ogle-Welbourn/ L Williams/ J Lewis	Not applicable		
<b>08/10/19</b>	Free School Proposals	H Belchamber	Not applicable	26/09/19	30/09/19
	Business Planning	W Ogle-Welbourn/ L Williams/ J Lewis	Not applicable		
<b>12/11/19</b>	Free School Proposals	H Belchamber	Not applicable	31/10/19	04/11/19

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Service Directors Report: Children & Safeguarding	L Williams	Not applicable		
	Service Directors Report: Education	J Lewis	Not applicable		
<b>04/12/19</b> <i>(Wednesday meeting)</i>	Free School Proposals	H Belchamber	Not applicable	22/11/19	26/11/19
	Schools Funding Formula: Update	J Lee	Not applicable		
	Budget reports	W Ogle-Welbourn/ C Malyon	Not applicable		
<b>21/01/20</b>	Free School Proposals	H Belchamber	Not applicable	09/01/20	13/01/20
	Schools Funding Formula Approval	J Lee	YES		
	Service directors Report: Education and Schools - Validated examination results	J Lewis	Not applicable		
<i>[18/02/20] Provisional Meeting</i>				06/02/20	10/02/20
<b>10/03/20</b>	Free School Proposals	H Belchamber	Not applicable	27/02/20	02/03/20
	Placement sufficiency for Looked After Children - Update Report	L Williams	Not applicable		
	Service Directors Report: Children & Safeguarding	L Williams	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
<i>[21/04/20] Provisional Meeting</i>				07/04/19	09/04/19
<b>26/05/20</b>	Notification of the Appointment of the Chairman/ Chairwoman and Vice Chairman/ Chairwoman	Democratic Services	Not applicable	13/05/20	15/05/20
	Free School Proposals	H Belchamber	Not applicable		





## CAMBRIDGESHIRE COUNTY COUNCIL CHILDREN AND YOUNG PEOPLE COMMITTEE APPOINTMENTS TO INTERNAL ADVISORY GROUPS AND PANELS

Vacancies and expressions of interest in vacant positions are shown in red.

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Accelerating the Achievement of Vulnerable Groups Steering Group</b> The Group steers the development and implementation of the Accelerating Achievement Action Plan, which aims to rapidly improve the educational achievement of vulnerable groups.	6	2	1. Councillor A Costello (Con) 2. Councillor L Joseph (Con)	Jonathan Lewis Service Director: Education  01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a>
<b>Cambridgeshire Culture Steering Group</b> The role of the group is to give direction to the implementation of Cambridgeshire Culture, agree the use of the Cambridgeshire Culture Fund, ensure the maintenance and development of the County Art Collection and oversee the loan scheme to schools and the work of the three Cambridgeshire Culture Area Groups. Appointments are cross party.	4	3	1. Councillor N Kavanagh (Lab) 2. Cllr L Joseph (Con) 3. <b>Vacancy</b>	Jonathan Lewis Service Director: Education  01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Cambridgeshire School Improvement Board</b>  To improve educational outcomes in all schools by ensuring that all part of the school improvement system work together.	6	2	1. Councillor S Bywater (Con) 2. Councillor C Richards (Lab)	Jonathan Lewis Service Director: Education  01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a>
<b>Communities and Partnership Committee Poverty Working Group</b>  Cross party working group to lead the development of a poverty/ social mobility strategy and action plan. The full scope of the work to be determined by the working group, which is expected to start work as soon as practically possible.	Monthly for four months (Oct 2018)	1	1. Councillor S Hoy	Sarah Ferguson Assistant Director: Housing, Communities and Youth  01223 729099 <a href="mailto:Sarah.Ferguson@cambridgeshire.gov.uk">Sarah.Ferguson@cambridgeshire.gov.uk</a>
<b>Corporate Parenting Sub-Committee</b>  The Sub-Committee has delegated authority to exercise all the Council's functions relating to the delivery, by or on behalf of, the County Council, of Corporate Parenting functions with the exception of policy decisions which will remain with the Children and Young People's Committee. The Chairman/ Chairwoman and Vice-Chairman/Chairwoman of the Sub-Committee shall be selected and appointed by the Children and Young People Committee.	6	-	2. Councillor L Every: Chairman 3. Councillor A Hay: Vice Chairman	Richenda Greenhill Democratic Services Officer  01223 699171 <a href="mailto:Richenda.greenhill@cambridgeshire.gov.uk">Richenda.greenhill@cambridgeshire.gov.uk</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Educational Achievement Board</b> For Members and senior officers to hold People and Communities to account to ensure the best educational outcomes for all children in Cambridgeshire.	3	5	4. Councillor S Bywater (Con) (Chairman) 5. Cllr S Hoy (Con) 6. Cllr J Whitehead (Lab) 7. Cllr S Taylor (Ind) 8. Cllr P Downes (Lib Dem)	Jonathan Lewis Service Director: Education  01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a>
<b>Fostering Panel</b> Recommends approval and review of foster carers and long term / permanent matches between specific children, looked after children and foster carers. It is no longer a statutory requirement to have an elected member on the Panel. Appointees are required to complete the Panel's own application process.	2 all-day panel meetings a month	1	1. Councillor S King (Con) 2. Cllr P Topping (Con)	Fiona van den Hout Interim Head of Service Looked After children  01223 518739 <a href="mailto:Fiona.VanDenHout@cambridgeshire.gov.uk">Fiona.VanDenHout@cambridgeshire.gov.uk</a>
<b>Joint Consultative Committee (Teachers)</b> The Joint Committee provides an opportunity for trade unions to discuss matters of mutual interest in relation to educational policy for Cambridgeshire with elected members.	2	6	1. Vacancy 2. Vacancy 3. Vacancy 4. Vacancy 5. Vacancy 6. Vacancy  <i>(appointments postponed pending submission of proposals on future arrangements)</i>	Jonathan Lewis Service Director: Education  01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Outcome Focused Reviews</b>	As required	4	<ol style="list-style-type: none"> <li>1. Councillor Bywater – Outdoor Education</li> <li>2. Councillor S Hoy – School Admissions and Education Transport</li> <li>3. Councillor L Every – The Learning Directorate</li> <li>4. Councillor J Gowing – Education ICT</li> </ol>	Owen Garling Transformation Manager  01223 699235 <a href="mailto:Owen.Garling@cambridgeshire.gov.uk">Owen.Garling@cambridgeshire.gov.uk</a>
<b>Outcome Focused Review of Cambridgeshire Music: Member Reference Group</b>  Council decided on 12 December 2017 to establish a Cambridgeshire Music Members' Reference Group comprising members of CYP and C&I. This is politically proportionate and will consist of four Conservative Members, one Liberal Democrat Member and one Labour Member.	As required	3	<ol style="list-style-type: none"> <li>1. Councillor S Bywater (Con)</li> <li>2. Councillor L Every (Con)</li> <li>3. Councillor J Whitehead (Lab)</li> </ol>	Matthew Gunn Head of Cambridgeshire Music  (01480) 373870 <a href="mailto:Matthew.Gunn@cambridgeshire.gov.uk">Matthew.Gunn@cambridgeshire.gov.uk</a>
<b>Standing Advisory Council for Religious Education (SACRE)</b>  To advise on matters relating to collective worship in community schools and on religious education.  In addition to the three formal meetings per year there is some project work which requires members to form smaller sub-committees.	3 per year (usually one per term) 1.30-3.30pm	3	<ol style="list-style-type: none"> <li>1. Councillor C Richards (Lab)</li> <li>2. Councillor S Hoy (Con)</li> <li>3. Councillor A Taylor (LD)</li> </ol>	Amanda Fitton SACRE Adviser  <a href="mailto:Amanda.Fitton@cambridgeshire.gov.uk">Amanda.Fitton@cambridgeshire.gov.uk</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Virtual School Management Board</b>  The Virtual School Management Board will act as “governing body” to the Head of Virtual School, which will allow the Member representative to link directly to the Corporate Parenting Partnership Board.	Termly	1	Councillor A Costello (Con)	Jonathan Lewis Service Director: Education  01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a>  Edwina Erskine Business Support Officer – Administration Services Team Cambridgeshire’s Virtual School for Looked After Children (ESLAC Team)  01223 699883 <a href="mailto:edwina.erskine@cambridgeshire.gov.uk">edwina.erskine@cambridgeshire.gov.uk</a>

**CAMBRIDGESHIRE COUNTY COUNCIL  
CHILDREN AND YOUNG PEOPLE COMMITTEE  
APPOINTMENTS TO OUTSIDE BODIES, PARTNERSHIP LIAISON AND ADVISORY GROUPS**

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	GUIDANCE CLASSIFICATION	CONTACT DETAILS
<b>Cambridgeshire Music Hub</b>  A partnership of school music providers, led by the County Council, to deliver the government's National Plan for School Music.	3	2	1. Councillor L Every 2. Councillor S Taylor	Other Public Body Representative	Jonathan Lewis Service Director: Education  01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a>  Matthew Gunn Head of Cambridgeshire Music  01480 373500/ 01480 373830 <a href="mailto:Matthew.Gunn@cambridgeshire.gov.uk">Matthew.Gunn@cambridgeshire.gov.uk</a>
<b>Cambridgeshire and Peterborough Federation of Young Farmers' Clubs</b>  To provide training and social facilities for young members of the community.	6	1	1. Councillor Mandy Smith	Unincorporated Association Member	Jess Shakeshaft <a href="mailto:cambsyoungfarmers@outlook.com">cambsyoungfarmers@outlook.com</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	GUIDANCE CLASSIFICATION	CONTACT DETAILS
<b>Cambridgeshire Schools Forum</b>  The Cambridgeshire Schools Forum exists to facilitate the involvement of schools and settings in the distribution of relevant funding within the local authority area	6	3	1. Councillor S Bywater (Con) 2. Councillor P Downes (LD) 3. Councillor J Whitehead (Lab)	Other Public Body Representative	Nick Mills Democratic Services Officer Trainee  01223 699763  <a href="mailto:Nicholas.mills@cambridgeshire.gov.uk">Nicholas.mills@cambridgeshire.gov.uk</a>
<b>Centre 33</b>  Centre 33 is a longstanding charity supporting young people in Cambridgeshire up to the age of 25 through a range of free and confidential services.	4	1	Councillor E Meschini (Lab)	Other Public Body Representative	Melanie Monaghan Chief Executive  <a href="mailto:help@centre33.org.uk">help@centre33.org.uk</a>
<b>College of West Anglia Governing Body</b>  One of up to sixteen members who appear to the Corporation to have the necessary skills to ensure that the Corporation carries out its functions under article 3 of the Articles of Government.  The appointment is subject to the nominee completing the College's own selection process.	5	1	Councillor L Nethsingha	Other Public Body Representative	Rochelle Woodcock Clerk to the Corporation College of West Anglia  <a href="mailto:Rochelle.Woodcock@cwa.ac.uk">Rochelle.Woodcock@cwa.ac.uk</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	GUIDANCE CLASSIFICATION	CONTACT DETAILS
<b>East of England Local Government Association Children's Services and Education Portfolio-Holder Network</b>  The network brings together the lead members for children's service and education from the 11 strategic authorities in the East of England. It aims to: <ul style="list-style-type: none"> <li>• give councils in the East of England a collective voice in response to consultations and lobbying activity</li> <li>• provide a forum for discussion on matters of common concern and share best practice</li> <li>• provide the means by which the East of England contributes to the work of the national LGA and makes best use of its members' outside appointments.</li> </ul>	4	2	1.Councillor S Bywater (Con) 2.Councillor S Hoy (Con)	Other Public Body Representative	Cinar Altun <a href="mailto:Cinar.altun@eelga.gov.uk">Cinar.altun@eelga.gov.uk</a>
<b>F40 Group</b>  F40 ( <a href="http://www.f40.org.uk">http://www.f40.org.uk</a> ) represents a group of the poorest funded education authorities in England where government-set cash allocations for primary and secondary pupils are the lowest in the country.	As required	1 +substitute	Councillor P Downes (LD).  Substitute: Cllr S Hoy (Con)	Other Public Body Representative	Jonathan Lewis Service Director: Education  01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a>



NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	GUIDANCE CLASSIFICATION	CONTACT DETAILS
<b>Local Safeguarding Children's Board</b>  LSCBs have been established by the government to ensure that organisations work together to safeguard children and promote their welfare. In Cambridgeshire this includes Social Care Services, Education, Health, the Police, Probation, Sports and Leisure Services, the Voluntary Sector, Youth Offending Team and Early Years Services.	tbc	1	Councillor S Bywater (Con)	Other Public Body Representative	Andy Jarvis, LSCB Business Manager  01480 373582  <a href="mailto:andy.jarvis@cambridgeshire.gov.uk">andy.jarvis@cambridgeshire.gov.uk</a>
<b>March Educational Foundation</b>  Provides assistance with the education of people under the age of 25 who are resident in March.	3 – 4	1  For a period of five years	Vacancy. Councillor John Gowing, Member for March South and Rural, is seeking the Committee's agreement to taking on this appointment.	Trustee of a Charity	
<b>Needham's Foundation, Ely</b>  Needham's Foundation is a Charitable Trust, the purpose of which is to provide financial assistance for the provision of items, services and facilities for the community or voluntary aided schools in the area of Ely and to promote the education of persons under the age of 25 who are in need of financial assistance and who are resident in the area of Ely and/or are attending or have at any time attended a community or voluntary aided school in Ely.	2	2	1. Councillor A Bailey (Con) 2. Councillor L Every (Con)	Trustee of a Charity	

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	GUIDANCE CLASSIFICATION	CONTACT DETAILS
<b>Shepreth School Trust</b>  Provides financial assistance towards educational projects within the village community, both to individuals and organisations.	4	1	Councillor P Topping (Con)	Trustee of a Charity	
<b>Soham Moor Old Grammar School Fund</b>  Charity promoting the education of young people attending Soham Village College who are in need of financial assistance or to providing facilities to the Village College not normally provided by the education authority. Biggest item of expenditure tends to be to fund purchase of books by university students.	2	1	Councillor M Goldsack (Con)	Unincorporated Association Member	
<b>Thomas Squire Charity</b>  The charity's policy is to give grants to students entering further education for up to four years and one off grants for tools and other equipment to those starting apprenticeships or work training on the job. The area it covers is the ancient parishes of Elm, Emneth and Friday Bridge with Coldham. The charity only gives grants up to the age of twenty five.	1	1	Councillor S Hoy (Con)	Trustee of a Charity	

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	GUIDANCE CLASSIFICATION	CONTACT DETAILS
<b>Trigg's Charity (Melbourn)</b>  Trigg's Charity provides financial assistance to local schools / persons for their educational benefit.	2	1	Councillor S van de Ven (LD)	Unincorporated Association Member	
<b>Warboys Board School Trust Fund</b>  To make grants to the village school, youth groups and individuals for educational purposes. Applicants should reside within the parish boundary of the village of Warboys.	3	1	Councillor T Rogers (Con)	Unincorporated Association Member	



**Children and Young People (CYP) Committee Training Plan 2017/19**

Below is an outline of dates and topics for potential training committee sessions and visits. At the Committee meeting on 12 June 2017 Members asked that training sessions start between 4.00-4.30pm where possible:

	<b>Subject</b>	<b>Desired Learning Outcome/ Success Measures</b>	<b>Priority</b>	<b>Date</b>	<b>Responsibility</b>	<b>Nature of Training</b>	<b>Audience</b>	<b>CYP Attendance by:</b>	<b>% of the Committee Attending</b>
1.	Committee Induction Training	<p>1. Provide an introduction to the work of the Children Families and Adults Directorate in relation to children and young people;</p> <p>2. Provide an overview of the committee system which operates in Cambridgeshire County Council;</p> <p>3. Look at the roles and responsibilities of committee members;</p> <p>4. Consider the Committee's training needs.</p>	High	12.06.17  Room 128	<i>Wendi Ogle-Welbourn/ Richenda Greenhill</i>	Presentation and discussion	CYP Members & Subs	<p>Cllr Bywater Cllr Costello Cllr Downes Cllr Every Cllr Hay Cllr Hoy Cllr Nethsingha Cllr Wisson Cllr Batchelor Cllr Connor Cllr Cuffley Cllr Joseph Cllr Richards Cllr Sanderson Cllr Gowing Cllr Bradnam A Read</p>	75%

2.	Schools Funding	<p>1.To brief Members on changes to the National Funding Formula and High Needs Funding and the impact of this in Cambridgeshire;</p> <p>2.To examine the roles of CYP Committee and Cambridgeshire Schools Forum in relation to schools funding.</p>	High	31.10.17	<i>Jon Lee/ Richenda Greenhill</i>	Presentation and discussion	CYP Members & Subs	<p>Cllr Batchelor Cllr Bywater Cllr Downes Cllr Every Cllr Hay Cllr Hoy Cllr A Taylor Cllr S Taylor Cllr Whitehead</p>	58%
3.	Place planning and multipliers	To brief Members on place planning methodology when estimating demand for school places arising from new housing developments	High	28.11.17	<i>Clare Buckingham/ Mike Soper</i>	Presentation and discussion	<p>CYP Members and Subs</p> <p>E&amp;E Members and Subs</p>	<p>Cllr Bradnam Cllr Downes Cllr S Taylor</p>	25%
4.	Safeguarding	To provide refresher training on safeguarding and visit the Multi-Agency Safeguarding Hub.	Medium	10.04.18	<i>Lou Williams/ Jenny Goodes</i>	Presentation, discussion, tour of the site and meet staff	All CYP Members and Subs	<p>Cllr Bywater Cllr Hoy Cllr Bradnam Cllr Downes Cllr Every Cllr Hay Cllr S Taylor Cllr Whitehead Cllr Cuffley</p>	75%

5.	Education Services and Children's Services and Safeguarding	To discuss current position and future initiatives.	Medium	10.04.18	<i>Jon Lewis &amp; Lou Williams</i>	Workshop	All CYP Members and Subs	Not recorded	-
6.	Data Training		Medium	19.07.18	<i>Jon Lewis</i>	Presentation	All Members	Not recorded	-
7.	Commissioning: Adults' and Children's Services	What and how services are commissioned across People and Communities.	Medium	06.11.18	<i>Oliver Hayward</i>	Presentation/ workshop	CYP & Adults Committees	Cllr Ambrose Smith Cllr Bradnam Cllr Bywater	25%

Areas for consideration:

- Special Educational Needs - strategy, role and operational delivery/ understanding the pressures
- Place Planning 0-19; commissioning new schools, admissions and Transport (Hazel Belchamber)

